

# *Corrective Action Policy*

## **Corrective Action and Termination**

The first choice a supervisor must make in a disciplinary situation is whether the employee's behavior can be rectified through a process of corrective action, or whether the situation is so egregious that it requires termination.

### *Corrective Action*

1.1 Whenever possible, a supervisor initiates corrective action. If informal discussions and/or a documented verbal warning have not resulted in improved performance, a supervisor may move into the formal stages of disciplinary action. Formal consequences that fall under the umbrella of corrective action include:

- Written Warning
- Probation
- Suspension

### *Termination*

1.2 If corrective action has not helped the employee to improve her or his behavior, the supervisor may recommend termination. If the employee's behavior endangers others or if the employee's continued employment would jeopardize the well-being of the company or workforce, the supervisor may recommend termination.

## **2. General Information**

### *Working with Human Resources*

2.1 Supervisors work closely with the Human Resources Department during any disciplinary action. Human Resources Representatives help employees and supervisors to comply with standard practices, and also ensure that we remain in compliance with State and Federal mandates. Human Resources Representatives are available to meet with all employees and supervisors who become involved in disciplinary situations.

Human Resources Representatives also advise supervisors in cases when an employee becomes upset or is unable or unwilling to leave the worksite.

*If Employees Are Not Present at the Worksite*

2.2 If an employee is not at the worksite, or leaves the worksite without signing necessary documentation, the supervisor sends documents to the employee's last known address by certified mail with a return receipt, or by courier with signature required upon receipt. If the supervisor is unable to contact the employee in any way, and there is no response by the employee after three days, the supervisor may consider the situation to be a three-day no-call, no-show, situation, and may assume that the employee has resigned

**ABSENCE WITHOUT LEAVE**

- A. Failure to notify the Institute of an absence for three consecutive days is regarded as abandonment and considered voluntary resignation by the employee except under circumstances covered under C. below.
- B. An employee who is unable to report for work is required to inform the Institute as early as possible of the anticipated absence.
- C. The requirement to notify is waived only in the case where the employee is prevented from giving notification by events beyond his or her control. As a condition for reinstatement, the employee will be required to demonstrate that notification was given as soon as possible.

*Documentation*

2.3 All documents related to formal disciplinary action are kept in the employee's official personnel file located in the Human Resources department. Supervisors may keep additional employee files in their offices.

**3. The Pre-Disciplinary Meeting**

Before any disciplinary action is taken, employees must attend the Pre-Disciplinary Meeting (in cases where termination may be recommended, the meeting is known as a Pre-Termination Meeting). This meeting, attended by the supervisor, the employee, and the Human Resources Representative (optional in the Pre-Disciplinary Meeting, but required in the Pre-Termination Meeting), gives the employee the opportunity to explain the reasons and circumstances that led to the conduct in question.

- 3.1 In cases of probation, suspension or termination, the employee may also draft a written response, which will be placed in her or his personnel file.
- 3.2 Depending upon an employee's employment Agreement, she/he may be able to file a grievance to protest probation, suspension or termination.

Our company follows formal grievance procedures, during which a hearing panel reviews disciplinary procedures and documentation.

#### **4. Corrective Action**

Our company corrective action philosophy and practices are designed to foster communication between employees and supervisors and to help improve performance when a performance issue arises. After the supervisor has heard and considered the employee's explanation at the Pre-Disciplinary Meeting, the supervisor decides what, if any, corrective action should be taken.

When making this decision, supervisors consider factors such as whether the employee's actions endanger staff or others, as well as the frequency and type of violations of a Code of Conduct.

Corrective action steps are as follows:

- Documented Verbal Warning
- Written Warning
- Probation
- Suspension

Although these corrective action steps are listed in their standard progression, it is up to the supervisor to decide which step should be the first in corrective action. A supervisor may, for example, place an employee on probation in response to an employee's first misconduct, if that misconduct is relatively serious. A supervisor may also combine corrective action steps. For instance, an employee may be suspended, and then placed on probation after returning to work.

##### **4.1 Written Warning**

Supervisors may issue a Written Warning, which specifies performance expectations. It also states that if the employee's performance does not improve, or if other performance problems arise, the employee may be placed on probation or suspended.

##### **4.2 Probation**

Supervisors may place employees on probation. In a Disciplinary Follow-up Meeting, the supervisor informs the employee in writing of the terms of probation, and includes a statement that if the employee's performance does not improve, or if other performance problems arise, more severe discipline, up to and including suspension or termination, may result.

##### **4.3 Suspension**

Supervisors may suspend an employee in cases of dangerous repeated offenses. In a Disciplinary Follow-up Meeting, the supervisor must notify the employee in writing of the Suspension, and the terms of the suspension, must be in accordance with the terms of the employee's workplace handbook.

## **5. Termination**

We encourage our supervisors to use the standard progression of corrective action steps whenever possible. This approach gives an employee the opportunity to improve the conduct in question.

However, sometimes it is necessary to have an employee leave the worksite immediately. In cases of dangerous or repeated inappropriate conduct, a supervisor may place the employee on administrative leave as an interim measure, and then have the employee leave the worksite. After the employee has left, the supervisor can then complete the standard procedures and documentation necessary to terminate the employee.

5.1 While the presence of a Human Resources Representative is optional for Pre-Disciplinary and Disciplinary Follow-up Meetings, a Human Resources Representative must attend Pre-Termination and Termination Meetings.

5.2 Violations of the Code of Conduct may result in termination. These include, but are not limited to:

- dishonesty
- violent behavior
- Abuse of sick leave
- Poor work performance
- Failure to follow orders of management
- Theft of company property
- Harassment & intimidation
- Alcohol and substance abuse
- other offenses covered in the Employee Handbook/Safety Policy
- other serious misconduct as determined by the Company.