

Area: Human Resources

Initial Policy Approval Date: April 27, 2022

Policy Title: Problem Resolution and Discipline

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The Library promotes fair and constructive treatment of unacceptable conduct or work performance. A progressive discipline process is intended to improve performance and behaviour.

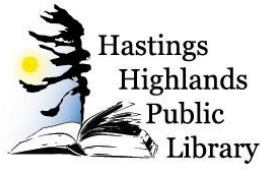
Section 1: Problem Resolution and Discipline

1. In all cases, the CEO will make the staff member aware of a performance or behaviour problem promptly and will give both verbal and written expectations to ensure that the staff member knows the standard expected.
2. The progressive disciplinary process is initiated for serious situations in which policies and procedures have been ignored or contravened, or a staff member's performance fails to meet acceptable standards.
 - a) *Step One: Verbal Warning.* The CEO with a Board member discusses the situation with the staff member, specifying clear expectations and standards of performances, a plan of action to bring about the desired change, and a reasonable period of time for improvements. The staff member has the right to union representation.
 - b) *Step Two: Written Warning.* Should the problem continue after the time period specified in step 1, the staff member will be given a written warning. The staff member is advised that continued failure to improve the behaviour could lead to further disciplinary action including possible dismissal. The staff member has the right to union representation.
 - c) *Step 3: Dismissal.* If the staff member fails to improve or if there is a recurrence of misconduct, the CEO prepares for termination. The staff member has the right to union representation.

The timeline will be set by the CEO, and communicated to all involved parties.

Section 2: Complaints

Situations may occur where an employee believes that the fair and consistent application of a policy affecting him or her has not been followed. A complaint is defined as a claim that the Library has violated a published policy in the manner in which an employee was treated. The



Library has a specific policy to address complaints related to harassment in the workplace: refer to HR-07 Human Rights – Discrimination and Harassment.

Every effort shall be made to address the complaint fairly and promptly in the following manner:

- a) *Step 1.* In many cases, disputes over the application or interpretation of policy can be resolved through a discussion between the employee and the CEO. The employee should promptly bring the matter to the attention of the CEO, explaining the nature of the problem and the relief sought. A verbal response will be given in five business days. The CEO will keep a record of the discussion in the employee's file.

- b) *Step 2.* If the matter is not resolved at Step 1, the employee may proceed by submitting a written statement to the CEO within 5 days of receiving the verbal response for Step 1. This statement should outline the relevant facts that form the basis of the complaint, indicating the policy that has allegedly been violated, and stating the resolution sought. Upon the receipt of the written complaint, the CEO will investigate and provide the employee with a written decision within 10 working days.

- c) *Step 3.* If the employee is unsatisfied with the response from the CEO, the employee can submit a written request to the Board Chair for a hearing before an appeal committee of the Board. A three-member committee of the Board will hear the complaint and provide a written recommendation to the CEO based on stipulated facts and evidence presented at the hearing. The written recommendation will be reported to the CEO 20 working days after the conclusion of the hearing. The CEO's decision will be final and will be provided to the employee in writing.

Section 3: Chain of Authority

- a) The staff report any issues to the CEO.
- b) If issues are not dealt with satisfactorily, the staff may then contact the Board Chair.