

Section/Number: Human Resources – 020	Approval Date: (DD/MM/YY)
Subject: Corrective Action	Amendment Dates:
<p>Policy</p> <p>Corrective action may be implemented in cases where an employee has demonstrated poor performance, misconduct or inappropriate behaviour.</p> <p>Corrective action will be progressive and the preferred outcome will be to assist the employee to correct the problem or behaviour. It is the employee's responsibility to correct the performance or behaviour.</p>	
<p>Definitions</p> <p>N/A</p>	
<p>Guidelines</p> <ol style="list-style-type: none"> <li>1. Each employee must be informed of the rules that apply to the workplace and to his/her position.</li> <li>2. Corrective action may be taken for poor performance, misconduct including insubordination, or for problems such as being consistently late for work.</li> <li>3. Corrective action is to be used as a means of identifying and correcting a problem. <ol style="list-style-type: none"> <li>3.1. It is in the best interest of both the Community Government and the employee that the problem be corrected at the earliest possible stage of the process.</li> <li>3.2. Further corrective action should only be taken if the problem is not corrected by the employee.</li> </ol> </li> <li>4. A corrective action must be discussed in a private and confidential meeting between the Senior Administrative Officer (SAO), the Supervisor and the employee. <ol style="list-style-type: none"> <li>4.1. At the meeting, the employee must be provided with an opportunity to explain the circumstances surrounding the problem or misconduct.</li> </ol> </li> <li>5. Letters of corrective action must be placed on the employee's Personnel File. <ol style="list-style-type: none"> <li>5.1. The employee may request that the letters be removed from the Personnel File if no further actions have been required after a period of two years from the date of the last letter.</li> </ol> </li> <li>6. Unless the misconduct is extremely serious and warrants either an immediate suspension or dismissal (such as cases of theft, fraud or breach of policy), corrective actions will be progressive and will normally follow the steps outlined in this policy</li> </ol>	

6.1. In cases of immediate dismissal, please refer to Policy HR – 0XX, Termination of Employment.

**7. Step 1 – Verbal Warning for the first occurrence**

7.1. The SAO will administer verbal warnings.

7.2. The employee will be advised of the problem and what steps need to be taken to correct the problem.

7.3. The employee will be advised that if the problem continues, further actions may be taken up to and including dismissal.

7.4. The SAO will make note of the verbal warning on the employee's Personnel File.

7.5. If the problem is corrected in a reasonable amount of time, no further actions are required.

7.6. If the problem is not corrected, the SAO will implement Step 2 of the Corrective Action Process.

**8. Step 2 – Written Warning at the second and/or subsequent occurrence(s)**

8.1. The SAO will administer written warnings.

8.2. Written warnings must include specific incidences, times and dates of occurrence.

8.3. Employees will be advised that this is a further corrective action to the verbal action previously administered.

8.4. Employees will be advised that if the problem continues further actions may be taken up to and including dismissal.

8.5. One copy of the written warning will be placed on the employee's Personnel File and one copy will be given to the employee.

8.6. If the problem is corrected in a reasonable amount of time no further actions are required.

8.7. If the problem is not corrected, the SAO will implement Step 3 of the Corrective Action Process.

**9. Step 3 – Suspension or demotion at the third and/or subsequent occurrence(s)**

9.1. The SAO will administer suspensions or demotions.

9.2. The SAO will advise the Mayor/Chief or Council Personnel Committee of the suspension or demotion in camera and on a confidential basis at the earliest possible time.

9.3. Suspensions or demotions can only be administered when there is appropriate documentation in place concerning the employee's specific problem.

9.4. The purpose of the suspension or demotion is to advise the employee of the serious nature of the problem in an attempt to help him/her understand the need to correct the problem.

9.5. The SAO may demote an employee either temporarily or permanently if the employee is guilty of misconduct or incompetence.

9.5.1.1. Demotion may be used as a last resort prior to dismissal when an employee is deemed incompetent.

9.6. One copy of the suspension/demotion letter will be placed on the employee's Personnel File and one copy will be given to the employee.

9.7. If the problem is corrected in a reasonable amount of time no further actions are required.

9.8. If the problem is not corrected, the SAO will implement Step 4 of the Corrective Action Process.

#### **10. Step 4 - Dismissal**

10.1. Dismissal is administered by the SAO who must consult with legal counsel who specializes in employment law. (see HR Policy – 0XX, Termination of Employment).

10.2. The SAO will advise the Mayor/Chief or Council Personnel Committee of the dismissal in camera and on a confidential basis prior to the dismissal.

10.3. Dismissals can only be administered when there is appropriate documentation in place concerning the employee's specific problem.

10.4. Documentation must include specific incidences, times and dates of occurrence and the attempts on the part of the organization to help the employee address the problem.

10.5. One copy of the letter of dismissal will be delivered to the employee and one copy placed on the employee's personnel file.

11. Incidents of serious misconduct (such as fraud, theft or breach of specific policies such as use of drugs or alcohol in the workplace) may warrant an immediate dismissal and the steps outlined above can be by-passed (see HR Policy – 0XX, Termination of Employment).

#### Attachments

Sample Corrective Action Letter

Sample Suspension Letter

Sample Demotion Letter

For a Sample Letter of Dismissal – see HR Policy – 0XX, Termination of Employment

#### References

HR Policy – 0XX, Termination of Employment

Logo

Community Government Name

**Sample Corrective Action Letter**

Date

Employee Name

Title

Dear Employee Name:

Subject of Action

This will confirm our meeting on (date) concerning (nature of problem).

We had previously discussed this situation on (date(s)) and you were advised that failure to correct this problem could result in further corrective actions. Despite this discussion you have continued to (state nature of problem), the latest incident occurring on (date).

As I have explained to you, this type of behaviour is unacceptable. It is your responsibility to correct this problem. As we discussed, the Community Government is prepared to (state any ways in which the organization is prepared to assist the employee with the problem). If, however, (state nature of the problem) continues, you will be subject to further actions up to and including dismissal from your position.

A copy of this letter will be placed on your Personnel File.

Signature of Senior Administrative Officer

cc: Personnel File

**Sample Notice of Suspension**

Date

Employee Name

Title

Dear Employee:

Subject of Action

This will confirm our meeting on (date) concerning (nature of problem).

A verbal corrective action concerning this issues was taken on (date of verbal corrective action) and a written corrective action was taken on (date of written corrective action) to provide you with an opportunity to correct this problem. The (date) incident indicates that these actions have not been sufficient to resolve the issue.

Therefore I have decided to suspend you without pay for \_\_\_ working days, commencing on (date). You will be expected to report to work at your normal work location and starting time on (date following suspension).

This suspension is to ensure that you understand the seriousness of this situation and to convince you of the need to correct the issue. If (state nature of problem) continues, you may be subject to further corrective actions up to and including dismissal.

A copy of this letter will be placed on your Personnel File.

Signature of Senior Administrative Officer

cc: Personnel File

Logo

Community Government Name

**Sample Letter of Demotion**

Date

Employee Name

Title

Dear Employee:

Subject of Demotion

This will confirm our meeting on (date) concerning your performance in your position.

Deficiencies in your performance have been identified to you on several occasions (include dates). You have been given the opportunity to improve your performance but have failed to do so.

As I have explained to you, it has been determined that you will be demoted into the position of (title and pay level of position) effective (date).

A copy of this letter will be placed on your Personnel File.

Signature of Senior Administrative Officer

cc: Personnel File