

1. Purpose

Northern Lights Library System (NLLS) is committed to a structured, transparent, and fair performance management process that:

- Supports employee development and accountability.
- Ensures performance expectations are clearly defined during both the probationary and post-probationary periods.
- Aligns performance evaluations with salary adjustments and employment decisions.
- Provides employees with structured feedback and improvement opportunities when necessary.

This policy includes:

- A structured probationary evaluation process (Section 2).
 - Regular performance reviews and salary adjustments (Section 3).
 - Guidelines for Performance Improvement Plans (PIP) (Section 4).
 - Progressive discipline for ongoing performance issues (Section 5).
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2. Probationary Period

All new employees, unless otherwise stated in their employment contract, are subject to a three-month probationary period. The probationary period is a mutual assessment phase, allowing both the employee and NLLS to determine job fit and performance expectations.

2.1 Probationary Evaluations & Check-Ins

During probation, the following structured check-ins will occur:

- 30-Day Check-In:
 - Employee and manager review initial performance, expectations, and onboarding progress.
 - Any early concerns are identified, with guidance provided for improvement.
- 90-Day Probationary Review:
 - Employee undergoes a formal evaluation based on their job description and initial goals.
 - The manager determines whether the employee passes probation, requires an extension, or is recommended for termination.

2.2 Probationary Period Outcomes

- Successful Completion: The employee continues in their role and becomes a permanent staff member.
- Extension of Probation: The Executive Director may approve an extension of up to three (3) additional months if:
 - The employee shows potential but requires additional time for full evaluation.
 - The employee's duties have been modified due to operational needs.
- Unsuccessful Completion: Employees who do not meet expectations may be terminated at any point during probation in compliance with Alberta Employment Standards.

2.3 Probationary Performance Improvement Plan (PIP)

- Employees who show potential but require targeted improvement may be placed on a Performance Improvement Plan (PIP) before termination.
- The PIP outlines specific performance issues, improvement goals, and a structured timeline for progress.
- If performance does not improve during the PIP, employment may be terminated at the end of the probationary period.

3. Post-Probationary Performance Reviews and Salary Increases

- Annual performance reviews are conducted for all employees as outlined in the Annual Employee Review Process.
- A positive performance review is required for salary increases, including:
 - Annual step increases for employees within their pay scale.
 - Cost of Living Adjustments (COLA), when available.
 - Incentives for employees at the top of their pay scale (see Section 3.1).
- Employees who receive a negative performance review will not receive a salary increase and will be placed on a Performance Improvement Plan (PIP) (see Section 4).

Discussion from policy committee wanted here

3.1 Incentives for Employees at the Top of Their Pay Scale

Employees who have reached the maximum salary level may still receive:

- Increases in vacation entitlement as defined in the Vacation Policy (Sec 1, X).
- Long-service awards as defined in the Employee Long-Service Award Policy (Sec 1, X).
- Annual COLA increases, when available.

These incentives are contingent on a positive performance review.

4. Performance Improvement Plan (PIP) for Post-Probation Employees

Employees who fail to meet performance expectations outside of their probationary period may be placed on a Performance Improvement Plan (PIP), which includes:

1. Clear identification of performance issues.
2. A structured improvement plan, including:
 - Specific performance expectations.
 - A defined improvement timeline (e.g., 60 or 90 days).
 - Regular check-ins with the supervisor.
3. Final review at the end of the PIP period, with possible outcomes:
 - Satisfactory improvement → Performance expectations met, and any withheld salary increases will take effect immediately upon successful completion of the PIP. (there will be no retroactive pay)
 - Unsatisfactory improvement → Employee moves into progressive discipline (see Section 5).

5. Progressive Discipline for Performance Issues

Performance management is separate from formal discipline, but repeated performance issues may result in disciplinary action.

- Disciplinary actions typically follow this order:
 1. Verbal warning
 2. Written warning
 3. Final warning or suspension
 4. Termination
- Serious misconduct may bypass progressive steps and result in immediate suspension or termination.

6. Employee Responsibilities

- Actively participate in probationary evaluations and performance reviews.
- Engage in professional development and improvement opportunities.
- Follow any Performance Improvement Plans when required.

7. Manager Responsibilities

- Ensure fair and objective performance evaluations.
- Provide employees with clear feedback and opportunities for improvement.
- Follow structured performance management and disciplinary procedures.

NLLS Executive Board Chair

Date of Approval