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<b>Operational Procedure Number 6:20</b>	
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<b>DEPARTMENT</b>	Human Resources
<b>SUBJECT</b>	Performance Intervention
<b>APPROVED BY (Signature)</b>	<b>CHIEF EXECUTIVE OFFICER</b> <i>V. Carter</i>
<b>EFFECTIVE DATE</b>	September 2009
<b>REVIEWED BY (Title &amp; Signature)</b> <i>Pamela DeRaaf</i>	Pamela DeRaaf, CHRP Human Resource Manager
<b>REVIEW DATE</b>	

**OPERATIONAL PROCEDURES**

**Preamble**

**Objective**

- To correct poor performance, attendance and conduct;
- To treat all employees consistently;
- To support the employee with performance gaps;
- To avoid unnecessary confrontation;
- To apply a level of discipline consistent with the degree of misconduct;
- To establish methodology in establishing discipline.
  - ✓ Was there willful misconduct?
  - ✓ Was a proper investigation conducted?
  - ✓ Was there a proper policy in place?
  - ✓ Was there communication of the policy?
  - ✓ What are the mitigating factors?
  - ✓ Does the discipline fit the misconduct?

**Supervisor/Manager's Role**

- State clear expectations to employees;
- Train employees to meet your expectations;
- Monitor performance, attendance, safety and conduct;
- Take corrective action when warranted;
- Seek assistance from Human Resources;
- Consider if the issue is a result of a disability.

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## **Procedures**

### **Coaching**

Coaching may be appropriate for incidents involving first offences of a minor nature. Coaching sessions should be documented and secured in the employee's Supervision File and monitored for future reference. Coaching may consist of counseling, review of policy/operational procedures and sign off, training to close performance gaps and or assisting the employee in obtaining the tools to do their job. Follow-up should be scheduled by the Supervisor/Manager.

### **Verbal Warning**

A verbal warning involves a meeting with the Supervisor/Manager to identify the performance issue, the efforts to address the issue to date as well as the expected performance behaviours and that future inappropriate behaviours may result in disciplinary action. This meeting is documented in a letter to the employee and secured in the Human Resources files. Monitoring and follow-up should be scheduled by the Supervisor/Manager.

### **Written Warning**

The written warning must record the date, what happened, witnesses, previous warning, efforts to address the issue, expectations for improvement and that future inappropriate behaviours may result in disciplinary action. This meeting is documented in a letter to the employee and secured in the Human Resources files. Monitoring and follow-up should be scheduled by the Supervisor/Manager.

### **Suspensions Without Pay**

Depending on the misconduct short to longer suspensions may be appropriate prior to the last stage of termination. The Supervisor/Manager will consult with Human Resources on the appropriate length of suspension.

### **Termination**

Termination for cause must only be taken when previous performance management actions have failed or when they are considered inapplicable due to the seriousness of the incident and alternatively there is no other course of action. Any termination needs to be carried out in close consultation with the Chief Executive Officer and Human Resource Manager.

The termination process has the following steps:

- a. Obtain all documentation related to the terminations.
- b. Ensure all company property is returned prior to separation.
- c. Conduct exit interview.
- d. Issue final pay (inclusive of vacation pay & applicable termination & severance pay) and Record of Earnings (ROE).
- e. Health Benefits and Pension status entered as inactive by the Human Resource Manager.

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**EXIT INTERVIEW**

Exit interviews are conducted to obtain feedback from employees concerning working conditions, policies, and other matters related to their employment with the organization. The information obtained from the Exit Interview Questionnaire is utilized to identify problem areas and for consideration of changes for improvement with regard to employment. The Exit Interviews will be analyzed by the Human Resource Manager and Management Team quarterly.

1. The Human Resource Manager will contact the employee within two working days of resignation.
2. When possible the Human Resource Manager will meet with the employee and complete the "Employee Exit Interview Questionnaire". If this is not possible the employee will be sent the "Employee Exit Questionnaire" form by mail and asked to respond as soon as possible.
3. One copy of the exit interview should be retained in the employee's personnel file and the second copy should be kept in a file containing all completed exit interviews, which is maintained by the Human Resources Department.

**Factors in Determining the Appropriate Performance Intervention Action**

- Seriousness of the incident;
- Previous coaching;
- Previous discipline on record;
- Years of service;
- Employee's response;
- Consistency of past practice;
- Length of time since last performance management action;
- Mitigating factors;
- Probation.

Mitigating factors will play an immense role in the outcome of the performance intervention level and must be considered prior to making a determination of appropriate performance intervention. Mitigating factors include such things as provocation, lack of clear information / expectations, lack of training, uncontrollable events and personal circumstances. Mitigating factors reduce the degree of control the employee had over inappropriate behaviours. Judgment will need to be made as to the degree of control reduced by the mitigating factors as these factors will vary greatly for each individual circumstance.

**Attached Forms**

Exit Interview Questionnaire 6(r)