Purpose:

To establish a process to discipline an employee legally, fairly, and consistently for misconduct, willful safety violations, and poor performance.

Procedure:

1) Identify Performance Issues
   A) Managers will regularly monitor employee performance through continuous feedback identifying any issues based on project goals, quality and safety standards, benchmarks and other metrics, as well as the employee's job description.
   B) If an employee violates the code of conduct or is lacking in the performance expectations of those areas listed above, the Progressive Disciplinary Policy set forth in the Employee Handbook must be followed.

2) Communication of Performance Issues
   A) Manager should make every effort to communicate clearly to the employee the expectation and issues related to the employee's lack of performance or rule violation. This includes counseling on how to improve. While verbal discussions and informal feedback are encouraged (see Informal Action and Verbal Warning sections), it is important that the formal steps of progressive discipline are followed for issues that continue or are serious in nature.
   B) It is always a good idea to follow up discussions with written confirmation, especially for employees that have a company email. This can be considered a Written Warning in the progressive discipline policy if it is something that has already been communicated verbally.
   C) Managers should notify their supervisor (VPs) and/or HR for any issues that raise to the level of Written Warning.

3) Performance Improvement Plan (PIP)
   A) If the performance issues are not a violation of safety issues, or misconduct, rather is related to their work performance, work habits, or attitude, it may be best developing a Performance Improvement Plan (see attached form).
   B) The PIP outlines the issues as well as specific goals, performance targets, timeline and actions required to address the identified issues.
   C) HR will work with the manager on the PIP and be involved in the conversations with the employees. This process involves regular update meetings to determine progress. Successful progress will result in an end date to the PIP (though it will be in the employee record). Unsuccessful progress will result in termination.

4) Progressive Discipline Policy
   A) Movement through the stages of the disciplinary procedure will not necessarily be in relation to the same offence. The cumulative progress of the disciplinary process will be determined by the nature and seriousness of the offences. Managers, with the input of HR, may take other actions as an alternative or in addition to a disciplinary warning as is considered justified in the circumstances of the case.

B) Informal Action: Managers should handle minor faults informally by way of advice, coaching, counseling, or training as appropriate. The employee should be advised clearly of the standard of behavior expected of them and informed that if he/she does not improve, then they will be subject to a formal disciplinary action. In respect to matters that are more serious than minor breaches of conduct, the alleged conduct will be dealt with formally and as speedily as possible.

C) Verbal Warning: When conduct does not meet acceptable standards, supervisors will give the employee a verbal warning. A brief note of the verbal warning will be kept on the employee's personal file (or emailed to the employee) and will be copied to the employee making it clear that the warning is the first stage of the formal disciplinary process. If no further action is taken against the employee within 24 months, the note becomes void and will be disregarded for disciplinary purposes.

D) Written Warning: If the offence is of a serious nature, or a further offence occurs while a formal verbal warning is still active, a written warning will be issued to the employee by the appropriate supervisor and copied to HR. The written warning will give details of the non-compliance, the improvement(s) required, and the timescale for improvement, if appropriate. The written warning will warn that further action may result in suspension and/or termination. A copy of the warning will be kept on the individual's personnel file. The warning will be disregarded for disciplinary purposes after 60 months, subject to satisfactory conduct.

E) Suspension: If conduct remains unsatisfactory after the above actions, the Supervisor may put the employee on a three or more-day suspension without pay. Prior to this decision, the Supervisor should consult with HR who will provide the suspension details in writing to the employee and notify payroll. This will be documented in the employee record.

F) Any performance issues that persist or in cases of gross misconduct, the employee may be terminated. See Termination SOP for details.

5) Non-Retaliation

A) Throughout any performance correction process, no manager or other Crain employee shall exhibit any behaviors of retaliation against the employee. All actions must be professional and directly related to the improvement of performance Actions such as unnecessary negative job actions such as transfer to less desirable position, spreading false rumors, making work more difficult, threats, or verbal or physical abuse will not be tolerated.

B) Communicating properly with HR and leadership will give guidance checks and balances to ensure a fair process.