



<b>Title:</b> Discipline Policy	<b>Number:</b> AD-110-316
<b>Manual:</b> Administration	<b>Date Effective:</b> 1 April 2012
<b>Section:</b> People Services	<b>Date of Next Review/Revision:</b>
<b>Authorized by:</b> Director of People Services	

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## **PREAMBLE**

South Shore Health has an obligation to provide an environment that supports service excellence to the people it serves. To meet this obligation, South Shore Health shall address issues that compromise or have the potential to compromise the quality of service and safety of employees, patients, residents, clients and the reputation of South Shore Health.

Discipline is usually a progressive process utilized to educate and assist any employee who is not fulfilling the expected roles, responsibilities and conduct of the job, the unit, service or district, despite having received the appropriate discussion, coaching and counseling. South Shore Health is committed to applying a progressive disciplinary approach, when appropriate.

The most appropriate disciplinary response in any given situation will be determined at the Employer’s discretion. The severity of the disciplinary measure will depend on the nature, severity and frequency of the offence; the employee’s past record including work history and previous disciplinary action; and the particular circumstances of the issue. Every attempt will be made to apply the discipline process in a fair and consistent manner.



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## **GUIDING PRINCIPLES**

Utilizing these guiding principles, management reserves the right to deal with disciplinary situations as circumstances warrant.

Managers will be able to demonstrate through documentation that employees have been informed of their expected roles, responsibilities and conduct within the job, unit, program, site and district.

Managers will be able to demonstrate through documentation that employees are informed of any policies which guide conduct such as Code of Conduct, Harassment, Confidentiality, within the job, unit, program, site and district.

Fulfillment of the expectations associated with the roles, responsibilities and conduct may be affected by forces outside the workplace. Coaching and the offer of assistance to the employee where appropriate are integral to the process.

The objective of a one-on-one coaching session with the employee is to:

- discuss the matter with the employee, identify the deficiency and obtain insight into the issue;
- provide support to assist the employee in meeting performance standards;
- advise of expectations and dates of follow up;
- document the occurrence (date, time, issues, comments, expectations, support to be offered and date(s) of follow-up);
- consider the option of including the documentation in a non-disciplinary letter to the employee with a copy to People Services for the employee's file, or retain the information in the Manager's employee file.

Union representation or employee representation is not required during a one-on-one coaching meeting.

If an employee insists on union representation or a non-union employee insists on representation during a coaching meeting, the Manager must ensure a People Services representative is present.

Consultation with, and involvement of People Services is required prior to proceeding with disciplinary action.

Discipline usually progresses from least severe to most severe; however, the most appropriate discipline in the circumstances shall be imposed.



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The range of disciplinary responses normally considered appropriate in the context of the employer-employee relationship includes verbal warning; written warning; suspension with pay; suspension without pay; termination of employment.

Prior to imposing discipline, a meeting must be arranged with the employee, union or employee representative, manager and People Services. The objective of the meeting will follow the same context of a coaching meeting as noted above.

Where discipline may be eminent, unionized employees must be advised of their right to obtain union representation and non-union employees must be informed of their right to representation from an appropriate individual.

If employees decline representation, their choice to decline representation must be noted in the employee's letter. All such meetings must have a follow-up meeting accompanied by a letter, signed by the manager, outlining the results of the meeting and any action taken. A copy of the letter is provided to the employee, the union or employee's representative, and a copy is maintained on the employee's personnel file with People Services.

## **EXAMPLES OF UNACCEPTABLE CONDUCT**

Examples of unacceptable conduct that will normally result in the imposition of disciplinary measures include, but are not limited to the following:

- willful misconduct, disobedience or insubordination;
- willful neglect of duty or gross violation of rules and regulations;
- patient, client, resident abuse;
- intoxication or impairment by drugs and/or alcohol;
- falsification of and/or unauthorized disclosure of records/information;
- unethical or criminal actions including, but not limited to, theft from the Employer, patients, clients, residents or other employees;
- refusal to work;
- harassment of patients, clients, residents, coworkers, volunteers, employees of suppliers of goods and services, the public, or associates of South Shore Health;
- performance deficiencies after coaching in accordance with the guidelines and procedures of this policy;
- absence from work without permission;
- disclosure of confidential information;
- breach of South Shore Health policies and procedures.



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## **ACCOUNTABILITIES**

Managers have a responsibility and obligation to coach and assist employees, as appropriate, to fulfill the expectations associated with their roles, responsibilities and conduct as outlined within the job, the unit, service and district.

Monitoring performance is an ongoing responsibility of all managers.

Employees have a responsibility and obligation to fulfill the expectations associated with the roles, responsibilities and conduct as outlined within the job, the unit, service and the district and to seek assistance as appropriate.

## **VIOLATIONS**

South Shore Health recognizes and supports the employee's right to confidentiality and will handle all matters in the strictest confidence involving only those individuals as necessary to complete the investigation and formulate recommendations.

## **COMMUNICATION**

The Discipline Policy will be communicated to employees through the appropriate avenues of:

- General Orientation
- Departmental Orientation
- Staff Meetings
- Intranet

## **RELATED POLICIES**

Code of Conduct Policy AD-110-302, Confidentiality Policy AD-110-314, Harassment Policy AD-110-308, Respectful Workplace Policy AD-110-302.