

SECTION: Human Resources		PROCEDURE #: HR-012
Date Approved: December 17, 2012		Procedure for Progressive Corrective Measures
Revision Date:	Review Date:	
Authority: Report DCS-25-12		

PROCEDURE FOR PROGRESSIVE CORRECTIVE MEASURES

1. **State Your Expectations**

Supervisors are responsible to ensure their expectations are consistent, clearly defined and well broadcasted throughout their employee group.

2. **Investigate**

Supervisors are responsible to investigate any incident of poor performance and/or policy violations to ensure that both sides of the story are fully explained.

3. **Counsel, Train and Help**

Supervisors are responsible to counsel employees, confirm expectations of their employees, offer counseling on personal problems (if you can't help, find someone who can), train them for better performance and help them get the necessary materials and equipment necessary to meet expectations.

4. **Verbal Warning**

In cases of misconduct which may not be serious as a single incident but could become serious if a pattern develops, the supervisor should discuss the issue with the employee, advise the employee that the discussion is a verbal warning, and document the discussion in the employee's file.

5. **Written Warning**

If a pattern of misconduct develops or a serious incident occurs requiring more than a verbal warning, a written warning is issued to an employee.

A written warning should document the incident of misconduct by the employee and the reasons why the supervisor considers the infraction serious. The supervisor must then advise the employee what he/she should do to avoid similar misconduct, and indicate to him/her that future misconduct of any sort may result in suspension or termination.

6. **Suspension Without Pay**

In some cases, a supervisor may determine that while immediate discharge for repeated offenses or a single serious offence would be too severe, suspension without pay is appropriate. At this level, the facts of the case and the possible suspension (one to five days) should be discussed with and approved by the Director of Corporate Services, prior to discussion with the employee. Once the appropriate suspension document is prepared and signed, the supervisor and Director of Corporate Services should meet with the employee to attempt to:

- a) explain why the incident requires discipline, especially how the conduct is not in accordance with acceptable standards;
- b) review prior disciplinary actions relating to this new discipline;
- c) indicate the length of the suspension without pay; and
- d) Document that termination for any additional misconduct is the next step in progressive corrective measures. This is known as the 'Final Warning' step and will clearly indicate the direction being taken.

NOTE: Certain steps, from the verbal warning to suspension, may be repeated prior to termination, based on the level of incident, and if the matter is serious, higher level of corrective measure or termination may be proceeded to immediately.

7. Termination

If progressive corrective measures fails to improve an employee's conduct or another type of serious misconduct occurs, termination may result. The supervisor, in terminating an employee, must adhere to the following procedures.

- a) In the case of a serious incident, the employee should be removed from the work place and notified that they are immediately on "Suspension with Pay" pending an investigation to determine whether progressive corrective measures or termination is warranted. The supervisor and/or the Department Head and the Director of Corporate Services will agree on the course of the investigation.
- b) It is the Department Head's decision, in consultation with the Director of Corporate Services and Chief Administrative Officer/Clerk whether or not to terminate the employee. If the decision is to terminate the employee, the Director of Corporate Services will be included in the termination meeting with the employee. At this meeting, a termination document, with explanation will be presented to the employee.

STEPS TO CONSIDER PRIOR TO MEETING WITH AN EMPLOYEE, OR DURING AN INVESTIGATION OF AN ALLEGED INCIDENT

a) Check the File

The supervisor should review the employee's personnel file to see if there is any documentation regarding previous infractions or violation of policies. Documentation in the employee's file will help decide the level of discipline as per the Corporation's Progressive Corrective Measures policy (See Section G-Policies, Policy #9).

b) Check the Collective Agreement (if applicable)

If an employee's employment is governed by a collective agreement, the supervisor should review the existing collective agreement to determine if there are any clauses that may be applicable regarding discipline. A standard clause in many collective agreement states "*the employer must notify the employee of their right to have a union steward present during a discipline meeting and the union president/designate must be notified immediately of the discipline and/or termination of an employee*".

Should a supervisor discipline or terminate an employee without proper representation, he/she will be in violation of the collective agreement, and will jeopardize the case.

c) Check with the Director of Corporate Services/Treasurer

The Director of Corporate Services/Treasurer should be consulted if management feels immediate suspension or termination is warranted for serious infractions of standards of conduct or departmental policies.