

SECTION 11

SLA Personnel Policy Handbook

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Saskatchewan Library Association Personnel Policy

1. Introduction

1.1 The Saskatchewan Library Association is a volunteer-directed organization; however, in order to help fulfill the mandate designed by its members it requires a support staff, in particular, an Executive Director and, when the need arises (and the funds are available) clerical and programming coordination assistance.

1.2 The Board of Directors of the Association, therefore, must establish written policies, which define the working conditions, salaries, benefits and the responsibilities of its support staff.

1.3 A Personnel Committee will act on behalf of the Board to develop and oversee the Association's human resource policies and procedures.

1.4 It shall be considered a condition of employment that all employees of the Association shall read, understand and adhere to the Personnel policies of the Association.

1.5 The Board of Directors shall make final decisions regarding any interpretation of this policy.

1.6 All policies shall be consistent with current Labour Standards and other appropriate Acts.

1.7 All policies shall be dated and compiled in a manner, which is accessible to the support staff and Board members. Approved revisions shall be so noted and incorporated into the policy manual as necessary.

1.8 The Personnel policy shall be reviewed as necessary by the Personnel Committee. If no changes are made, a revision date should nonetheless be included to indicate when the policy was last examined.

2. Personnel Committee

2.1 The Personnel Committee, which consists of the President, Vice-President of Advocacy and Development, and Treasurer shall:

- a) draft human resource policies including job descriptions as well as review salary scales for approval of the Board of Directors;
- b) review existing policies and recommend revisions to the Board of Directors;
- c) recruit an Executive Director for approval by the Board of Directors; and
- d) conduct regular performance appraisals of the Executive Director on behalf of the Board.

2.2 The President or designate shall convene this committee.

3. Selection of Personnel

3.1 The Board of Directors, through its Personnel Committee, shall recruit and appoint an Executive Director.

3.2 As an agent for the Board, the Executive Director will interview, select and supervise other permanent or temporary support staff.

3.3 All permanent staff appointments will be presented to the Board of Directors for final approval by means of a formal motion of acceptance.

3.4 The Board shall be notified of any temporary appointments.

3.5 At least two members of the Personnel Committee will interview candidates for the position of Executive Director and will recommend their choice to the Board for its approval.

3.6 Appointments and promotions will be granted on the basis of merit; that is, on the following criteria:

- a) qualifications,
- b) training,
- c) relevant experience, and
- d) proven ability to perform.

3.7 There shall be no discrimination with respect to any person in regard to hiring or conditions of employment because of age, race, religion, gender, sexual preference, nationality, ancestry, place of origin, physical disability, marital status or political affiliation.

3.8 Family members or common law family members may be appointed to temporary or permanent positions as long as:

- a) the possible conflict of interest is declared;
- b) they meet the qualifications required for the position;
- c) they are not being hired directly by a relative; and
- d) they will not be directly supervised by a relative.

3.9 All vacant staff positions shall be advertised in the appropriate media and in the appropriate locations.

3.10 Postings shall include at least:

- a) an outline of responsibilities;
- b) the qualifications needed;
- c) salary range; and
- d) commencement date.

3.11 The Executive Director shall provide a written offer of employment stating:

- a) the salary level;
- b) probationary period; and
- c) the actual work commencement date.

The successful applicant is required to send a written acceptance to the Association.

4. Job Descriptions

4.1 The Personnel Committee is responsible for:

- a) preparing Executive Director's job description;
- b) reviewing and approving staff job descriptions and qualifications as prepared by the Executive Director for approval by the Board of Directors;
- c) reviewing job descriptions periodically; and
- d) recommending revisions to the Board as necessary.

4.2 All job descriptions must be in writing, current, and available to all the support staff and Board members.

5. Probation Period

5.1 An employee shall not be considered a permanent staff member until six months of satisfactory work has been completed.

