

## Corrective Discipline

<b>Effective Date</b>	March 1, 2009
<b>Approving Authority</b>	Executive Leadership Team
<b>Policy Owner</b>	Manager, Client Services & Labour Relations, People & Organizational Culture

### PURPOSE & SCOPE

#### Purpose

- 1 To address unacceptable or unsatisfactory performance or conduct where an employee has the capacity and should be aware of the performance and conduct expected of them. Corrective discipline is designed to improve and encourage required behaviour for effective job performance by advising the employee of the behaviour required to achieve and meet minimum acceptance performance levels and what the consequences could be should they not correct their performance or conduct.
- 2 To ensure that discipline is applied consistently and fairly to all City employees.

#### Scope

- 3 This policy applies to all City of Regina employees.

### POLICY PROVISIONS

#### Definitions

- 4 The following definitions apply to this policy:
  - 4.1 Culpable behaviour means behaviour one is responsible for and is within their control.
  - 4.2 Discipline means action taken to correct and deter inappropriate behaviour or conduct where the employee should be aware of the performance and conduct expected, where the employee has the capacity to meet the performance or conduct expected, but the employee fails to provide satisfactory performance or conduct.
  - 4.3 Non-culpable behaviour means behaviour one is not responsible for and is not within their control. (A disciplinary response is not appropriate for non-culpable behaviour.)
  - 4.4 Supervisor means the person who oversees and provides direction to the employee.

## **General**

- 5 Individuals responsible to provide leadership and oversee work activities are expected to lead, mentor and supervise employees to ensure efficient and effective work performance. Individuals in these people leadership roles must take action when unacceptable behaviour exists. This policy is to be observed and administered by all supervisory personnel, including in-scope unionized employees. Departments are responsible for delegating authority with respect to the administration of discipline.
- 6 The objective of discipline is to provide employees with the opportunity to correct job-related shortcomings. Discipline informs employees that their behaviour, conduct, or performance is unacceptable and is intended to provide the motivation to correct such problems. Discipline, when applied properly, resolves the problem; either employees correct the unacceptable behaviour, conduct and/or performance or they eventually will be dismissed.
- 7 Corrective discipline is applied only to culpable behaviour which is behaviour with the following characteristics:
  - (a) the employee knows or could reasonably be expected to know what is required,
  - (b) the employee is capable of carrying out what is required, and
  - (c) the employee chooses to perform in a manner other than as required.
- 8 Typically, the disciplinary process includes any of the following responses:
  - (a) documented verbal warning,
  - (b) written reprimand,
  - (c) suspension without pay,
  - (d) dismissal, or
  - (e) demotion or removal from superior duty for a finite period of time.

See Performance Management & Corrective Discipline Handbook for procedures.

## **Roles and Responsibilities**

- 9 Employees are responsible to:
  - (a) act in accordance with job description, work rules, policies and prescribed performance standards,
  - (b) understand that contravention of work rules or prescribed performance standards may result in disciplinary action up to and including dismissal,
  - (c) actively work to improve inappropriate behaviour, and

- (d) participate and provide full and honest information.
- 10 Supervisors are responsible to:
- (a) create, communicate and enforce work rules for employees,
  - (b) actively assist, encourage and acknowledge effective work performance and conduct,
  - (c) implement a consistent application and enforcement of workplace discipline in cases of inappropriate behaviour,
  - (d) lead investigative process,
  - (e) maintain documentation, and
  - (f) make decisions on corrective disciplinary response.
- 11 People & Organizational Culture are responsible to:
- (a) maintain this policy and the training of management/supervisory personnel in its application,
  - (b) provide leadership and expertise on defensible options available in responding to employee misconduct,
  - (c) attend investigative meetings if it could lead to disciplinary action,
  - (d) maintain central records on applied discipline and monitor the effectiveness and consistency of the policy and its application, and
  - (e) research best practices and jurisprudence.
- 12 Unions are responsible to fairly represent current and former employees in the employer-union relationship with respect to the corrective discipline process.

**Related Materials**

- 13 The Performance Management & Corrective Discipline Handbook relates to this policy.

<b>Date Approved</b>	March 1, 2009
<b>Date of Last Review</b>	June 21, 2024
<b>Date of Next Review</b>	June 21, 2027