

In all cases where there is a possibility that an employee may have to be terminated, a warning procedure should be followed. Suggested steps in such a procedure are:

Step 1 The supervisor in consultation with the Department Head and Human Resources should tell the employee of the nature of the problem and offer help in its solution. A date should be set for a review of progress made. A written summary, as described in Step 2, is not necessary except where serious problems are encountered.

Step 2 This should take place on the date set in Step 1 above. The supervisor in consultation with the Department Head and Human Resources should stress the seriousness of the situation and note future consequences if there is no improvement. A new review date should be set and help offered once more.

Immediately after the interview, the supervisor must write a summary of the proceedings noting the date, steps to be taken by both sides and the consequences discussed. Copies must go to the employee's central Human Resources file, the employee, the Department Head, the CAO, and the Director of Human Resources.

Step 3 The Department Head and Director of Human Resources should be consulted by the Supervisor before any further action is taken to obtain authorization for the action and to determine reasonable period of time. A summary of all procedures should be written and distributed as before.

This interview is to be conducted by the Department Head, Supervisor and Human Resources representative. It must be stressed that this is the final warning with termination the next step. Help should again be offered, but an end date for the decision must be set.

If appropriate, the employee may be suspended without pay at this point to reinforce the seriousness of the situation. The suspension must be for a specific period and should commence immediately after the interview.

The Department Head and Director of Human Resources should be consulted before a suspension is given to obtain authorization for the action and to determine reasonable period of time. A summary of all procedures shall be written and distributed as before.

Step 4 The Department Head, Supervisor, and Human Resources representative must be present at this time. Only the facts of the case should be dealt with and, if appropriate, the employee should be asked to leave the premises and turn in keys and other security items. A summary of the proceedings shall be placed in the Human Resources file.

The employee's final cheque, with all deductions made, should be forwarded to him/her at the earliest opportunity.

IN SOME CASES, MORE OR FEWER STEPS MAY BE NEEDED, DEPENDING ON THE CIRCUMSTANCES.