

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 take action to help create a positive and respectful workplace. Such actions are reflected in the Basic Principles for a Positive and Respectful Workplace which you can expect all staff to follow.

- 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 co-workers, supervisors, staff you supervise, and colleagues in a respectful manner. Bullying, intimidation, sexually harassing or other similar behavior is unacceptable.



See University Policies [Discrimination and Harassment #1150](#) and also [Sexualized Violence Prevention and Response #GV0245](#)

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 or using private documents where it is reasonable to assume the documents are confidential;
 - safeguarding property of the University, coworkers and students;
 - having scrupulous regard for the confidentiality of student, employee, and University information;

- respecting the privacy of other staff; and,
- using University electronic property or equipment appropriately (i.e. internet, telephone, printers)



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

3. PERFORMANCE

- When performing their job, employees must meet a reasonable and acceptable standard. This includes the following:
 - being reasonably careful, and not careless, in the performance of work; being reasonably efficient in their work; 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; and,
 - accepting their supervisors' coaching and feedback to improve performance.
- Employees are expected to make every effort to attend work capable of safely performing their duties (eg. being sober and physically and mentally able). If they cannot, employees are expected to ask for assistance or accommodation.



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

4. ATTENDANCE

- Employees are expected to organize their personal affairs so that they can attend work on a regular basis. In order to assist employees 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.
- Where an employee may not be 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 come to work.
- Employees must provide a reasonable or justifiable explanation for their absence (subject to the limits in your 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, even for justifiable cause, 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 away from their jobs in such a way as to not seriously prejudice the University's interests or reputation.

6. DEALING WITH PROBLEMS OR ISSUES

- If an employee has a complaint or issue with their work conditions, coworkers or their duties, they are expected to use proper procedures (e.g. notifying their supervisor, union steward, human resources consultants) to remedy a situation.
- Ultimately if an employee's continued employment presents a serious risk to the University's property or to the well-being of co-workers, or where their behaviour persists over such a period of time 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.