



Ch'iyáqtel (Tzeachten First Nation)

Employee Support & Development Policy

Approved by Council on: September 2, 2026

Ch'iyáqtel STATEMENT OF POLICY AND PROCEDURE	
Workplace Policy No.	WP – 18
Policy Category	Personnel
Department Ownership:	Administration
Effective Date:	September 2, 2026
Policy Review Cycle:	Three years
Version Control:	Version 1.0

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POLICY

1.1 PURPOSE

- (a) Ch'íyáqtel is committed to supporting employees to succeed in their roles through consistent employee check-ins, clear expectations, regular communication, constructive feedback, coaching and ongoing professional development.
- (b) Employee check-ins are an ongoing and collaborative process between an employee and their direct Supervisor. It provides regular opportunities to review goals and priorities, assess progress, recognize accomplishments, provide positive and constructive feedback, discuss challenges or emerging issues, identify learning and development opportunities, and confirm actions or supports required before the next supervision meeting.
- (c) The purpose of this Employee Support and Development Policy (Policy) is to establish a consistent framework for employee check-ins across Ch'íyáqtel and to support meaningful, documented communication between employees and Supervisors throughout the year.
- (d) Employee Check-ins are a routine management practice for all employees and is not, by itself, a performance management or disciplinary process. Where a matter identified through an employee check-in requires a separate formal process, it will be addressed under the applicable Ch'íyáqtel policy, including the Performance Management Policy, Progressive Discipline Policy or Accommodation Policy, as appropriate.
- (e) The objectives of this Policy are to:
 - (i) Maintain consistent communication between employees and Supervisors;
 - (ii) Support employees in meeting established goals, priorities and job expectations;
 - (iii) Recognize accomplishments, strengths and progress;
 - (iv) Provide timely feedback, coaching, guidance and support;
 - (v) Identify and discuss challenges, emerging issues and development needs;
 - (vi) Establish and track agreed actions and follow-up; and
 - (vii) Support fair and informed annual performance evaluations through regular employee check-ins throughout the year.

Part A – ADMINISTRATION

2.1 SCOPE

- (a) This Policy applies to all Ch'íyáqtel employees who report to a Supervisor, Manager, Director or the Chief Administrative Officer (CAO).
- (b) Employee Check-in requirements for part-time, temporary, student or contract workers may be adjusted to reflect the duration and nature of their work, provided meaningful and regular supervisory contact is maintained.

- (c) This Policy does not replace day-to-day direction, coaching, operational meetings, performance evaluations, workplace investigations, accommodation processes or disciplinary procedures.

2.2 ADMINISTRATION

- (a) The Chief Administrative Officer (CAO) is responsible for the administration of this Policy. Employees may direct any questions to their supervisor or the CAO.
- (b) Ch'iyáqtel may amend this Policy from time to time for governance, operational or legal reasons and will communicate material changes to employees.
- (c) Employee check-in discussions and records must be managed in accordance with Ch'iyáqtel's privacy, confidentiality, records management and other applicable workplace requirements.

2.3 GUIDING PRINCIPLES

- (a) Employee check-ins at Ch'iyáqtel will be guided by the following principles:

Respect and Dignity: employee check-ins will be conducted in a manner that respects the dignity of the employee and supports a culturally safe and inclusive workplace.

Consistency: employee check-ins is an ongoing responsibility and will occur regularly rather than only when a concern or issue arises.

Collaboration: employee's and supervisors share responsibility for meaningful participation in employee check-ins and for open, respectful communication.

Recognition and Feedback: employee check-ins will recognize accomplishments and progress and provide both positive and constructive feedback.

Clarity and Accountability: employees will receive clear expectations, and both parties will follow up on agreed actions and commitments;

Support and Development: employee check-ins will provide coaching, guidance and opportunities to strengthen knowledge, skills and professional growth.

Fairness: employee check-in practices will be applied consistently while recognizing that the level and frequency of support may vary based on the employee's role, experience and circumstances.

2.4 ROLES & RESPONSIBILITIES

Role of Supervisors

- (a) Supervisors are responsible for:
 - (i) Scheduling and prioritizing formal employee check-in meetings;
 - (ii) reviewing goals, priorities, responsibilities and progress with employees;

- (iii) recognizing accomplishments and providing timely positive and constructive feedback;
- (iv) providing coaching, guidance and support where appropriate;
- (v) creating opportunities for employees to raise questions, concerns, ideas and support needs;
- (vi) maintaining the employee's check-in Record and documenting agreed actions and follow-up; and
- (vii) addressing matters requiring a separate formal process under the appropriate Ch'íyáqtel policy.

Role of Employees

- (b) Employees are responsible for:
 - (i) Participating actively and in good faith in employee check-ins;
 - (ii) Coming prepared to discuss priorities, progress, accomplishments, challenges and support needs;
 - (iii) Asking questions where expectations are unclear;
 - (iv) providing feedback and raising work-related matters that may affect their ability to meet goals or responsibilities; and
 - (v) following through on reasonable actions and commitments agreed during employee check-ins.

Part B – SUPERVISION REQUIREMENTS

3.1 FREQUENCY OF EMPLOYEE CHECK-INS

- (a) Employees will normally participate in one (1) formal check-in meeting each month, with a minimum of ten (10) formal check-in meetings per calendar year. The period between formal check-in meetings should not normally exceed two (2) months.
- (b) Part-time employees, students and short-term employees will receive check-ins at a frequency appropriate to their hours and term of employment, with a minimum expectation of one (1) formal check-in meeting per quarter where the employment term permits
- (c) Employees who are new to Ch'íyáqtel, on probation, new to a role, or who would benefit from additional coaching or support may participate in check-ins more frequently.
- (d) Formal check-ins do not limit either party from meeting more frequently or addressing urgent matters as they arise.
- (e) Completion of the check-in record does not replace the requirement for a meaningful check-in discussion between the employee and Supervisor.

