

STATEMENT of POLICY and PROCEDURE			
Chapter:	Human Resources	SPP No.	HR 5.06.ON
Section:	Employee Relations	Issued:	Dec. 16, 2019
Subject:	DISCIPLINE	Effective:	Jan. 1, 2020
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1 POLICY

- 1.01 It is the policy of the **Community Resource Centre** to be patient, fair and tolerant in the administration of its employees, and to encourage employees to exercise self-discipline at all times in their conduct and performance. However, repeated, wilful or inexcusable breaches of policies, standard operating practices or normal business ethics are not acceptable and shall be dealt with in accordance with the provisions of this Statement of Policy and Procedure.
- 1.02 Depending on the severity of the concern and the number of past occurrences, disciplinary action may call for any of five corrective steps — informal counselling, verbal warning, written warning, suspension with or without pay, or termination of employment. Except for termination of employment, any step of the disciplinary procedure may be repeated more than once, if necessary.

2 PURPOSE

- 2.01 The purpose of this policy is to encourage consistent self-discipline and corrective action in the event of undesirable or unacceptable conduct, behaviour, or violations of policies, procedures or standard practices.

3 SCOPE

- 3.01 This policy applies to all employees.

4 RESPONSIBILITY

- 4.01 Employees are responsible for performing their work in a competent manner and displaying conduct and behaviour that is consistent with our policies and practices, as well as those practices that are generally regarded as standard in a business enterprise.
- 4.02 Supervisors and managers are responsible for training, counselling, and coaching employees to understand the expectations of the **Community Resource Centre** and the improvements that are necessary to achieve the desired level of performance and/or behaviour.
- 4.03 Each manager is responsible for ensuring employees are treated fairly, with dignity and respect, and for ensuring that employees have been provided with appropriate coaching and assistance throughout the discipline process.
- 4.04 The **Executive Director** is responsible for ensuring this policy is applied objectively, promptly, and consistently to all employees and throughout all operations; and to provide advice and assistance to management throughout the discipline process and in the application of the procedures outlined herein.

5 DEFINITIONS

None

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6 REFERENCES and RELATED STATEMENTS of POLICY and PROCEDURE

SPP HR 5.01.ON — Employee Relations Principles

SPP HR 5.05.ON — Conduct and Behaviour

7 PROCEDURE

7.01 Discipline may be administered at any time when an incident or developing pattern of behaviour creates a serious concern for the immediate supervisor. Discipline may be administered in the form of informal counselling or formal discipline. Any informal counselling or formal discipline shall be administered as soon as possible (within 24 hours) after the facts giving rise to the discipline become known to the manager.

7.02 **Informal counselling** — When an incident occurs that warrants informal counselling under this policy, the employee's immediate supervisor shall bring the incident to the employee's attention, as soon as the facts giving rise to the incident become known. The supervisor and the employee should discuss the concerns and agree on a corrective action plan, if necessary. The supervisor is expected to follow-up with the employee to ensure the corrective action plan is effective and the desired results are achieved. If the desired changes or results are not achieved after a reasonable period of time, then a formal discipline step may be implemented.

7.03 Formal Discipline

(a) Verbal Warning

- (i) This formal step usually occurs when informal counselling has not produced the required results; or a situation has become progressively worse with respect to the same concern or another unrelated, but cumulative situation.
- (ii) Employee actions giving rise to a verbal warning must be investigated and documented by the immediate supervisor and then be brought to the attention of the employee. The documented facts are useful in preventing misinterpretation and are used in establishing the standard of performance and/or behaviour that is expected.
- (iii) Supervisors are required to keep a record of all verbal warnings that are issued.

(b) Written Warning

- (i) Written warnings are considered a severe discipline action and are usually issued after verbal warnings have failed to correct a concern; or, the situation warrants discipline that is more severe than informal counselling or a verbal warning.
- (ii) Prior to issuing a written warning, the immediate supervisor shall document all pertinent facts related to the incident. A written warning shall contain a full description of the facts giving rise to the warning and include the date, time and place of the incident(s). Upon issuing a written warning a corrective action plan

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which outlines the improvement(s) required and the time frame within which the improvement(s) are to be achieved shall be developed. Whenever possible, the corrective action plan should be mutually acceptable to and be signed by both parties. A copy of the written corrective action plan shall be provided to the employee. A follow-up meeting should be scheduled no later than thirty (30) days following the date on which the written warning and corrective action plan is issued.

- (iii) Written warnings, related documentation, and corrective action plan are required to be filed in the employee's Personnel file.
 - (iv) If, in the opinion of the supervisor, a written warning fails to correct the concern, more severe discipline action may be required, including progression to a higher level of involvement. Higher level of involvement may include the **Executive Director**, depending upon the circumstances; and may also include advising the employee that failure to correct shortcomings could place the employee's continued employment at risk.
- (c) **Disciplinary Suspension**
- (i) Suspension from duty may occur only after the written warning discipline step has failed to correct the situation and the employee has been properly advised that a suspension may occur if shortcomings are not corrected. Disciplinary suspensions may also occur, without prior warnings, if the suspension is administered because of unacceptable conduct or behaviour. A suspension requires the approval of both the **Supervisor** and the **Executive Director** before being issued.
 - (ii) Immediate suspension from duty without the approval of the **Executive Director** is an option available to supervisors **only in the event** that the specific incident demands immediate serious remedial action to correct gross insubordination or to protect the health/safety of employees or to protect the assets of the **Community Resource Centre**. In those rare and exceptional circumstances where this option is used, the suspension will be of **indefinite duration**, pending an investigation of the events surrounding the suspension. The **Executive Director** must be notified immediately of any suspension of this nature. The investigation of an immediate suspension must be concluded within forty-eight (48) hours. Where possible, the suspended employee shall be notified of the results of the investigation within thirty-six (36) hours after the suspension occurs.
- (d) **Discharge**
- (i) Discharge may occur only after the formal discipline steps have been exhausted or the investigation of an immediate suspension is deemed to warrant such action. The decision to discharge an employee is a serious step that can have repercussions for both the discharged employee and for the **Community Resource Centre**.

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- (ii) A discharge, for any reason, must be properly documented and approved, in advance, by the **Executive Director**.