

Discipline & Dismissal

Purpose:

From time to time it may be necessary to discipline an employee if there is reason for concern about the employee's work, attitude, performance, or conduct. It is important, however, that the employee be made aware of the reasons for concern, and be given an opportunity to take corrective measures. Further, it is important to keep accurate documentation of concerns and of correspondence with the employee, especially if his/her actions could ultimately affect his/her standing or advancement, or lead to suspension or dismissal. Finally, in situations where a supervisor finds it necessary to terminate an employee, it is important that he/she follows proper process, and acts within his/her authority.

Policy:

- This Policy applies to Hourly, and Extraordinary employees.
- Should there be concern regarding an employee's performance, the supervisor should first attempt to solve the problem through verbal discussion with the employee. The supervisor should try to discover the underlying reasons for the problem, and discuss with the employee how the problem could be resolved. Written, dated summaries of these discussions should be kept on file.
- If there is continued concern, or if the actions of the employee are considered to be of a magnitude that verbal discussion is not considered an adequate level of discipline, a formal written warning should be issued. The following procedure should be followed:
 - a) The supervisor shall have a formal discussion with the employee regarding the reasons for dissatisfaction;
 - b) Within five (5) working days the supervisor shall provide the employee with a letter outlining the reasons for dissatisfaction, the corrective measures required, the date by which these corrective measures must be taken, and the disciplinary measures that may follow if the corrective action is not taken;
 - c) If corrective action is not taken by the date specified, a second written warning shall be issued, following the same procedure outlined above;
 - d) If there is continued concern, the supervisor has the option of suspending or dismissing the employee.
 - e) The President and Executive Director should be consulted before any suspensions or dismissals are carried out.
- A supervisor may suspend an employee without pay for an appropriate length of time if the disciplinary actions outlined above are not effective.

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The supervisor should inform his/her own supervisor of the suspension, as well as the reasons for the suspension and the prior disciplinary actions taken.

- Employees who do not respond to formal written warnings, as outlined above, may be dismissed, provided that:
 - a) the written warning notices are given not less than one (1) week apart for Hourly employees;
 - b) they are given written notice of termination, or equivalent salary in lieu of such period of notice, in accordance with the Alberta Employment Standards Code;
 - c) the dismissal is approved by the Executive Committee
- An employee may be immediately dismissed, without written warning notices, period of notice, or salary in lieu of notice, for the following reasons:
 - a) theft, fraud, or other criminal activities;
 - b) using, or being under the influence of, alcohol or illegal drugs while on the job;
 - c) breach of confidentiality;
 - d) continual shortages of cash or materials in the employee's control;
 - e) failure to inform his/her supervisor of non-attendance
 - f) insubordination

Proper approval for such dismissal must be obtained as in 9.22.5(c).

- Supervisors should keep an accurate record of all incidences in which employees do not perform their required duties, or do not perform them to an acceptable standard. This record should include dates, reasons for concern, discussion which took place with the employee, and any disciplinary actions taken. Supervisors should also keep copies of all correspondence with the employee.
- Supervisors should keep the Executive Director apprised of the situation.
- The personnel record of an employee shall not be used against him/her after eighteen (18) months have passed since a suspension, or since the issuance of a letter of reprimand, provided there has been no recurrence of a similar and/or other infraction.