5.2 A probationary period may be extended if an employee's performance warrants further assessment.

5.3 The President shall be responsible for informal evaluation of the Executive Director:

- a) prior to the three (3) month anniversary in a new position; and
- b) at the end of the first six (6) months in the new position, prior to granting permanent status.

5.4 The Executive Director shall be responsible for informal evaluation of all staff:

- a) prior to the three (3) month anniversary in a new position; and
- b) at the end of the first six (6) months in a new position, prior to granting permanent status.

5.5 Failure to pass the probation period is grounds for termination of employment.

6. Employee Performance Appraisal

6.1 SLA staff shall be formally evaluated by the Executive Director annually.

The appraisal procedure shall be as follows:

- a) The performance evaluation will be completed by both the staff member being evaluated and the Executive Director collectively.
- c) The Executive Director will arrange to meet with the staff member to discuss the evaluation results (noting areas of excellence and discussing where change or improvement is needed) and to discuss goals for the coming year.

- e) If any portions of the appraisal are less than satisfactory*, the Executive Director will report to the Personnel Committee on the results of the performance appraisal. The Personnel Committee may convey this information to the Board.
- f) The original shall be kept sealed in the staff member's personnel file.

6.2 The Executive Director shall be formally evaluated annually. The appraisal procedure shall be as follows:

- a) The Executive Director shall elect to be evaluated by the President and/or Personnel Committee.
- b) The President or designate(s) and the Executive Director will complete the appraisal collectively.(noting areas of excellence and discussing where change or improvement is needed) and to discuss goals for the coming year.
- d) If any portions of the appraisal are less than satisfactory*, the elected appraiser will report to the Board on the results of the performance appraisal.
- e) The individual forms will be destroyed after the performance interview. The original shall be kept sealed in the staff member's personnel file.

6.3 A personnel file will be kept for each employee of the Association and treated as a "confidential document", which will be accessible only to the individual staff member, the Executive Director and the Personnel Committee*.

7. Resignation of Employment

7.1 The Board of Directors shall require one week's notice of resignation for every year worked, up to a maximum of four weeks, from employees of the Association. Notice as far in advance as possible would be appreciated.

7.2 Employees must submit a dated and signed written statement indicating the last day of work.

7.3 Upon resignation, the former employee relinquishes all privileges and benefits granted to Employees of the Association.

8. Termination of Employment

8.1 Termination of permanent staff will not be done without consultation with a lawyer.

8.2 The Board of Directors is ultimately responsible for the decision to dismiss an employee. No employee may be dismissed for cause without prior Board approval.

8.3 The decision to release an employee when a position is eliminated because of:

- a) re-organization;
- b) retrenchment due to lack of funds;
- c) decreased need for services;
- d) failure to effectively meet the requirements of the position; and
- e) extended unauthorized absence; must be made by the Board of Directors.

8.4 Payment will be preferred in lieu of notice of termination of an employee, unless the person is being terminated for just cause.

8.5 Upon termination, the former employee relinquishes all privileges and benefits granted to employees of the Association.

9. Conflict Resolution

9.1 Should a disagreement or misunderstanding arise out of the application or interpretation of the personnel policies of the Association or over the performance of an employee's duties, the Board and the staff agree to settle such issues quickly and fairly.

9.2 Employees first should discuss differences or conflicts with their immediate supervisor or, in the case of the Executive Director with the President. A summary report containing resolution solutions will be placed in the personnel file and copied in confidence to the Personnel Committee.

9.3 Any unresolved differences may be taken to the Personnel Committee. A summary report containing resolution solutions will be placed in the personnel file.

9.4 If resolution still has not been achieved, an employee may make a final appeal to the Board. The employee in question has the right to attend and be heard at a pre-arranged time during a meeting of the Board. A summary report containing resolution solutions will be placed in the personnel file.

10. Disciplinary Action

10.1 Disciplinary action will be taken against an employee who:

- a) refuses to carry out duties;
- b) knowingly contravenes Board policy;
- c) behaves in an immoral, unethical or illegal manner; or
- d) fails to meet performance requirements.

