

## **Appendix C: Procedure for Behaviour at Work Concerns – Employees**

The guidelines for dealing with employees exhibiting non-compliance with the Behaviour at Work, or any other QHC Policy, is further outlined in Policy 4.4.7 – Employee – Discipline.

QHC will follow a staged approach to dealing with issues and complaints related Behaviour at Work. This means a progressive approach to managing disruptive behaviour with the intention of remediation. Remedial support with respect to modifying behaviours by providing links to professional resources, including the employee assistance program will be emphasized and offered.

### **Informal Counselling**

The employee's Manager will:

- Bring to the employee's attention the incident or behaviour that is considered inappropriate, as soon as possible
- Agree upon a plan of corrective action with the employee, if warranted
- Follow-up with the employee after a reasonable amount of time to ensure the correction action plan has been effective

### **Formal Discipline**

#### **A. Verbal Warning**

The Manager will:

- Investigate and document the complaint or incident
- Consult with Human Resources in advance of the meeting
- Meet with the employee to apprise him/her of the information they obtained through the investigation and discuss an action plan to meet behaviour expectations in the future

#### **B. Written Warning**

The Manager will:

- Document all pertinent facts related to the incident or behaviour.
- Consult with Human Resources to create a written warning that describes the detailed facts and a corrective action plan and/or the go-forward expectations required of the employee.
- Meet with the employee to create a mutually acceptable corrective action plan, if possible. This meeting should be in the presence of a union steward, if applicable.
- Schedule a follow-up meeting no later than 30 days following the issuance of the formal written warning to discuss with the employee their progress towards fulfillment of the action plan.

#### **C. Disciplinary Suspension**

A disciplinary suspension will typically only occur after the written warning discipline stage has failed to correct the manager's concerns and the employee was advised that a

suspension may occur if the behaviours giving rise to a written warning were not corrected. A disciplinary suspension may also occur, without prior written warning, if an employee's behaviour/conduct is sufficiently egregious to warrant a suspension.

The Manager will:

- Document all pertinent facts related to the incident or behaviour.
- Consult with Human Resources to create the written suspension letter.
- Meet with the employee and ensure the expectations for future behaviours and an action plan are clearly outlined. This meeting should be in the presence of a union steward, if applicable.

#### **D. Termination**

The decision to terminate an employee will typically only occur after lesser formal disciplinary steps have been exhausted. In some circumstances, a termination is warranted as the first disciplinary response. Situations which may justify a termination as a first disciplinary response include but are not limited to: behaviours and acts of gross misconduct such as harassment, physical violence, privacy violations, verbal abuse, theft, fraud and sabotage or other behaviours/actions which are deemed to irreparably breach QHC trust in the employee.

As in earlier stages, the matter giving cause for the decision to effect a discharge will be fully investigated and documented.