

MANAGEMENT AND LEADERSHIP GUIDELINES

For Leading the Creation of a Flexible, Responsive and Engaged Workplace

Introduction

At Royal Roads University we are committed to growing our innovative and entrepreneurial culture and to responding quickly to changes in the workplace and society. As an employer, we will continue to build a high performing, regenerative work culture, creating an environment that is inclusive and diverse, driving to be recognized as a top workplace in Canada

To help us meet this commitment the [Human Resources](#) team provides support. We have a clear [Standards of Conduct and Service Policy](#) and HR [Policies and Procedures](#) as well as a range of supports for [Professional Development](#), [Performance and Development Planning](#), [Workplace Wellness](#), [Employee Recognition](#), [Equity, Diversion and Inclusion](#), and [Employee and Labour Relations](#).

In addition, these guidelines provide those in management and leadership roles with clear expectations for ensuring all employees are supported to achieve their individual goals and roles in support of the University's vision of *['Inspiring people with the courage to transform the world' and our values of 'caring, creative and courageous'](#)*.

Summary

At Royal Roads those in management and leadership roles lead the creation of a flexible, responsive and engaged workforce by:

- 1. Supporting respectful, healthy, and safe workplace relationships**
- 2. Ensuring outcomes-based role profiles and following the job evaluation process**
- 3. Selecting, hiring, onboarding and orienting new employees**
- 4. Supporting and ensuring positive employee and labour relations**
- 5. Providing performance feedback, coaching, and professional development**
- 6. Providing support to improve employee performance and taking steps to manage employee behavior**
- 7. Providing recognition**
- 8. Leading and building effective teams and teamwork**
- 9. Ensuring and promoting the health and safety of employees**

The Detailed Guidelines

At Royal Roads University we know an employee's direct supervisor has the most impact on their workplace experience and thereby **success** as an engaged and contributing member of the RRU community. These detailed guidelines provide clear expectations for supervisors to help create that success with employees. The guidelines are intended to supplement, not replace, individual best practices in management and leadership.

1. Supporting respectful, healthy, and safe workplace relationships by:

- *Role modeling acceptable behaviour and monitoring for and managing unacceptable behaviour and thereby create a [respectful, healthy and safe](#) workplace*
- *Encouraging all employees to treat each other with respect, in every interaction*
- *Taking action to encourage and support a respectful workplace and learning environment, free from [bullying, harassment and discrimination](#) and free from [sexual violence](#)*
- *Creating a culture of [Equity, Diversity and Inclusion \(EDI\)](#) by role modeling support of RRU's organizational commitment to EDI¹*
- *Knowing, understanding and ensuring the [access and privacy rights of individuals](#) as they relate to the public sector.*
- *Taking remedial action if/when required*

2. Ensuring outcomes-based role profiles² and following the job evaluation process by:

- *Clearly describing and defining employee roles and responsibilities, regularly updating role profiles and ensuring they are evaluated³ on a regular basis*
- *Providing employees with a well-defined role profile and clear expectations that are outcomes based and applied consistently against their role profiles*
- *Using the role profile for [job evaluation](#), [selection and hiring](#), [on-boarding and orientation](#), and [performance and development planning](#).*

3. Selecting, hiring, onboarding and orienting new employees by:

- *Ensuring the right person, with the right skills is hired for the right role following the [hiring manager guidelines](#)*
- *Ensuring new employees are [oriented and on-boarded](#) to their role, the role of their supervisor and the roles of colleagues*
- *Providing new employees with departmental policies and procedures as well as any health, safety and environment rules and regulations that impact their work and personal safety*

¹ Royal Roads University (RRU) is committed to providing opportunities and venues to foster intersectional understanding and connection; being a catalyst for EDI; and recognizing that at RRU, Everyone Counts.