10.2 Disciplinary action shall take the following progressive steps, which is required in order to resolve satisfactorily the situation. A sealed written record of any action taken or any related documents should be placed in the employee's file and copied in confidence to the Personnel Committee:

- a) a verbal warning, which involves counselling the employee;
- b) a written warning
 - i) noting the employee's unsatisfactory conduct or performance;
 - ii) suggesting steps for improvement and when acceptable improvement is to be achieved; and
 - iii) what consequences might result from failure to make those improvements;
- c) a written notice of suspension or probation of a specified duration;
- d) a letter of dismissal presented without further explanation necessary.

10.3 In the event of illegal activity on the part of any employee, full disclosure shall be made to the police.

10.4 Suspensions, probations and dismissals must be brought to the attention of the Board of Directors as soon as possible by the Personnel Committee. Dismissals must be brought to the Board of Directors for decision as per section 8, Termination of Employment.

11. Working Conditions

11.1 Employees at 80% of full-time employment normally shall work four (4) days per week at seven (7) hours per day, or 28 hours per week. Employees at 90% of full-time employment normally shall work nine (9) days over two weeks at seven (7) hours per day, or 31.5 hours per week. At the same time, the nature of the work involved (i.e. some evenings and weekend work will be required) necessitates some flexibility of work schedules. Regular scheduling of staff shall be determined by the Executive Director, in the best interests of effective business handling and member support.

11.2 Two (2) fifteen minute paid rest breaks per seven hours are allowed for all employees; one unpaid break (1 hour OR ½ hour) should be taken during a work day for nourishment.

11.3 Overtime may be earned by employees for extra time (i.e. beyond the normal schedule) worked on approved activities, at a rate of 1.5 times the overtime hours worked. Overtime hours must be approved beforehand, and the maximum accumulated overtime shall not exceed 10 working days. Overtime off shall be taken at a mutually convenient time. Overtime earned and taken shall be duly recorded. Overtime hours to be calculated by not less than .5 hrs.

11.4 Time worked, vacation and sick leave shall be reconciled monthly/annually and signed off by the assigned person of authority before being held in the employee's personnel file.

11.5 Work from home option:

- a) Four days per month, each permanent employee (working 28 or more hours of work per week) may work from home, following a successful 6 month probation.
- b) Days will be selected the beginning of each month; be mutually agreed upon; scheduled according to meetings and activities and cannot interfere with office operations that require in-office attendance.
- c) Scheduled work from home days must be postponed if office matters arise that require the employee to be in the office.
- d) Days cannot be accumulated from month to month. If the allotted days are not taken during the month, they cannot be carried forward.

- e) When working at home, employees are expected to work their full number of work hours (normally 7 hours) and be available by phone and email during regular work hours.
- f) Employees can take the SLA laptop home to complete their work, but will not be compensated for the use of their personal internet, phone or other such communications when conducting SLA business. Voicemail to be checked regularly.
- g) Employee work at home days to be approved by the Executive Director.
- h) While ensuring appropriate support to and supervision of staff, the Executive Director may hold a work from home schedule as required to conduct the duties of their position.

11.6 Flexible time (in-office, not including work from home)

- a) Each permanent employee (working 28 or more hours of work per week), followed by a successful six (6) month probation, may begin their day between 7:00 am and 9:00 am and finish between 3:00 pm and 5:00 pm.
- b) Employees are required to be at work during core working hours 9:00 am – 3:00 pm.
- c) Flex hours require prior approval and must be scheduled or changed if office matters arise that require the employee to be in the office. Flex hours cannot interfere with office operations during SLA regular office hours 9:00 am – 4:00 pm. (e.g. scheduled meetings, activities)
- d) Staff flexible time to be approved by the Executive Director.
- e) While ensuring appropriate support to and supervision of staff, the Executive Director may hold a flexible work schedule as required to conduct the duties of their position.

12. Staff Travel Time

12.1 Staff will be compensated for travel time while on agency business. Staff need prior approval for any overtime taken, as per the existing overtime policy.