3.2 CHECK-IN MEETINGS

- (a) The Supervisor and employee will establish a recurring check-in schedule. Meetings may be held in person or virtually and should be scheduled for sufficient time to allow meaningful discussion.
- (b) Employee check-ins are intended to provide a balanced review of the employee's work and may include discussion of:
 - (i) Current priorities, workload and assigned responsibilities;
 - (ii) Progress toward goals, work plans and performance expectations;
 - (iii) Accomplishments, strengths, successes and areas where work is going well;
 - (iv) Positive and constructive feedback regarding work, communication, collaboration and other job-related areas;
 - (v) Coaching, guidance and opportunities to strengthen skills or knowledge;
 - (vi) Challenges, barriers, emerging issues or areas where additional clarity may be required;
 - (vii) Training, professional development and career development opportunities;
 - (viii) Resources, tools or support required from the Supervisor or Ch'íyáqtel;
 - (ix) Questions, ideas, feedback or other work-related matters raised by the employee
 - (x) Follow up from previous check-in meetings; and
 - (xi) Goals, priorities and agreed actions before the next check-in meeting.
- (c) The Supervisor is responsible for ensuring the employee's check-in Record is updated during or as soon as reasonably practicable following each formal check-in meeting.
- (d) Either party may request that a meeting be rescheduled. The person requesting the change is responsible for providing reasonable notice where possible and making an active effort to reschedule the meeting promptly.
- (e) Formal employee check-ins will not replace informal discussion, recognition, feedback, coaching or direction that occurs as part of day-to-day operations.

3.3 EMPLOYEE CHECK-IN RECORD

- (a) The Supervisor will maintain an approved Employee Check-In Record for each employee. Each formal check-in meeting will be documented as a separate entry in the employee check-in record.
- (b) The Employee Check-in Record will document key matters discussed, including goals and priorities, progress and accomplishments, feedback and coaching, challenges or issues discussed, employee input, development opportunities, supports or resources required, agreed actions, follow-up and the next check-in date, where applicable.
- (c) Check -in entries will be concise, factual and objective and will document key themes, decisions, expectations and agreed actions rather than provide a verbatim record of the discussion.

- (d) Following each formal check-in meeting, the employee will be provided with access to the applicable entry in their Employee Check-In Record. Employees may provide comments, request that a factual correction be considered, or ask that a differing perspective be noted in the record. Routine check-in entries do not require an employee signature.
- (e) A performance concern, expectation or required improvement should not be recorded without being communicated to the employee. Where such a matter is discussed, the record should identify the expectation, the feedback or coaching provided and any agreed follow-up.
- (f) Detailed medical information, diagnoses or other unnecessary highly sensitive personal information must not be recorded in the routine employee check-in record. Where an employee raises a matter that may require accommodation or another confidential employment process, the Supervisor will document only that the matter has been referred through the appropriate process.
- (g) Each employee's Check-In Record will be stored securely in the location designated by Ch'íyáqtel. Access will be limited to the employee, their supervisor and other individuals who require access for legitimate employment, management, legal or administrative purposes. Records will be retained in accordance with Ch'íyáqtel's records management requirements.

3.4 RELATIONSHIP TO PERFORMANCE MANAGEMENT AND OTHER POLICIES

- (a) Routine employee check-ins provide ongoing information regarding an employee's goals, progress, accomplishments, development and work experience. This information may inform annual performance evaluations and assist the employee and Supervisor in identifying goals and development priorities.
- (b) Where ongoing performance concerns require a more structured process beyond routine feedback and coaching, the matter will be addressed in accordance with Ch'íyáqtel's Performance Management Policy.
- (c) Where information arising through employee check indicates possible employee misconduct, the matter will be addressed in accordance with Ch'íyáqtel's Progressive Discipline Policy. The Employee Check-In Record may identify that a matter was referred, but any investigation, disciplinary decision or formal disciplinary documentation will be maintained through the applicable disciplinary process.
- (d) Where another formal or confidential process is required, including accommodation, workplace investigation or another applicable employment process, the matter will be managed under the applicable Ch'íyáqtel policy or procedure.
- (e) The employee check-in record does not become a disciplinary record simply because feedback, coaching, a challenge or an area for improvement is documented.

3.5 REVIEW OF EMPLOYEE AND SUPERVISORY RELATIONSHIP

- (a) Employees and Supervisors are encouraged to raise and address concerns regarding the supervisory relationship directly where appropriate.
- (b) Where a concern cannot be resolved directly, either party may seek support from the next level of management. For the purposes of this Policy, the next level of management means the Supervisor's immediate Manager, Director or the CAO, as applicable within Ch'íyáqtel's organizational reporting structure.

- (c) Where the employee's direct Supervisor is the CAO, concerns regarding the supervisory relationship will be referred through the process applicable to the CAO.
- (d) The next level of management may facilitate discussion, clarify expectations, provide coaching or take other reasonable steps to support an effective supervisory relationship.

RELATED POLICY

- (a) This policy should be read together with other applicable Ch'íyáqtel workplace policies, including:
 - I. Ch'íyáqtel Performance Management Policy (WP-03)
 - II. Ch'íyáqtel Progressive Discipline Policy (WP-04)
 - III. Ch'íyáqtel Disability Accommodation Policy (WP-10)
 - IV. Other applicable privacy, confidentiality, records management and workplace policies