



**Employee Engagement Open Forum held Tuesday, May 28, 2013**

**Group 2: Celebrating Success/Employee Recognition/Dealing with Low Performers**

**Top Processes that Require Streamlining From a Pan College Wide Perspective**

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**1) Incentives & Rewards**

- Incentives and rewards should be considered as separate issues.
- Not always about money.
- Part-time salary is a huge issue.
- Recognition could be as simple as a genuine “Thank You” from a manager.
- Employee engagement survey illustrates the financial concerns of PT employees.
- Often lose excellent PT faculty because of the limitations to hours they can work.
- PT are frustrated that they are often not allowed to apply for the job they are currently doing.
- “My incentive today is to be treated fairly”.

**Solutions/Recommendations:**

1. College should show provincial leadership by recommending to Council that the PT ballots cast in the vote 3 years ago be counted.
2. Consider paying PT statutory holidays.
3. Each area should set out minimum requirement for FT positions so that those working PT can decide what they need in order to qualify for a position or move on to another place of employment where the chance of full time employment is better.

- Competitions job requirements are not clear at the onset
- Jobs come up in May when many PT are not here or currently doing partial load.
- Some PT staff would accept not being full time if benefits were considered. The discrepancy in pay is too great.
- Administrative PT employee working FT hours without benefits should be paid stat holidays.
- There is a perception that candidates for FT jobs have already been chosen prior to interviews; positions are padded to get certain people into the job.
- Seems some “preferred candidates” are given partial load rights before a job is posted to ensure they are qualified to apply.
- Hiring process seems to be flawed and does not allow for the most qualified person to be hired.
- Managers need to be required to follow proper process.
- Staff should be able to transfer between campuses and

<p>departments without having to reapply.</p> <ul style="list-style-type: none"> <li>• Lack of transparency in process.</li> <li>• When positions are appointed, it sends a message of inequity.</li> <li>• Some areas seem to have the same people on all selection committees.</li> <li>• Humiliating to be working PT and not considered “internal” if we work here and are not considered internal, who are we?</li> <li>• Internal folks who have been here for extended periods (2 years or over) should be considered internal.</li> </ul>	
<p><b>2) Dealing with Low Performers</b></p> <ul style="list-style-type: none"> <li>• Managers do not always feel empowered to deal with low performers.</li> <li>• Needs to be a distinction between people feeling harassed and a manager trying to deal with low performance.</li> <li>• PT staff that are engaged and performing well, feel frustrated to see low performers not dealt with effectively.</li> </ul>	<p><b>Solutions/Recommendations:</b></p> <ol style="list-style-type: none"> <li>1. Clear description of expectations for all employees.</li> <li>2. Regular assessments needed.</li> <li>3. May need to consider going back to paper survey.</li> <li>4. Regular meetings with Managers.</li> </ol>

- Low performers are in every department and need to be addressed.
- Moving away from in class hard copy surveys, to on-line surveys does not seem to be working. Managers do not get a good idea of the work faculty are doing because the response rate is so low.
- Faculty is doing their own survey for their own sense of what is occurring.
- Need to define “Low Performer”. Is it simply a person not doing their job, or that a person is not doing the job we expect them to do because there are no clear job descriptions.
- College should negotiate a job description with each coordinator so the role is clear.
- Others feel low performers are the ones that do not do their job because they know someone else, like a PT will do the job for them.
- Everyone needs a clear job description, even part time, with clear parameters.

<ul style="list-style-type: none"> <li>• Survey indicated <b><i>no leader</i></b> (Deans, Directors (CLC) is currently <b><i>“actively engaged”</i></b>. Need more support for this group.</li> <li>• Inequitable workloads a huge issue.</li> <li>• Communication, transparency required, at all levels.</li> <li>• Need both sides for an evaluation – student and manager.</li> <li>• There is a need for managers to identify key performance indicators so those who are low performers know what they need to be working towards.</li> <li>•</li> </ul>	
<p><b>3) Focus on Professional Development</b></p> <ul style="list-style-type: none"> <li>• Offer PD for low performers.</li> <li>• Difficulty to stay current with what PD is offering.</li> <li>• PD hard to come by in financial constraints.</li> <li>• Some have PD and do not practice/implement what was delivered.</li> <li>• Free up time for employees to take PD.</li> </ul>	<p><b>Solutions/Recommendations:</b></p> <ol style="list-style-type: none"> <li>1. Provide meaningful and clear “career path” for all employees.</li> </ol>

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