12.2 For professional development activities that staff request to go to, staff travel that happens beyond the regular work day will not be compensated. Staff travel that happens during the regular work day for professional development activities is permitted.

12.3 Travel time includes any reasonable mode of transportation (airplane, car, etc.).

12.4 Staff may accrue overtime at a rate of 1.5 times the hours worked for travelling hours beyond the regular work day, when travelling on agency business as directed by the Association. Time is accrued in real time, regardless of a time change.

12.5 The work day schedule will be adjusted, within reason, so that staff travel on agency business will be done during work hours. For example, if a person travels very early in the morning, then the work day should start when they start to travel. If they are still travelling when that same work day ends, then overtime travel accrual starts at that point.

12.6 Overtime hours will be banked and taken as time off and will not be paid out. The maximum accumulated total overtime will not exceed 10 working days.

13. Harassment

13.1 The Board and its employees will adhere to a policy of no discrimination with respect to any person working for the association because of age, race, creed, gender, sexual orientation, nationality, ancestry, place of origin, physical disability, marital status, or political affiliation.

13.2 The Association prohibits harassment of its employees. (See Appendix for the SLA Harassment Policy)

13.3 Any employee found to have engaged in a harassing behavior shall be subject to discipline up to and including dismissal.

14. Salary Policy

14.1 The payroll for the Association's employees is prepared by the Administration Centre for Sport, Culture and Recreation.

14.2 Staff will receive a monthly salary, to be paid in two equal installments, on the 15th and on the last banking day of the month.

14.3 All staff shall receive monthly, detailed pay statement showing the period worked, gross earnings and all relevant deductions made.

14.4 Staff members may receive salary increases to be implemented February 1st. Eligible staff will receive an increased based on and established scales as approved by the Board of Directors.

14.5 All new employees shall be positioned on the salary grid in accordance with the Personnel Committee's recommendations. The Personnel Committee may move an employee higher on the scale if qualifications, training and experience warrant it.

14.6 The Personnel Committee shall review the salary scales every three years.

14.7 Each employee shall have access to the salary scale for his/her position.

15. Benefits

15.1 The Association provides employees with a benefits package through the Administration Centre of Sport, Culture and Recreation. Documentation describing and explaining the benefits package is kept on file in the Saskatchewan Library Association office, and a copy is given to each new employee.

15.2 A permanent staff member is eligible to participate in the benefits package after three (3) months of continuous employment.

15.3 The Board of Directors will consider paying an employee's membership fees to organizations it deems beneficial to the Association and essential to the employee's effectiveness.

16. Staff Training and Development

16.1 The Board may allocate funds in the budget for employees to attend seminars, workshops and conferences related to their work.

16.2 Employees may apply in writing to attend appropriate training and development courses. Executive Director to apply to the Personnel Committee and staff to the Executive Director.

16.3 In certain cases, an employee's personal expenses will not be covered until presentation of proof of successful completion of a training course and proper receipts are submitted.

16.4 If the Board requires a staff member to take a training course, the Association will assume the full cost of tuition or registration, transportation, accommodation and meals (as laid out in the Expenses Policy).

17. Vacation and Public Holidays

17.1 Unless otherwise mutually agreed upon, permanent employees working 28 hours of work per week are eligible for earned vacation with regular pay at the rate of:

- a) three (3) weeks (i.e. 12 working days) per year for up to four years of accumulated service [earned at the rate of 1 day per month];
- b) four (4) weeks (i.e. 16 working days) per year for five to seven years of accumulated service [earned at the rate of 1.33 days per month];
- c) five (5) weeks (i.e. 20 working days) per year for eight to twelve years of accumulated service [earned at the rate of 1.66 days per month]
- d) six (6) weeks (i.e. 24 working days) per year for 13+ years of accumulated service [earned at the rate of 2 days per month].