² See [Job Evaluation](#) for links to the Role Profile Form and Job Evaluation Review Form

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4. Supporting and ensuring positive employee and labour relations

- *Nurturing trust-based relationships with employees to generate a positive work culture based on the [values](#) that RRU espouses, which in turn will improve productivity and employee well-being*
- *Dealing expeditiously with difficulties that arise in the employment relationship, and maintaining up to date knowledge and understanding of the:*
 - *RRU [Human Resource policies and procedures](#)*
 - *[Collective Agreements](#) with the Royal Roads University Faculty Association (RRUFA) and the Canadian Union of Public Employees (CUPE)*
 - *[Terms and Conditions of Employment](#) for Union, Non-Union and Exempt employees including: [Relevant Legislation](#), [Orientation](#), [Compensation](#), [Benefits](#)*
- *Recognizing, managing, investigating and resolving complaints and concerns as they arise*
- *Demonstrating trust by offering guidance without micromanaging*
- *Setting clear expectations and giving frequent feedback*
- *Managing perceptions and beliefs*
- *Keeping two-way communication flowing*

5. Providing performance feedback, coaching, and professional development by:

- *Clarifying expectations and assessing performance during the probationary period and annually, thereafter using Royal Roads' process for [Performance and Development Planning](#)*
- *Supporting, coaching and delegating in order to assist in developing the competencies (knowledge, skills and behaviours) of direct reports*
- *Supporting employees in finding and participating in relevant [professional development](#). using RRU's internal resources such as [U-Learn](#), [Tuition Assistance](#), [Professional and Continuing Studies](#), [CTET](#) workshops and [Linked-In Learning](#)*
- *Providing practical coaching on technical and other aspects of the employee's position as well as providing for development opportunities that fit with the current and future career plan*

6. Providing support and guidance to improve employee performance and taking steps to manage employee behavior by:

- *Seeking guidance and advice from Human Resources before embarking on any improvement process*
- *Conducting fair and effective investigation of any alleged misconduct.*
- *Developing and implementing a performance improvement plan (PIP) in situations where there are concerns related to the employee's performance and/or disruptive behaviour*
- *Appropriately determining the need for corrective action and assessing whether progressive discipline is required.*
- *Developing corrective strategies and actions with employees, before the employment relationship is put at risk*

7. Providing recognition by:

- *Acknowledging work done well and for work that is on the right track including leveraging RRU's Employee [Recognition](#) programs, the [Peacock Awards](#) and [Service Celebration](#)*
- *Recognizing employees in a timely and sincere manner, expressed in a way (privately or publically) the employee is meaningful to them, and has a direct correlation on their overall engagement with you and ultimately the organization⁴*
- *Role modeling and encouraging the acknowledgement of achievements and special events, in the lives of those you supervise, to create a culture of recognition within your team and setting the tone for others to emulate*

8. Leading and building effective teams and teamwork by:

- *Ensuring the smooth operation in area(s) of responsibility. This includes:*
 - *building strong teamwork*
 - *leading change and transition*
 - *ensuring regular and clear communication*
 - *leading effective meetings (both team and 1-1)*
 - *dealing with conflicts as they arise*
- *Taking actions that will ensure positive and productive team work and team environment*

9. Ensuring and promoting the health and safety of all employees under your supervision by:

- *Knowing and Understanding WorkSafeBC's guidelines for: [Supervising for safety](#)*
- *Taking every reasonable precaution to ensure the protection of all direct and indirect reports in accordance with [RRU's Health and Safety Program](#) and the [BC Occupational Health and Safety Regulation](#)*
- *Knowing the WorkSafeBC requirements that apply to the work area and making sure those requirements are met*
- *Providing employees with training before they undertake a new task*
- *Ensuring health and safety compliance in the work area and that workers who report to you work in a safe manner*
- *Correcting improper and unsafe work activities and conditions*
- *Ensuring employees are aware of all known hazards and have the appropriate personal protective equipment, which is being used properly, regularly inspected, and maintained*
- *Ensuring that health and safety issues and hazards are addressed in a timely fashion*
- *Reporting all workplace [accidents/incidents](#), [injuries](#), [illnesses](#), and [hazards](#) as soon as possible, and no later than 24 hours after the incident.*

⁴ Remember recognition can be as simple as a sincere in person thank-you, a personalized note or care, or a thank you phone call, email message or text.