



APPLICATION

- 24.1 This policy applies to all NPF employees except for those employed on a probationary or casual basis.

APPROVAL AUTHORITY

Chief Human Resources Officer (CHRO)

ENQUIRIES

- 24.2 All enquiries on the interpretation and application of this policy are to be directed to the HRM or RMHR and when required, forwarded to the OPI.

DEFINITIONS

- 24.3 The following vocabulary is used throughout this policy:
- Competence (Compétence): means the combination of knowledge, skills and ability that enables the employee to perform his/her duties effectively.
 - Incompetence (Incompétence): occurs when an employee, although willing to perform his/her duties, is unable to do so due to a lack of knowledge, skill, ability or competence.

POLICY OBJECTIVE

- 24.4 The objectives of this policy are:
- to provide a framework for the application of performance counselling; and
 - to provide guidelines for the application of informal and formal performance counselling.

GENERAL POLICY

- 24.5 NPF has a Talent Performance Policy that provides guidelines for Managers to discuss job responsibilities and objectives with employees and provide them with feedback regarding their performance.
- 24.6 All employees are required to meet performance expectations and standards in all aspects of their job.

UNSATISFACTORY PERFORMANCE

- 24.7 Unsatisfactory performance occurs when an employee fails to meet the performance expectations or standards required of his/her job. In such cases, the Manager will take steps to address the unsatisfactory performance.

- 24.8 If the unsatisfactory performance relates to issues of employee conduct (as opposed to competence) the Discipline Policy will apply.
- 24.9 If the cause of unsatisfactory performance proves to be a work-related matter outside the control of the employee, the Manager, in consultation with the HRM, will determine the appropriate manner for addressing the situation.
- 24.10 Where the unsatisfactory performance relates to issues of employee incompetence, the Manager, in consultation with the HRM, will provide the employee with performance counselling to assist the employee to overcome performance deficiencies.

PERFORMANCE COUNSELLING

- 24.11 When an employee has been notified that his/her performance is unsatisfactory, the Manager will meet with the employee on a regular basis to provide coaching, guidance, direction, training and feedback to assist the employee to raise the performance to a satisfactory level.
- 24.12 The Manager, in consultation with the local HRM, may consider a range of options for providing performance counselling including but not limited to:
- a. providing informal performance counselling;
 - b. providing additional training; and/or
 - c. providing formal performance counselling.

INFORMAL PERFORMANCE COUNSELLING

- 24.13 Informal performance counselling involves meeting with the employee in order to bring concerns to his/her attention, explore causes of the unsatisfactory performance, and provide coaching, guidance or direction to assist the employee to overcome performance deficiencies.

ADDITIONAL TRAINING

- 24.14 If the Manager deems it appropriate, possible and reasonable, he/she can identify training opportunities that will assist the employee to gain the knowledge, skills or abilities to aid the employee in increasing his/her performance to an acceptable level.

FORMAL PERFORMANCE COUNSELLING

- 24.15 If the Manager with the appropriate delegated HR authority deems it appropriate, possible and reasonable, he/she can use performance improvement plan letters or to provide the employee with written feedback, guidance and coaching regarding his/her performance to aid the employee in gaining the knowledge, skill, ability or competence required to overcome identified performance deficiencies.
- 24.16 If an employee who has demonstrated incompetence has been notified that his/her performance is unsatisfactory and has been unable to raise the performance to an adequate level despite reasonable training and supervision, the Manager with the appropriate delegated HR authority, in consultation with the local HRM, can place the employee under formal assessment by providing him/her with a Performance Improvement Plan.
- 24.17 A Performance Improvement Plan is a written notice to an employee that details demonstrated performance deficiencies or shortcomings, and provides a detailed and reasonable plan or program for the correction of those deficiencies or shortcomings.

- 24.18 The Performance Improvement Plan must include the following essential elements:
- a. details regarding the employee's unsatisfactory performance;
 - b. details regarding the performance standard(s) the employee is required to achieve, with reasonable deadlines for achieving these standards;
 - c. details regarding the period of assessment. Normally, assessment periods shall be as follows:
 - i. for Category II employees the period should normally be no longer than six (6) months nor less than one (1) month, and
 - ii. for Category I employees the period should normally be no longer than three (3) months nor less than one (1) month;
 - d. information on the assistance available to help the employee improve the performance or otherwise overcome the identified shortcomings. This may include additional training, tutoring and mentoring, as indicated by the circumstances of the case; and
 - e. indication that continued unsatisfactory performance and/or failure to improve performance to the required level or overcome the shortcomings may result in termination of employment without further notice.
- 24.19 The employee must be presented with a copy of the written Performance Improvement Plan. The employee will sign the Performance Improvement Plan to acknowledge that he/she has read and understood it. A signed copy will be placed in the employee file.
- 24.20 During the assessment period, the Manager must meet regularly with the employee to discuss performance and monitor progress. Frequency of meetings will depend on the facts and nature of the performance deficiency, but in general it is recommended these meetings take place several times a month.
- 24.21 Following a satisfactory outcome of the use of a Performance Improvement Plan, the matter will be considered resolved.
- 24.22 In the event that the performance remains unsatisfactory:
- a. it may be feasible to transfer or demote the employee to a job more commensurate with his/her interests, skills and abilities, if one is available;
 - b. the employee may be terminated for cause, in accordance with the Termination of Employment Policy.

AUTHORITIES

- 24.23 The levels of accountabilities are as follows:
- a. Employees are responsible for:
 - i. performing their job at a satisfactory level and for continuing to develop in the job, and
 - ii. bringing to the attention of their Manager as soon as possible any work-related problems or personal circumstances that may hinder their performance so that the Manager, in consultation with the HRM, can determine how these should be addressed from an employment perspective;
 - b. Managers are responsible for:
 - i. ensuring that their employees are aware of performance expectations, and
 - ii. addressing unsatisfactory performance;

- c. Managers identified in the HR Delegation of Authority for employee performance counselling matters are responsible for determining, in consultation with the HRM, the appropriate performance counselling measure to impose if the employee's job performance does not meet expectations;
- d. HRMs are responsible for:
 - i. providing guidance to Managers on options to address unsatisfactory performance and assisting on the resolution of unsatisfactory performance matters, and
 - ii. monitoring the application of this policy;
- e. RMHRs are responsible for carrying out compliance reviews with the HRM to ensure proper application of the policy.

REFERENCES

24.24 The Performance Improvement Plan must include the following essential elements:

- *Canadian Human Rights Act*
- *Financial Administration Act*