

TOWN OF SLAVE LAKE

Human Resources

Department:	Human Resources	Policy No:	CRS.HR-23.1015
Policy Title:	Grievance & Disciplinary Policy	Issue Date:	08-08-2024

1. PURPOSE

1.1. The objective of this policy is to:

- 1.1.1. Resolve an employee grievance in an expeditious and fair manner.
- 1.1.2. Ensure that a fair and consistent progressive disciplinary model is followed.

2. POLICY STATEMENT

2.1. The Town of Slave Lake believes all staff has an obligation to try and resolve issues in a cooperative and communicative manner. Recognizing that on occasion, resolution may require recourse to a formal system, this policy establishes a grievance system and disciplinary process to aid in maintaining harmonious working relationships.

3. DEFINITIONS

3.1. Employee:

- 3.1.1. Refers to all seasoned, part-time, full-time, and salaried persons appointed pursuant to the Municipal Government Act (R.S.A. 2000).

3.2. Grievance:

- 3.2.1. A written complaint filed by an employee because of an unresolved problem, misunderstanding, or disagreement. A grievance needs to clearly specify the issue causing the employee to feel aggrieved and what corrective action the employee is requesting. (see APPENDIX 1, grievance form).

4. GUIDELINES

4.1. Responsibilities

4.1.1. Immediate Supervisor

4.1.1.1. Shall address any and all problems or complaints in an expeditious and fair manner to resolve the issue before it becomes a formal grievance. If a grievance is filed, shall follow those guidelines addressed in this policy in a timely manner.

4.1.2. Director

4.1.2.1. Assist the immediate supervisor in the implementation of their respective duties and assure that all employees are treated in a fair and equitable manner. If a grievance is filed shall follow those guidelines addressed in this policy and follow them in a timely manner.

4.1.3. Chief Administrative Office (CAO)

4.1.3.1. To review this policy and make necessary changes as needed. To ensure that all employees are familiar with this and all personnel policies and that they are followed accordingly. If a grievance is filed shall follow those guidelines addressed in this policy and follow them in a timely manner.

4.1.4. Employee

4.1.4.1. Shall be familiar with this and all personnel policies. An Employee who has a complaint is expected to discuss the problem with their Immediate Supervisor and the other individuals involved in an attempt to resolve the matter. If an employee feels intimidated with the individual in question, they may take the issue to their Director or CAO. If a grievance is to be filed, the employee shall follow those guidelines addressed in this policy and follow them in a timely manner.

4.1.5. Human Resources

- 4.1.5.1. Responsible for coordinating all grievance-related activities. Receive a copy of all grievances filed. Ensure consistency with municipal policy and procedures.

4.2. Standards and Guidelines

- 4.2.1. An Employee who has a complaint is expected to discuss the problem with their Immediate Supervisor and the other individuals involved in an attempt to resolve the matter. This process should be as follows:

- 4.2.1.1. At a time an informal complaint occurs, the Employee is to be provided with a copy of this policy.
- 4.2.1.2. The employee is to be encouraged to resolve any difficulties directly with the party and/or the Immediate Supervisor involved, verbally and informal. The Town promotes the use of an interest-based approach to collaborative problem-solving where appropriate. (i.e. all parties would have the opportunity to outline their needs and concerns, options would be explored, and every attempt made to reach an outcome that meets the needs of all.)
- 4.2.1.3. Where a complaint cannot be resolved in an informal setting, an Employee shall be advised of the right to file a formal grievance.
- 4.2.1.4. It is appreciated that in certain circumstances seeking informal resolution may not be feasible, e.g. harassment or intimidation. In such situations, the Employee may bring the complaint directly to their Director and/or the CAO.

4.3. Procedures

- 4.3.1. The following steps shall be followed in an effort to resolve the grievance in an expeditious manner:

4.3.1.1. All formal grievances shall be in writing and must include a statement of the following:

- 4.3.1.1.1. The name of the aggrieved.
- 4.3.1.1.2. The nature and circumstance of the grievance.
- 4.3.1.1.3. The remedy or correction the employer/employee is asked to make.
- 4.3.1.1.4. Steps the employee has taken in an attempt to resolve the situation.
- 4.3.1.1.5. Shall be submitted within seven (7) days from the time of the event or from the time the employee became knowledgeable of the situation.

4.3.1.2. The formal grievance needs to be submitted to the immediate supervisor with a copy to the Human Resources Manager who is responsible for coordinating all grievance-related activities. A copy shall also be given to the employee's Director.

4.3.2. Any grievance of an Employee shall first be taken up with the Employee and the Immediate Supervisor.

4.3.3. Upon receipt of a grievance, the Immediate Supervisor will conduct a review of the matter. A review will include a meeting with the Employee to ensure the Employee's issues and requested corrective actions are fully understood, as well as a meeting with other individuals involved. Within five (5) days of the meeting, the Immediate Supervisor shall respond in writing to the Employee. A copy of the response shall go to Human Resources for filing.

4.3.4. Within a further five (5) days the grievance may be presented at a meeting between the Employee, Immediate Supervisor, and Director. Within five (5) days of the meeting, the Director shall respond in writing to the Employee, providing rationale for action or decision. A copy of the response shall go to Human Resources for filing.

