



# Capital Health

## ADMINISTRATIVE MANUAL Policy & Procedure

<b>TITLE:</b> Corrective Action	<b>NUMBER:</b> CH 08-045
Effective Date: October 2013	Page: 1 of 3
Applies To: All	

### **POLICY**

1. In order that required standards of patient care and services are maintained, Capital Health managers are responsible for ensuring acceptable standards of employee performance. In the event that employee performance is below acceptable standards through inappropriate conduct, violation of workplace rules/policies, or negligence, appropriate corrective action is taken to amend such performance and to deter similar performance in future.
2. Inappropriate conduct includes off duty conduct that negatively impacts workplace operations, interferes with the employee's ability to perform his/her duties satisfactorily, leads to a refusal or reluctance of others to work with him/her or detrimentally affects the reputation of Capital Health.
3. The decision as to what constitutes a job offence and which corrective action step applies is at the discretion of the manager in consultation with People Services.
4. Prior to taking corrective action, Capital Health and managers will make every reasonable effort to clarify employee awareness of acceptable workplace conduct, rules, policies, and procedures; counseling employees as required.
5. Corrective action will not be taken without:
  - 5.1. an appropriate investigation of the facts in each individual case.
  - 5.2. consideration of the mitigating factors specific to each individual case.
6. Corrective action is to consider employee's rights under the relevant collective agreement or excluded terms and conditions of employment.
7. Consideration is to be given to whether there is a requirement to report the conduct to the professional licensing body for investigation and/or disciplinary action.

## DEFINITIONS

- Corrective action:** A management response aimed at correcting unacceptable workplace performance or conduct to an acceptable standard.
- Job offence:** Culpable conduct or performance by an employee that is in violation of established workplace rules or that is below acceptable standards of job performance.
- Culminating incident:** An incident wherein the appropriate management response should consider an employee’s record of similar job offences.
- Mitigating factors:** Those factors that influence the appropriate Management response to corrective action. Such factors may include but are not limited to employee service, previous job offences, employee attitude, provocation, personal circumstances, severity of job offence, etc.

## GUIDING PRINCIPLES AND VALUES

1. Corrective action normally involves the following progressive steps to allow the employee the opportunity to correct their performance:

Step 1	Verbal Warning
Step 2	Written Warning
Step 3	Suspension (unpaid, 1-5 days)
Step 4	Dismissal

- 1.1. In certain circumstances, the nature and severity of the job offence or a combination of offences may be severe enough to warrant corrective action at any step. Dismissal may be appropriate in the case of a single offence that is deemed to be extremely serious in nature or an offence that is a culminating incident.
- 1.2. Depending on the circumstances, alternative measures may be also be appropriate including, but not limited to, transfer, demotion, or reallocation of duties.
2. Employee efforts undertaken to change behaviour and to maintain performance are recognized.

## PROCEDURE

1. When a report of inappropriate conduct or violation of workplace rules, policies, or procedures occurs, the **Manager**, without unreasonable delay:
  - 1.1. Investigates the matter in as confidential a manner as possible, collecting relevant facts, gathering physical evidence, conducting interviews and holding fact-finding meetings with involved parties including the employee.
  - 1.2. Provides the employee with the opportunity to explain his/her side. The employee may request union representation in the fact-finding meeting.  
**Note:** Circumstances may warrant that an employee be placed on leave with pay pending an investigation.
  - 1.3. Decides, in consultation with People Services and other involved party(s), what corrective action, if any, is warranted;
  - 1.4. Arranges a meeting with the employee; encourage union as appropriate subject to the particular circumstances and the applicable collective agreement.
  - 1.5. Discuss candidly with the employee the impact of the performance/conduct on the workplace and corrective action to be taken.
  - 1.6. Document appropriately on the employee record and copy to the Union in compliance with the appropriate collective agreement.

## RELATED DOCUMENTS

### Policies

CH 08-040 (formerly CH 40-040) Performance Management

CH 30-095 (formerly: CH 100-095) Filing a Complaint and Interaction with Professional Regulatory Bodies, Process for

### Other

[Management of Performance Issues Guide](#)

(please note, this document is ONLY accessible within the CH network)

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