

WHAT YOU AS A SUPERVISOR CAN REASONABLY EXPECT FROM EMPLOYEES

The following guidelines will help define the boundaries of reasonable performance and conduct that you, as supervisors and managers, can expect from employees.

1. POSITIVE AND RESPECTFUL WORKPLACE

- You can expect employees to treat each other with respect, in every interaction.
- You can also expect employees to actively contribute to creating a positive and respectful workplace, aligned with the Basic Principles for a Positive and Respectful Workplace:

- **Focus on the situation, issue, or behavior, not on the person**
- **Maintain the self-confidence and self-esteem of others**
- **Maintain good working relationships**
- **Take initiative to make things better**
- **Lead by example**
- **Think beyond the moment**

- Employees must treat their supervisors, colleagues, and members of our community in a respectful manner. Discrimination, bullying, intimidation, personal or sexual harassment or other similar behaviour is unacceptable.



See University Policies [Discrimination and Harassment Prevention and Response #GV0205](#) and also [Sexualized Violence Prevention and Response #GV0245](#)

- You can guide and expect employees to follow the [UVic Conflict Principles](#) when navigating workplace conflict.

2. HONESTY AND INTEGRITY

- Employees have an obligation to represent the University in a responsible manner.
- You can expect employees to conduct themselves with honesty and integrity. This includes, for example:
 - Not removing, copying, using or sharing private information where it is reasonable to assume such information is confidential.
 - Safeguarding property of the University, coworkers and students.

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- Having careful regard for the confidentiality of student, employee, and University information.
- Respecting the privacy of other staff.
- Using University electronic property or equipment appropriately (e.g. internet, phone, printers).



See University policies [Acceptable Use of Electronic Information Resources#IM7200](#) and [Protection of Privacy #GV0235](#)

3. WORK PERFORMANCE

- When performing their job, employees must meet a reasonable and acceptable standard. This includes:
 - Being reasonably careful, and not careless; being reasonably efficient; and properly carrying out their job duties.
 - Carrying out the lawful directions or instructions of their supervisor in a cooperative manner.
 - Working co-operatively with co-workers.
 - Accepting their supervisors' coaching and feedback to improve performance.
 - Asking questions when they are unsure.



Employees have an active role to play in the [Performance and Development Cycle](#)

- Employees are expected to make every effort to attend work capable of safely performing their duties (e.g. being sober and physically and mentally able). If they are experiencing functional limitations that may affect their work performance, employees are expected to ask for assistance and should be advised of the accommodation process, as appropriate.



Contact your [Work Life Consultant](#) for guidance on workplace accommodations.

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4. ATTENDANCE

- Employees are expected to organize their personal affairs so that they can attend work on a regular basis. To assist with this, there are provisions within the Collective Agreements or employment contracts. These may include paid or unpaid leaves, flexibility in scheduling, and other time off provisions as operations allow.
- If an employee is not attending work regularly, you as the supervisor or manager have a responsibility to meet with the employee to determine what, if anything, the University can reasonably do to assist them in their efforts to maintain regular and consistent attendance at work. For guidance in managing employee attendance concerns, contact your [HR Consultant](#).
- Employees must provide a reasonable or justifiable explanation for their absence (subject to the limits in their Collective Agreement). Concerns for privacy may allow an employee to keep the details of an illness private, but when an employee is unexpectedly away from work for justifiable reasons, they must notify you about the absence, its expected duration, and the general reasons for the absence.
- When an employee intends to leave work early, they must notify you, except in rare circumstances where this would not be reasonably possible.

5. OFF-DUTY CONDUCT

- You can expect that employees will conduct themselves in such a way as to not seriously prejudice the University's interests or reputation, both when they are working (including remotely or off-site), and outside of work.

6. DEALING WITH PROBLEMS OR ISSUES

- If an employee has a complaint or issue with their working conditions, coworkers, job duties or instructions provided to them, they are expected to use proper procedures and work together in good faith to remedy a situation. This would normally begin with notifying their supervisor, union steward, or human resources consultant.
- Ultimately, if an employee's continued employment presents a serious risk to the well-being of co-workers, members of the UVic community or UVic property, or where their behaviour persists despite corrective efforts, so as to confirm conclusively their unwillingness to cooperate or to follow the reasonable and lawful directions of their supervisor, the employee may be discharged for cause. Contact your [HR Consultant](#) at the earliest indication of any such concerns.