17.12 Unless otherwise mutually agreed upon, permanent employees working 31.5 hours of work per week are eligible for earned vacation with regular pay at the rate of:

- a) three (3) weeks (i.e. 13.5 working days) per year for up to four years of accumulated service [earned at the rate of 1.125 day per month];
- b) four (4) weeks (i.e. 18 working days) per year for five to seven years of accumulated service [earned at the rate of 1.5 days per month];
- c) five (5) weeks (i.e. 22.5 working days) per year for eight to twelve years of accumulated service [earned at the rate of 1.875 days per month]
- d) six (6) weeks (i.e. 27 working days) per year for 13+ years of accumulated service [earned at the rate of 2.25 days per month].

17.2 In cases where employees have less than one full year's service, then vacation entitlement shall be pro-rated accordingly.

17.3 Employees may take their earned vacation upon completion of six months of employment.

17.4 If an employee should experience illness or injury of a serious nature during a vacation leave or immediately prior to vacation leave, provided the illness or injury is documented by a physician, time off for these reasons may be charged against the employee's sick leave rather than vacation leave.

17.5 The following are considered public holidays with pay:

- a) New Year's Day
- b) Family Day
- c) Good Friday
- d) Easter Monday
- e) Victoria Day
- f) Canada Day
- g) Saskatchewan Day
- h) Labour Day
- i) Thanksgiving Day
- j) Remembrance Day
- k) Christmas Day
- l) Boxing Day

17.6 If an applicable provincial, or federal legislative authority should declare a public holiday, other than those listed above, employees will receive such a holiday as a paid day of rest.

17.7 When a public holiday falls on a regular day off or part of a day off, employees will receive an equivalent time off.

17.8 Vacation leave of the Executive Director must be approved by a member of the Personnel Committee and taken at a mutually convenient time. Vacation leave of other staff must be approved by the Executive Director and taken at a mutually convenient time.

17.9 Staff will be permitted to take their vacation leave in one continuous period.

17.10 Staff may carry forward a maximum of 5 vacation days into the next year. Staff must submit a written notification to the Executive Director or the Personnel Committee. Permission to carry over more than 5 days may be granted by the Personnel Committee where extenuating circumstances warrant.

18. Leaves of Absence

18.1 The granting of leaves of absence shall be at the discretion of the Executive Director or the Personnel Committee of the Board.

18.2 Application for a leave of absence must be made in writing to the Executive Director or the Personnel Committee.

18.3 Leaves of Absence - With Pay

18.3.1 Sickness Leave

- a) After three months of employment, permanent staff (working 28 or more hours of work per week) are entitled to paid sick leave at the rate of 1 day per month calculated on a monthly basis.
- b) Sickness leave is to be used only as earned. The unused portion can be accumulated to a maximum of 30 working days.
- c) Up to 50% of accumulated sick leave, may be used to provide direct care for an ill family member.
- d) If an absence due to illness is longer than three (3) consecutive days, the employee may be required to provide a physician's certificate.
- e) If earned sickness leave has been used up and an employee is faced with an absence due to hospitalization or sickness (of sufficient length to require a doctor's certificate) that employee may request leave without pay.
- f) Records of sickness leave shall be maintained for each employee.
- g) Unused accumulated leave cannot be converted into a cash pay-out upon termination, dismissal, resignation or retirement.

18.3.2 Medical Leave

- a) Leave to visit a physician, dentist or other health care specialist during work hours may be granted by the Executive Director up to a maximum of two (2) days per year.
- b) This leave does not accumulate from year to year.
- c) Staff may be required to show proof of such appointments.

18.3.3. Compassionate Leave

- a) Compassionate leave is intended for time to attend a funeral; to deal with funeral arrangements; or to handle a family crisis involving a serious illness or death in the immediate family.

- b) Compassionate leave with pay up to a maximum of three (3) days, dependent on circumstances, may be granted at the discretion of the Personnel Committee.
- c) Immediate family is understood to include spouse, child(ren), parent(s), step parent(s), foster parent(s), sibling(s), grandparent(s), grandchild(ren), step child(ren), or ward of the staff.

