

Corporate Policies

SECTION: PROBLEM AND CONFLICT RESOLUTION
SUBJECT: Employee Discipline

POLICY/PROCEDURE NO. 11.2.0

EFFECTIVE DATE: October 16, 2002

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SUPERCEDES POLICY DATED: May 1991

APPROVED BY: Council AF123-2002

POLICY STATEMENT:

It is the policy of the Corporation to administer discipline only as is required to correct culpable behaviour in the workplace. Where it is determined discipline is required, it will be imposed in a fair and progressive manner subject to the severity of the infraction or misconduct.

PURPOSE:

To outline the Corporation's progressive disciplinary process.

SCOPE:

All non-union employees.

PROCEDURE:

1. PROGRESSIVE DISCIPLINE

The goal of Progressive Discipline is to ensure that employees achieve success. The Corporation recognizes that from time-to-time, employee performance may become less than satisfactory and a process of progressive discipline is introduced to plan a course of action to improve an employee's level of performance.

a. Counselling and Coaching:

Frank and timely dialogue shall take place between supervisors and employees with regard to job-related problems. Dialogue is aimed at ensuring that all parties involved understand the problem and that any ambiguity is eliminated.

- i. Upon reaching an understanding of the existing problem, the supervisor and the employee agree to a plan of remedial action to correct the problem. Further, this plan shall include performance expectations and a specified deadline for improvement. A follow-up meeting to review progress shall be scheduled at the end of the agreed to deadline.
- ii. The supervisor is responsible for fully documenting this meeting and the plan of remedial action. Documentation shall be provided to the employee and a copy is placed in the

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employee's file of reference.

- iii. The follow-up meeting shall be conducted to review progress and ensure improvement has taken place. This meeting shall take place within the agreed to timeframe. Details of this meeting are, again, fully documented and provided to the employee and a copy is placed in the employee's file of reference.

In the event that culpable behaviour has not improved, further discussion and planning may be required and the process outlined above is repeated. Written documentation shall be provided to the employee outlining the problem, the solution and/or course of action and specific dates for resolution. A copy of this documentation shall be placed in the employee's file of reference. This memo, unless otherwise stated, is not a written warning for discipline purposes.

Alternatively, managerial intervention in the form of training, job reassignment, discipline, etc. may be initiated.

b. Discipline:

A process for discipline may be introduced to further reinforce the need for improvement or to deal with an immediate infraction of a more serious nature. Timeliness of disciplinary action is of critical importance in order to correct/improve employee performance.

- i. The supervisor shall consult with the Human Resources Division prior to taking disciplinary action.
- ii. The supervisor shall document all warnings, both verbal and written, and related incidents with respect to employee discipline/job related problems. Documentation is placed in the employee's file of reference and a copy is provided to the employee.
- iii. In the event that an employee's actions warrant discipline, the supervisor shall closely consider the circumstances and the gravity of the offence. Disciplinary action, dependent on circumstance and gravity, may commence with:
 1. verbal warning (must be confirmed in writing); or
 2. written warning; or
 3. suspension; or

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4. discharge

- iv. Documentation is retained in the employee's file of reference for twenty-four (24) months. If performance has improved and there have been no subsequent warnings and/or discipline from the date of the last occurrence, the documentation shall be removed from the employee's file of reference and destroyed.

c. Discharge:

- i. The supervisor shall advise the Department Head and consult with the Human Resources Division that a discharge is being considered.
- ii. A thorough investigation is conducted jointly by the Department Head and the Human Resources Division to determine if discharge is the best course of action and that the interests of both the employee and the Corporation have been safeguarded.
- iii. A discharge shall have the authorization of both the Department Head and the Director, Human Resources or designate.
- iv. Discharge is conducted by the supervisor with a Human Resources practitioner in attendance.

ACCOUNTABILITY:

Supervisors of the Corporation are accountable to ensure adherence to this policy outlined above.

ADMINISTRATION:

Human Resources Division

CONTACT:

Human Resources Division

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