



## Otonabee – South Monaghan Public Library

Policy Type: **Human Resources**  
Policy Title: **Complaints and Problems**

Policy Number: **HR-13**  
Initial Policy Approval Date:  
Late Review/Revision Date: **April 2025**  
Year of Next Review: **April 2028**

Chair Signature: \_\_\_\_\_ Date: \_\_\_\_\_

The success of the Library, is driven by the performance and achievements of its employees. The OSM Public Library Board expects employees to adhere to standards of behaviour and competence in their duties, show respect to others, follow policies, and be accountable for their actions. The goal of any disciplinary policy is to address and correct inappropriate behaviors or lapses, fostering growth and helping employees meet the employer's expectations.

### Section 1: Complaints

There may be instances where an employee feels that a policy has not been applied fairly and consistently to them. A complaint is a claim that the Library has breached a published policy in its treatment of an employee. Complaints regarding workplace harassment follow the procedures outlined in *HR-07 Workplace Harassment and Discrimination*. For all other complaints, every effort will be made to address them fairly and promptly as follows:

- a. *Step 1. Informal Step.* Often, disagreements regarding the application or interpretation of policy can be settled through a conversation between the employee and the CEO. The employee should promptly inform the CEO of the issue, providing a detailed description of the problem and the desired resolution. A verbal response will be provided within five business days, and a written record of the response will be created.
- b. *Step 2. Formal Step.* If the issue remains unresolved after Step 1, the employee can submit a written statement to the CEO within five days of receiving the verbal response. This statement should detail the relevant facts supporting the complaint, specify the policy allegedly violated, and state the desired resolution. Upon receiving the written complaint, the CEO will investigate and provide the employee with a written decision within 10-14 working days.
- c. *Step 3. Appeal.* If the employee is dissatisfied with the CEO's response, they can submit a written request to the Board Chair for a hearing before an appeal committee of the Library Board. A three-member committee will review the complaint and provide a written decision to the CEO based on the facts and evidence presented during the hearing. The decision will be reported to the CEO within twenty working days after the hearing concludes. The CEO will then implement the Library Board's decision.

## **Section 2: Problem Resolution**

The Library Board advocates for fair and constructive handling of unacceptable conduct or work performance. Corrective Action, also known as Problem Resolution, is a system that uses a positive and consistent approach to enhance an employee's behavior and performance by identifying issues, clarifying expectations, and developing actions to meet those expectations.

1. Where the actions or performance of an employee fail to meet reasonable standards of behaviour or competence, the Corrective Action shall be used to promote growth towards satisfactory performance unless the behaviour is such that immediate termination is warranted.
2. In all cases, an employee is made aware of a performance or behavior problem promptly and receives both verbal and written expectations to ensure that he or she knows the standard expected.
3. All corrective actions and problem-solving discussions must be recorded by the direct supervisor and placed in the employee file.

## **Section 3: Discipline**

1. All employees will be disciplined respectfully to support their growth both within and outside the library. The progressive discipline process aims to enhance performance and behavior.
2. The progressive disciplinary process is initiated for serious situations in which policies and procedures have been ignored or contravened, or an employee's performance fails to meet acceptable standards. Grounds for discipline include, but are not limited to:
  - Insubordination, not including a difference of opinion
  - Neglect or dereliction of duty
  - Repeated lateness to work
  - Leaving early from work without permission
  - Chronic absence without explanation
  - Not completing the daily operations routine as specified by the supervisor or in the operational procedures
  - Unwillingness to work co-operatively with other employees resulting in other employees not being able to complete satisfactory work
  - Violation of the Agreement to Comply with the Code of Conduct
  - Reporting to work under the influence of alcohol and/or drugs (non-prescribed)
  - Theft, fraud, or misappropriation of funds or other property of the library
  - Rudeness or disrespectful conduct towards other employees or the public
  - Physical contact with the public or other personnel including physical bullying or assault

- Poor performance due to lack of effort or ineffective work methods

### 3. Rights of employees

- a. An employee has the right to request that another employee be present during disciplinary discussions. Likewise, the CEO or direct supervisor may have a third-party present during the disciplinary discussions. By inviting other personnel into the meeting, all parties present are bound by confidentiality. Third parties present serve as observers only.
- b. Employees have the right to respond to any documents contained in their files. Files may be reviewed at any time and responses must be made in writing. Responses will become a part of the permanent record.
- c. An employee has the right to disagree with the actions respectfully and work to rectify the matter with the direct supervisor or CEO.

### 4. Steps in the Process

- *Step One: Verbal Warning:* The CEO will discuss the situation with the employee, outlining clear expectations and performance standards, a plan of action to achieve the desired changes, and a reasonable timeframe for improvements. A follow-up interview date will be scheduled.
- *Step Two: Written Warning.* If the issue persists beyond the timeframe specified in Step 1, the employee will receive a written warning. They will be informed that continued failure to improve their behavior may result in further disciplinary action, including potential dismissal.
- *Step Three: Suspension.* If the employee's performance does not improve or if misconduct recurs, the CEO will decide on the necessity and duration of the suspension. Following the suspension, an interview will be arranged to discuss the conditions for returning to work.
- *Step Four: Dismissal.* If the employee does not show improvement or if misconduct recurs, the CEO will initiate the termination process.

### Section 4: Termination

1. The Library values maintaining a secure employment relationship with its employees. However, when termination is necessary, the Library ensures fair and reasonable treatment in line with the Employment Standards Act and common law practices.
2. The Library considers the following grounds for termination:
  - a. continual absence without appropriate notification
  - b. failure to meet standards of performance after warnings and suspensions

- c. an act of willful misconduct, disobedience or neglect of duty
- 3. Terminations are to be treated in a confidential, professional manner by all concerned.
- 4. Prompt notification to the staff will be given by the CEO that an employee is no longer employed by the Library Board.

### **Section 5: Resignations and Retirements**

- 1. The Library expects an employee who is leaving to cooperate in a smooth transfer of responsibilities.
- 2. The Library asks that an employee who wishes to resign give written notice of a period equal to the individual's annual vacation entitlement.
- 3. Upon request, a retiring employee or an employee who resigns will receive a letter outlining their employment and duties with OSMPL.

### **Related Documents**

OSMPL HR-07 Workplace Harassment and Discrimination policy  
OSMPL HR-08 Prevention of Workplace Violence policy