APPENDIX 1

SASKATCHEWAN LIBRARY ASSOCIATION APPENDIX 1

SASKATCHEWAN LIBRARY ASSOCIATION HARASSMENT POLICY

The Saskatchewan Library Association (SLA) is committed to providing an environment free from harassment where all people are treated with respect and fairness. This includes Board members, volunteers, staff, and members of SLA. Everybody shares responsibility for a respectful work environment.

1. Purpose

- 1.1.** To encourage an understanding of harassment, recognizing that bullying, and abuse of power are forms of harassment.
- 1.2.** To create an awareness of the policy position and to take positive measures of prevention as well as effectively dealing with harassing behaviours.
- 1.3.** To provide an atmosphere which promotes equity and prohibits discriminatory practices as outlined in The Saskatchewan Human Rights Code.
- 1.4.** To enforce management and supervisory obligations to take measures, diligently and continuously, which promote a harassment-free workplace and effectively respond to incidents that may occur.

2. Statement

- 2.1.** Harassment is a violation of human rights.
- 2.2.** Harassment of any nature negatively affects well-being and productivity.
- 2.3.** Harassment poisons the environment of the workplace.
- 2.4.** Harassment is illegal under The Occupational Health and Safety Act and The Saskatchewan Human Rights Code.

3. Definition of Harassment

Harassment is defined as any unwanted, uninvited comment or conduct of a personal or sexual nature that is known or ought to be reasonably known to be unwelcome. Due to the complexities and further boundaries of harassment, it is acknowledged that harassment of any nature may be less than or exceed the boundaries of this definition.

The Saskatchewan Human Rights Code stipulates that individuals have the right to be free from discrimination and harassment on the following grounds:

- Religion¹
- Creed
- Marital status
- Family status
- Sex²
- Sexual orientation
- Disability³
- Age
- Colour
- Ancestry
- Nationality
- Place of origin
- Race or perceived race
- Receipt of public assistance

1 “Religion” includes all aspects of religious observance and practice as well as beliefs

2 “Sex” means gender and includes discrimination on the basis of pregnancy or pregnancy-related illnesses.

3 “Disability” any degree of physical disability, infirmity, malformation or disfigurement and, without limiting the generality of the foregoing, includes:

- (A) epilepsy;
- (B) any degree of paralysis;
- (C) amputation;
- (D) lack of physical co-ordination;
- (E) blindness or visual impediment;
- (F) deafness or hearing impediment;
- (G) muteness or speech impediment;
- (H) physical reliance on a service animal, wheelchair or other remedial appliance or device;
- (I) an intellectual disability or impairment;
- (J) a learning disability or a dysfunction in one or more of the processes involved in the comprehension or use of symbols or spoken language; or
- (K) a mental disorder

Types of behaviour that may constitute harassment on a prohibited ground include, but are not limited to:

- Racial or ethnic slurs
- Written or verbal abuse
- Threats or reprisals, or implied threats or reprisals
- Unwelcome sexual remarks, invitations or requests for sexual favors
- Abuse of authority
- Bullying
- Unwelcome remarks, jokes, taunts, suggestions about a person’s body, attire, age, marital status, etc
- Displays of pornographic, sexist, racist or other offensive or derogatory material (including graffiti or pictures)

- Practical jokes or humour that results in embarrassment, humiliation or insult
- Leering (suggestive staring) or other offensive gestures
- Physical or sexual assault (criminal offense)

NOTE: Lack of intent on the part of the harasser is not a defence. Impact of the behaviour on the recipient is of primary importance.

4. Saskatchewan Library Association's Responsibility

Everyone has a responsibility to ensure his/her work environment or area of service is free of harassment. Condoning inappropriate behaviour can have the effect of creating an intimidating, hostile, an offending or a poisoned (not free from harassment) environment. The Saskatchewan Library Association's responsibility is to ensure that its Board members, volunteers, staff, and membership do not harass others nor allows them to be harassed. All instances of harassment should be reported.

