

<b>Thunder Bay Regional Research Institute</b>		<i>Bringing Discovery to Life</i>	
<b>STATEMENT of POLICY and PROCEDURE</b>			
Manual:	Human Resources	SPP No.	<b>HR 2.14</b>
Section:		Issued:	August 30, 2014
Subject:	<b>Progressive Discipline</b>	Effective:	August 30, 2014
Issue to:	All Manual Holders	Page:	1 of 3
		Replaces:	<b>New</b>
Issued by:	COO	Approved:	August 30, 2014

## 1 POLICY

The Thunder Bay Regional Research Institute (TBRI) requires that all its employees perform their duties to a level that is consistent with the Institute's standards and in accordance with its policies and procedures. When performance issues are identified, corrective action will be taken and appropriately resolved in the best interest of the Institute and the employee. TBRI believes that clear communication will foster an environment that leads to positive, long-term working relationships.

## 2 PURPOSE

This policy and procedure has been designed to provide a structured corrective action process to improve and prevent a recurrence of undesirable employee behaviour and performance issues. It has been designed consistent with TBRI's organizational values, human resource (HR) best practices, and employment laws. The aim is to ensure prompt, consistent and fair treatment for all employees and to assist in enabling both the employee and the Institute to be clear about the expectations of both parties.

## 3 SCOPE

This policy applies to all individuals who are employed or affiliated with TBRI.

## 4 PROCEDURES

TBRI reserves the right to combine or skip steps depending on the facts of each situation and the nature of the offense. The level of disciplinary intervention may also vary. Some of the factors that will be considered are whether the offense is repeated despite coaching, counseling or training, the employee's work record, and the impact the conduct and performance issues have on the organization.

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**Step 1: Counseling and verbal warning**

A meeting will be scheduled with the employee, Supervisor, and Human Resources, to bring attention to the existing performance, conduct or attendance issue. The Supervisor should discuss with the employee the nature of the problem or the violation of the Institute's policies and procedures. The Supervisor is expected to clearly describe expectations and steps the employee must take to improve performance or resolve the problem.

Human Resources will prepare written documentation of a Step 1 meeting. The employee will be asked to sign this document to demonstrate his or her understanding of the issues and the corrective action.

**Step 2: Written warning**

The Step 2 written warning involves more formal documentation of the performance, conduct or attendance issues and consequences.

During Step 2, the Supervisor and Human Resources will meet with the employee to review any additional incidents or information about the performance, conduct or attendance issues as well as any prior relevant corrective action plans.

A warning outlining a formal performance improvement plan (PIP) requiring the employee's immediate and sustained corrective action will be issued. The employee may be subject to additional discipline up to and including termination if immediate and sustained corrective action is not taken.

**Step 3: Suspension and final written warning**

Suspensions that are recommended as part of the normal progression of this progressive discipline policy and procedure are subject to approval from the Executive Management Council and Human Resources.

Depending on the seriousness of the infraction, the employee may be suspended with or without pay. A letter from Human Resources, informing the employee of the suspension must be written and issued to the employee.

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Issue to:	All Manual Holders	Page:	3 of 3
		Replaces:	<b>New</b>
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**Step 4: Recommendation for termination of employment**

The last and most serious step in the progressive discipline procedure is a recommendation to terminate employment. Generally, TBRI will try to exercise the progressive nature of this policy by first providing warnings, a final written warning or suspension from the workplace before proceeding to a recommendation to terminate employment. TBRI reserves the right to combine and skip steps depending on the circumstances of each situation and the nature of the offense. Furthermore, employees may be terminated without prior notice or disciplinary action.

The recommendation to terminate employment must be approved by the Executive Management Council, and Human Resources.

**Documentation**

The employee will be provided copies of all progressive discipline documentation, including all PIPs. The employee will be asked to sign copies of this documentation attesting to his or her receipt and understanding of the corrective action outlined in these documents. If the employee refuses to sign, a note stating the date of refusal will be added to file.

Copies of these documents will be permanently placed in the employee's official personnel file.