



Performance Improvement

Last modified **OCTOBER 18 2018**

The Rowan County Public Library (“the Library”) considers fair and equitable treatment to be a right of employment. The Library likewise has the right to expect superior performance from its employees and to act to improve employee performance as necessary. The Library is under no obligation to follow any established process for improving performance and may choose to terminate the employment of any staff member at any time without a statement of cause.

Performance improvement is intended to address any concerns, to prevent recurrences, and to prepare an employee for satisfactory service in the future.

Any documentation that is created as a result of the Library’s attempt to improve an employee’s performance may become a part of the employee’s personnel file.

Where necessary, the Library’s policy on performance improvement may also be used in disciplinary actions for employees.

COACHING

Coaching is normally an interactive, informal establishment of communication between an employee and their supervisor concerning a specific issue. Coaching may or may not be documented. Documentation, signed by the supervisor, resulting from coaching may be included in the employee’s personnel file. Supervisors are not obligated to inform an employee when documentation is added to personnel files. Employees may or may not be asked to provide a signature of receipt for such documentation.

WRITTEN WARNINGS

When deemed necessary by a supervisor, a written warning will be provided by the supervisor to an employee. Such written warnings will:

- Clearly state the observed action of the employee that deviates from the Library’s policies or the employee’s job responsibilities; and
- provide supporting facts; and



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- state the action or behavior that is desired; and
- outline an action plan for the employee to better pursue said action or behavior; and
- notify the employee of any consequences which may result from failure to address the issue satisfactorily.

Written warnings will be signed by the supervisor and the employee. The employee's signature only indicates receipt of these documents, and does not imply agreement with the warning.

Employees may choose to write a statement to be included with any written warning. The Library is under no obligation to respond to such statements, which will be included in the employee's personnel file.

PROBATION

Employees may be assigned a probationary status to monitor performance over a specific interval of time. In such cases, supervisors will provide employees with written documentation that:

- Clearly state the observed action of the employee that deviates from the Library's policies or the employee's job responsibilities; and
- provide supporting facts; and
- state the action or behavior that is desired; and
- outline an action plan for the employee to better pursue said action or behavior; and
- notify the employee of any consequences which may result from failure to address the issue satisfactorily; and
- clearly describes the end date for the probationary period.

A supervisor may ask an employee to provide documentation during the probationary period to establish that any proposed action plan is being followed.



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At the end of the probationary period, the employee will be provided by their supervisor with a written assessment of their performance during the probationary period. A probationary period may be curtailed or extended at the discretion of the supervisor.

DELAY, DECREASE, OR SUSPENSION OF ANNUAL MERIT INCREASE

Supervisors may delay an employee's annual merit increase until performance expectations are met. Supervisors may also reduce annual merit increases when performance has not met expectations during an evaluation period. Annual merit increases may be denied when performance expectations have not been met.

ADMINISTRATIVE LEAVE

Administrative Leave will only be authorized by the Executive Director. Such action will be taken when investigation into a matter is determined appropriate. The conditions of administrative leave may vary from case to case, with no particular instance setting any precedent for future conditions.

During administrative leave, an employee will not report for their regular work assignment; placing an employee on administrative leave may therefore result in loss of pay. Employees on administrative leave will not accrue any type of regular leave unless other provisions are made in writing with the employee. Employees on administrative leave will not be compensated for holidays that occur during the leave.

For the duration of administrative leave, the Library will maintain the employee's health benefits at the same level and under the same conditions as if the employee had continued to work. The employee may continue coverage of family members at their own expense through the Library's insurance providers if desired. Employees will always be notified in writing before administrative leave is exercised.



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TERMINATION

Employees who are terminated will receive written notification of such action. If immediate termination is warranted, written notification may be delivered by postal mail. The Executive Director may immediately terminate an employee if the situation warrants. Employees who are terminated may be escorted from the building. A copy of any written notification(s) will be placed in the employee's personnel file.

Terminated employees may not receive compensation for any unused leave or other compensatory time.

As an "at-will" employer, the Library need not provide cause for termination, but will generally strive to do so as appropriate to the specific case.