5. Harassment Process

When a harassment complaint is received by either the President or the Executive Committee, it will be treated seriously and investigation will be commenced within five working days. The Board may name an investigator, if the situation warrants it, who will be from outside of the Saskatchewan Library Association. The complainant may be referred to other appropriate authorities such as the Saskatchewan Human Rights Commission or Occupational Health and Safety.

The complainant may exercise any other legal rights available under any other law including a report to the police. Other steps the complainant can take include:

- Tell the harasser how you feel and that you would like them to stop
- Write down the details of the situation as soon as you can
- Get support: talk to a friend, see a counsellor

The Saskatchewan Library Association will notify the alleged harasser of the complaint in person and in writing, and provide them with information about the circumstances of the complaint.

The complainant and the alleged harasser will be interviewed separately. Anyone else who can provide relevant information will also be interviewed. All information will be kept in strict confidence except as required by law or as necessary for purposes of investigating the complaint and taking disciplinary action.

The Saskatchewan Library Association will undertake a confidential investigation. Following the investigation, SLA will inform the complainant and alleged harasser of the results of the investigation in writing. Documentation about the complaint will be placed in their respective files, including action taken or why the claim was unsubstantiated. A summary of the investigation may be given to the Executive Committee of SLA.

In the event of an alleged retaliation, the Executive Committee will consult with the SLA Board. If retaliation is found to have occurred, this will be deemed ground for instant dismissal with cause (employees) or instant removal from the association with cause (for members/volunteers).

If the complaint is valid, appropriate disciplinary action will be taken. Action may include:

- education

- warning
- suspension
- employee dismissal/volunteer removal
- removal from SLA programs
- dissolving of working/program delivery partnerships

SLA Performance Review & Planning

Employee Information

Name:

Position:

Employment Information

Position Start Date:

Date of Review:

Probation

Annual review

Competencies

1. Job Knowledge/Competence
2. Communication
3. Leadership/Teamwork
4. Policy Compliance
5. Relationship Building
6. Self-Development

Performance Rating Scale

(These are used to give a rating to each objective and the overall rating)

Highly Effective	Performance consistently exceeds the essential requirements of the position. Performance competencies in all areas are applied with excellence.
Effective	Performance consistently meets the essential requirements of the position. Performance competencies are developed in most areas and are consistently applied.
Not Effective	Essential requirements of the position have not been met. Further development of performance competencies is required.

1. Job Knowledge & Competence

Refers to the amount of relevant job knowledge and skill an employee has. Includes awareness and possession or mastery of special facts, practices, manual skills and techniques and decision-making methods. How well the employee is knowledgeable of services, policies and procedures pertaining to their role within the organization. The employee displays evidence of bearing the knowledge, skill, ability, critical thinking, and problem solving required to successfully complete work.

- Competently use Microsoft Word, Outlook, Excel, PowerPoint.
- Competently / accurately uses database for data entry and maintenance.
- Effective phone skills. (answering / direct calls).
- Drafts and manages letters and templates appropriately.
- Monitors and maintains compliance with orders of the pertinent committees.
- Provides support to the committees.
- Serves as liaison.
- Assists and or leads in policy development as required.

Not Effective

Effective

Highly Effective

Able to complete all normal and difficult tasks independently, seldom requiring assistance. Keeps abreast of changes in areas of expertise. Acts as resource person and provides assistance to others. Implements new techniques, when necessary.

Comments

Employee Name:

Comments

Renewer Name:

2. Communication

Communication refers to the ability to inform orally and in writing, with clarity and good effect. It means to understand clearly and quickly when instructions or orders are received. It means judgment about what information is important and what is not, and what should be communicated, how, to whom and when.