4.3.5. As the final stage of the grievance process, the grievance may be taken to the CAO. Within a further five (5) days the grievance may be presented at a meeting between the Employee and CAO. Within five (5) days of the meeting, the CAO shall respond in writing to the

Employee, providing a rationale for action or decision. The decision made by the CAO is the final decision. A copy of the response shall go to the Human Resources Manager. There shall not be any repercussion from the decision unless vexation is evident.

An employee may request support to attend the meeting with the CAO, i.e. Immediate Supervisor or Director.

4.3.6. Disciplinary Action

- 4.3.6.1. Nothing in the foregoing prohibits management from disciplinary action deemed appropriate for the circumstance.
- 4.3.6.2. The Town of Slave Lake supports the belief that ongoing two-way communication between Employees and Management about performance and expected standards will generally avert the need for disciplinary action. Following this, a progressive approach to discipline is taken so that Employees receive specific feedback when their performance is not up to standard, and also receive the consequences of not upgrading their standards.
- 4.3.6.3. When the Employer takes disciplinary action against an employee, the employee shall be informed in writing as to the reason(s) for such action. Such notices shall include reference to the employee's ability to access the review process. The employee will be provided with a copy of all written reprimands and shall be made aware that it will form part of their personnel file.
- 4.3.6.4. A "progressive discipline model" will be used to represent increasingly serious contact with an employee and designed to bring about a change in performance or behavior. **The initial starting point and manner in which discipline progresses will be dictated by the severity of the offense.**

4.3.6.4.1. Verbal Reprimand

4.3.6.4.1.1. the problem is brought to the employee's attention. The Supervisor will discuss the employee's behavior and what is desired, the reasons why standard performance is necessary, and a time frame in which improvement is required. A supervisor is to make a notation of the date and reason for a verbal reprimand in the Supervisors own file, not the employee's personnel file.

Prior to the next process, Human Resources shall be consulted on procedure.

4.3.6.4.2. Written Reprimand:

4.3.6.4.2.1. If no change in performance occurs following a verbal reprimand, the situation will be discussed with the Employee. The Supervisor will provide the employee with a written reprimand including a record of the discussion, statement of the problem, and the steps necessary to improve the situation, and what the consequences will be should the employee repeat the behavior. A copy will be placed in the employee's personnel file.

4.3.6.4.2.2. If no change in performance occurs following the first written reprimand, the Supervisor will provide the employee with a second written reprimand restating the problem, the steps necessary to improve the situation, and the consequences should the employee repeat the behavior. A copy will be placed in the employee's personnel file for twenty-four (24) months unless otherwise noted in written reprimand for a shorter amount of time.

4.3.6.4.2.3. Any disciplining, notation, or warning shall be removed from the employee's record after twenty-four (24) months, unless there is another related incident then there will be an extension of an additional 24 months.

4.3.6.4.3. Suspension:

Consists of a conversation between the employee and the Director about a discipline problem and is followed by the employee being placed on "Suspension without pay" for no greater than 3 days. The CAO may extend the Suspension time greater than 3 days up to 2 months total. The employee may be terminated if the employee does not change his/her performance or behavior. Suspension is usually used only after a verbal and written reprimand has been given to the employee and no change in performance or behavior has resulted, or the improvement has not been sufficiently sustained.

4.3.6.4.4. Discharge is not a step in the disciplinary process. This can only be done by the CAO. Discharge is the action taken;

4.3.6.4.4.1. After the employee has been through all the disciplinary steps and no improvement has resulted, or;

4.3.6.4.4.2. When an employee commits an offense so serious that his/her continued employment cannot be tolerated, regardless of any previous discipline problems.

5. CONTRAVENTIONS OF THE POLICY

5.1. Employees found in contravention of this policy may face disciplinary action or termination.

6. REVIEW AND POLICY

6.1. This policy will be reviewed and may be amended from time to time based on the needs of our workplace.

7. RELATED POLICIES

7.1. CRS,HR-24,1002 – Respectful Workplace Policy
 7.2. Rescinds policy C.a.010 Grievance & Disciplinary

8. APPROVAL AND REVISION CONTROL

APPROVED BY:	SIGNATURE:	DATE:
1. Chief Administration Officer		2024-08-30

Appendix 1
STAFF GRIEVANCE FORM

This form is to be used by staff employees to initiate a "formal" grievance that seeks resolution of a work-related problem or condition of employment that an employee believes to be unfair, inequitable, or a hindrance to his/her effective job performance. An employee who wishes to pursue a formal grievance must first have attempted to resolve the grievance informally through a discussion with his/her immediate supervisor. Upon completion, this form is to be submitted to the employee's immediate supervisor with a copy to Human Resources.

Grievant: _____ Telephone: _____

Job Title: _____

Employing Department: _____

Name of Immediate Supervisor: _____

Date Grievance was formally discussed with immediate supervisor:

EMPLOYEE STATEMENT OF GRIEVANCE: (Provide a concise statement of facts, including dates, to identify the work-related problem or condition of employment you believe to be unfair, inequitable, or a hindrance to your effective job performance – attach additional pages, if necessary.)



Initials _____

Date the grievance was received by Immediate Supervisor _____

Grievant's Signature _____

Date _____