



**EMPLOYEE RELATIONS PROCEDURE  
FOR THE  
SUPERVISION AND PERFORMANCE MANAGEMENT  
OF EMERGENCY AUXILIARY EMPLOYEES**

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The following process outlines Employee Relations' (ER) role in the supervision of Emergency Auxiliary Employees.

1. Employee Relations will assess and monitor current staffing requirements and project staffing needs in conjunction with the utilization of information gathered from supervisors/managers.
2. Based on the identified staffing requirements, Employee Relations will source, recruit, and screen for qualified individuals to fulfill the staffing needs.
3. Pre-screened and qualified individuals will be contacted by the ER Coordinator for appropriate testing to assess their skill-sets, as required for the position.
4. Candidates who meet the testing requirements will be invited to interview for the auxiliary pool by the ER Coordinator.
5. For verification purposes, the ER Coordinator will conduct reference checks for candidates identified as having met the required hiring criteria for the position.
6. The successful candidate will receive a job offer from Employee Relations and will be hired for the auxiliary pool.
7. When the auxiliary employee is placed into an assignment, Employee Relations will provide the hiring department with the appropriate orientation and assessment tools. These tools are to be used by the hiring department to orient the auxiliary employee and record his or her activities, as a means to gather performance data from the Supervisor. Refer to the "Auxiliary Employee & New Hire Orientation Checklist" (Attachments "A") and the "Douglas College Evaluation Form – Auxiliary Employee" (Attachment "B").
8. The ER Coordinator will provide an overview of the use of the orientation and assessment tools with the hiring department and will monitor their use by the department to ensure the tools remain relevant and effective.

9. The ER Coordinator is responsible for ensuring that the auxiliary employee is evaluated at the end of each assignment. Evaluation forms will be distributed to the hiring department during the course of the auxiliary employees' assignment and supervisors must ensure these forms are submitted to Employee Relations at the end of the auxiliary assignment.
10. Since performance management is an ongoing dialogue between the Supervisor and the auxiliary employee that links expectations, ongoing feedback and coaching, performance evaluations and follow-up, as a best practice, Employee Relations encourages Supervisors to define expectations for every auxiliary position. These expectations and performance measurement standards should be communicated to new auxiliary employees, and reviewed during the auxiliary assignment.

Performance evaluations should not be a one time event. Supervisors are encouraged to gather data regarding employee performance in a systematic manner throughout the assignment.

The Supervisor's role is to set expectations, gather data, and provide ongoing feedback to auxiliary employees to assist them in utilizing their skills, expertise and ideas to produce results. To provide this direction, Supervisors must communicate to auxiliary employees what is expected of them, define satisfactory performance for those expectations, and then monitor and evaluate the performance on an ongoing basis.

11. Upon completion of the auxiliary assignment, the auxiliary employee will be required to provide feedback regarding his/her experience in the assignment. The ER Coordinator will arrange a mutually convenient time to meet with the Auxiliary Employee and provide him/her with the "Review of Your Assignment – Emergency Auxiliary Assignments" form (Attachment "C").
12. Creating a positive working relationship with the auxiliary employee is important. Therefore, the ER Coordinator will maintain regular contact with the auxiliary employee and arrange for remedial assistance if required.
13. The ER Coordinator will provide auxiliary employee evaluations and guidance based on assignment feedback. Proper feedback is a process by which effective performance is reinforced and less-than-desirable performance is corrected.
14. Employee Relations is responsible for administering corrective discipline or terminating the employment of the emergency auxiliary employee, as required. This will be based on the assignment feedback, wherein information that highlights the relationship between what is expected and what has been accomplished after the work is performed is given.
15. Employee Relations will ensure acknowledgment of exemplary Auxiliary Employees in the form of recognition letters, with copies provided to Supervisors and the employees' files.

Use of the process outlined above by departments and ER will result in a system that will support the recruitment and retention efforts of new auxiliary employees to support the College's goals and objectives.