- Communicate in a manner that is accurate, timely, and easy to understand in communication with the SLA membership, board, committees, staff, and stakeholders.
- Demonstrates effective writing abilities.
- Demonstrates continuous effort to keep appropriate personnel informed.
- Seeks and accepts feedback in a manner that invites open and honest communication.
- Considers and responds to the needs and capabilities of all people and abilities.
- Communicates in a tactful, respectful, and compassionate manner utilizing appropriate skills and techniques.
- Responds to inquiries of public, members, and colleagues in a timely manner, is accessible, and provides prompt and attentive service.
- Communicates in the most respectful and professional manner possible

Not Effective

Effective

Highly Effective

Displays a very quick grasp of the significance of information communicated and nearly always initiates or respond to communications in an appropriate, timely and comprehensive manner. Displays skill in reducing complex information to simple forms and helping others to understand that information. Involves the right people in discussions when issues arise, provides solid summaries of discussions and seeks consensus to summarize points discussed. Creates presentations to communicate issues.

Comments

Employee Name:

Comments

Renewer Name:

3. Leadership/Teamwork

Works collaboratively to accomplish goals:

- Works cooperatively and effectively with others in the accomplishment of joint tasks.
- Listens and responds to others in a manner that supports the achievement of results.
- Promotes positive team morale and builds commitment to reach desired results.
- Demonstrates equal commitment to the team.
- Demonstrates flexibility to accommodate the needs of the organization.

Not Effective

Effective

Highly Effective

Collaborates easily and encourages others to work together to find solutions. Sought out to help resolve conflicts, fostering integrity and trust. Solicits feedback from groups members and collates information to make necessary adjustments. Regularly communicates progress. Celebrates milestones to sustain team energy.

Comments

Employee Name:

Comments

Renewer Name:

4. Policy Compliance

- Understands and complies with the organization’s existing policies and guidelines.
- Carries out work in a manner supported by current policy and procedure.
- Demonstrates ability to identify and amend policy to reflect best practice.
- Stays current with, analyses and identifies changes or needed changes in process.
- Applies changes to policy as required.
- Demonstrates knowledge of policy process.

Not Effective

Effective

Highly Effective

Has a good understanding of organizational policies and guidelines. Able to discuss the implications of changes to processes and policies. Applies knowledge and continually seeks broader expertise.

Comments

Employee Name:

Comments

Manager Name:

5. Relationship Building

- Actively identifies and works towards developing new and important relationships both with the organization and externally to advance the purpose and mission of the organization.
- Identifies working relationships between others, within a group or team situations and promotes effective development of those relationships.
- Proactively engages in and promotes clear communication of information and needs within working relationships.
- Uses strategic relationships to develop business opportunity and to bring positive influence or impact change.

Not Effective

Effective

Highly Effective

Works diligently to build and/or maintain effective and ethical working relationships and networks with the community in support of the SLA mandate. Strong relations within the library and wider community will be advantageous for current and increased support, with the purpose of advancing the organization.

Comments

Employee Name:

Comments

Manager Name:

6. Self-Development

One's personal commitment to investigating new information, skills, perspectives, and behaviors and actively works to improve performance.

- Promotes a model of self-development that aligns with the strategic goals of the organization.
- Persistent in meeting goals.
- Identifies emerging trends within role and seeks the necessary learning to achieve success.
- Holds self-accountable for measurable, quality, and timely results.
- Carefully monitors all processes within role, collects necessary data to assess individual success within role.
- Takes ownership of own success and understands the role of self-development in success.
- Identifies opportunities and roadblocks in order to accomplish goals.
- Analyzes all options and utilizes resources for achievements of results.
- Seeks to add value to results with self-development.
- Seeks to preserve the image and integrity of the organization with self-development.

Not Effective

Effective

Highly Effective

Dedicated to self-development. Seizes on-the-job opportunities and gets involved in a variety of activities to enrich skills. Seeks to learn new information about profession on a regular basis. Seeks formal and informal feedback to understand and overcome weaknesses. Is a role model for others.

Comments

Employee Name:

Comments

Renewer Name:

Summary Comments

Employee Name:

Summary Comments

Renewer Name:

Signatures

Employee Signature

Date

Reviewer Signature

Date