



CUMBERLAND HEALTH AUTHORITY DISCIPLINE POLICY

DISTRICT WIDE POLICY

TITLE: DISCIPLINE POLICY	NUMBER: 102-013
Effective Date: December, 2010	Page (1 of 3)
Applies To: All CHA Employees	

POLICY

The Cumberland Health Authority firmly believes that the vast majority of its employees perform well and follow appropriate rules in completing job duties. On some occasions however, there may be a minority of employees who, for some reason or another, do not follow prescribed organizational or departmental policies and who do not meet professional standards. A coaching/counselling approach is recommended in an attempt to improve/correct employee behaviour.

However, there will be some situations where, in the judgement of an individual manager and based on evidence, a formal disciplinary approach is required. The procedure outlined here is intended to provide parameters to guide managers in these situations. This procedure is only applicable after a manager has decided to move from a coaching/counselling approach into a formal disciplinary approach. The discipline procedure is strictly a reference guide to managers to assist them in a decision making process which is firm, fair and consistent. Consultation with Human Resources is recommended throughout the coaching/counselling and/or disciplinary process.

PROCEDURE

MINOR INFRACTIONS

A system of progressive discipline will be applied to minor infractions involving non-compliance with organizational or hospital policies and procedures. As mentioned above, Managers will decide when it is necessary to move from a coaching/counseling approach into a formal disciplinary approach.

There will be six (6) steps in the progressive discipline grid. These steps include:

1. Verbal warning;

2. Written warning;
3. One day suspension;
4. Three day suspension;
5. Five day suspension;
6. Termination.

DISCIPLINE

The normal progression will be from one step to the next for any minor infractions of policy or procedure which have occurred within 24 consecutive working months (i.e. 528 working days). After an employee has a period of 18 consecutive working months without any formal discipline, the appropriate step for a further minor infraction would be to revert back to step one.

This progression may be altered for exceptional circumstances (i.e. an employee who does not follow proper work procedures would first receive a verbal warning. The same employee who subsequently demonstrates a punctuality problem would receive a written warning.) While the specific infractions may not be identical, they are similar in that they are violations of employer policy or procedure. Some examples of minor infractions include, but are not limited to the following:

1. Violation of safety policies or procedures;
2. Inappropriate behavior exhibited towards staff, patients, visitors or contractors.
3. Employee absence without permission;
4. Employee tardiness;
5. Abuse of rest breaks;
6. Failure to carry out supervisory instructions;
7. Failure to follow prescribed work procedures;

(Please note that the infractions listed above are intended as examples only. You should be aware of the rules of conduct applicable to the Cumberland Health Authority as well as your own department. Consultation with Human Resources prior to applying disciplinary action is recommended. The decision to terminate an employee will only be made in consultation with the Manager, Human Resources, VP and the endorsement of the CEO.)

MAJOR INFRACTIONS

For major offenses, the application of progressive discipline may not be appropriate. Penalties such as terminations or lengthy suspensions may be applied to these offences, with the exact penalty depending on several factors. Two important factors include the circumstances of the offence and the past record of the employee. The pool of major offences includes, but is not limited to, the following:

1. Culpable Absenteeism
2. Harassment (sexual or other forms);
3. Theft;

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4. Falsification of any employer records, including, by not limited to, patient records;
 5. Illegitimate use of employer benefits;
 6. Destruction of employer property;
 7. Physical violence of any type (involving another employee, supervisor/manager, patient, visitor or contractor);
 8. Insubordination (direct refusal of a clearly understood order from a supervisor);
 9. Reporting for work under the influence of alcohol or drugs;
 10. Consumption of alcohol or drugs while on shift;
 11. Attempt to injure;
 12. Gross unsafe acts with potentially serious consequences;
 13. Breach of confidentiality;
 14. Failure to follow prescribed work procedures or inappropriate behaviour resulting in life threatening or other serious consequences.

(Please note that the infractions listed above are intended as examples only. For major infractions, consultation with Human Resources is required and the appropriate VP and/or CEO must also be made aware of the situation prior to taking disciplinary action.)

TERMINATIONS

The decision to terminate an employee will only be made in consultation with the Manager, Human Resources, VP and the endorsement of the CEO.)

NOTE

In accordance with collective agreements, when disciplinary action of any nature is to be taken, the employee has the right to union representation.

All disciplinary action is required to be documented to the employee, employee's personnel file, union and the appropriate VP.

Authorization

H. Bruce Quigley
Chief Executive Officer
