

# Corrective Action Procedure

## 1. Introduction

The Safety Codes Council (Council) fosters a culture of operational effectiveness and is staffed by engaged and productive **employees** who meet or exceed the organization's work, safety, and workplace standards.

The Council's Employee Relations Policy provides a framework within which specific performance expectations are established for individual **employees** and articulates the Council's commitment to provide feedback, resources, and training to **employees** so that they may succeed in their role.

The actions and behaviors of **employees** are also regulated by the Council's Code of Conduct and Ethics Policy and other Council policies related to Respectful Workplace and Alcohol and Drugs. The process for addressing performance in the workplace may vary depending on the nature of problem and the **corrective actions** required.

## 2. Purpose

The purpose of this procedure is to identify the steps required to manage **employee** performance through **corrective action**.

## 3. Definitions

**corrective action:** means a process of communicating with an **employee** to improve behavior or performance; this may include penalties which are found to be appropriate for unwanted action or performance.

**employee:** means a person engaged by the Council to perform a service in accordance with an employment agreement.

**supervisor:** means a person that has one or more **employees** reporting to them and includes management positions.

## 4. Procedure

4.1. The Council will investigate issues that may warrant **corrective action** that are related, but not limited, to **employee** performance of their job duties and/or violations of the Council's Code of Conduct and Ethics Policy.

4.2. **Corrective action** will be used to encourage change and provide clarity regarding expectations. The seriousness of the issue will determine the nature and severity of the **corrective action** applied.



- 4.3. If a performance management issue arises, the **employee's supervisor** shall consult with Human Resources to determine appropriate action for each step of managing **corrective action**; the steps will depend upon the severity of the problem and the risk to the organization.
- 4.4. Should **corrective action** be required, a meeting between the **supervisor, employee,** and Human Resources will take place to discuss the issue and the consequences of any further incidents.
- 4.5. All stages of **corrective action** are to be documented in an **employee's** file. Copies of performance related documentation will be provided to the **employee** and **supervisor** by Human Resources. Originals will be kept in the **employee's** file.
- 4.6. **Corrective action** may include any or all of the following measures up to and including termination and removal of the **employee**:
- 4.6.1. coaching;
  - 4.6.2. letter of expectation, including improvement performance plan;
  - 4.6.3. verbal warning, including written confirmation of discussion;
  - 4.6.4. written warning;
  - 4.6.5. suspension(s) without pay;
  - 4.6.6. demotion; and/or
  - 4.6.7. termination.
- 4.7. Issues of a more serious nature (i.e. theft, fraud, violence, dishonesty, etc.) may require deviation from the progressive steps and/or may require investigation under the Council's Respectful Workplace Violation Response Procedure or Code of Conduct and Ethics Violation Reporting Procedure.
- 4.7.1. In those cases, and in consultation with Human Resources and/or the President and Chief Executive Officer (CEO), the step(s) may be adjusted or subject to alternate procedures.
  - 4.7.2. In cases where further investigation or review is required, an **employee** may be temporarily suspended with pay.
- 4.8. The roles and responsibilities of **employees, supervisors,** and Human Resources related this procedure are described in Appendix A.

## 5. Authority

This procedure is established under the authority of Corporate Governance Policy 1.4 which delegates authority to the President and CEO to establish policies and procedures for the management and operation of the Council regarding appeals, corporate operations, and operating programs.

## 6. Scope

This procedure applies to all **employees**.

## 7. Related Policies and Procedures

- 1.3 Code of Conduct and Ethics Policy
- 1.3.3 Code of Conduct and Ethics Violation Reporting Procedure
- 3.2.1 Employee Relations Policy
- 3.2.1.4 Attendance Management Procedure
- 3.2.2 Respectful Workplace Policy
- 3.2.2.1 Respectful Workplace Violation Response Procedure
- 3.2.6 Alcohol and Drugs Policy

## 8. Version History

| Date              | Notes  |
|-------------------|--|
| March / 01 / 2020 | New procedure; replaces Policy 3.50 Progressive Discipline |

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### VERSION 1

**Effective Date:** March / 01 / 2020  
**Approved Date:** January / 27 / 2020

## Appendix A: Roles and Responsibilities

**Employees, supervisors,** and Human Resources all have roles and responsibilities in meeting performance expectations and managing performance requirements at the Council. These roles and responsibilities include:

**Employees** are to:

- act in accordance with the Council's policies, procedures, and performance standards;
- actively work to improve any performance or behavioral issues once identified;
- comply with any **corrective actions** that have been implemented for any violations; and
- maintain confidentiality.

**Supervisors** are to:

- understand the **corrective action** process;
- address performance or behavioral issues once identified;
- ensure all performance and corrective related conversations are conducted in private and documented;
- ensure proper and accurate performance and corrective related documentation is submitted to Human Resources;
- consult with their immediate **supervisor** and/or management director and Human Resources when considering disciplining and/or dismissing an employee;
- ensure any **corrective action** taken is consistent and fair;
- ensure **corrective action** has been implemented;
- provide timely, fair and constructive feedback; and
- maintain confidentiality.

Human Resources is to:

- provide advice and assistance to **employees** and **supervisors** relating to employee relations matters including **corrective actions**;



- ensure any advice is consistent with employment law, policies and procedures, the Council values, and is consistently applied across the organization;
- ensure performance and corrective related documents are placed in the **employee's** file;
- advise **supervisors**, managers, and directors of appropriate **corrective actions** for any violations;
- be a point of contact for all legal or complaint submissions; and
- maintain confidentiality.