

1.0 Purpose

The purpose of this procedure is to ensure that:

- Managers and/or Supervisors establish an ongoing communication exchange with staff whereby they direct the development of the employee through regular feedback.
- Staff are made aware of and understand the guidelines for employee conduct and the appropriate disciplinary actions for non-compliance.

2.0 Responsibility

HR Manager is responsible for ensuring the procedures that follow are effectively implemented and maintained.

Procedures

3.1 Coaching:

- HR Manager reminds Managers about their quarterly coaching obligations.
- Before meeting, Manager sets a time for the coaching session and jointly with the staff determine the agenda ahead of the coaching session.
- Manager focuses on one or two issues for discussion only.
- Managers begin coaching sessions by checking on the progress since their last session. Matters are discussed in a dialog.
- Input and feedback are received by staff.
- The session is documented on a **Coaching Form** and submitted to HR.
- HR reviews and files document.
- Any matters needing further attention is discussed with Manager and /or Sr. Manager.

3.2 Disciplinary Process:

The Manager/Supervisor has the primary responsibility to ensure that employees conform to the policies issued in his / her area of responsibility. HR will give advice and guidance where needed.

When an employee is not following the guidelines, the Manager should first try to resolve the problem through an informal discussion with the employee involved. If the employee continues to disregard instructions, the Manager will take appropriate action, which may include a written reprimand, suspension, or other disciplinary actions as appropriate.

When an employee commits an offence in violation of a specific regulation or law, or an express term or condition of his employment contract or acts in any way detrimental to the interests of NCPL, disciplinary proceedings may result in the imposition of any of the following penalties.

- Reprimand.
- Deferment of Financial Incentive.
- Suspension.
- Dismissal.

The penalty imposed depends on the nature of the offence, i.e., whether it is a minor offence (one which NCPL does not consider serious enough to warrant dismissal, except for repeated occurrences); or a major offence, (one which NCPL deems to be so serious that it warrants immediate dismissal). The list of minor and major offences is found in sections 9.10 and 9.11 of NCPL Employee Handbook.

If an offence warrants dismissal, NCPL may exercise its discretion not to dismiss the employee, but instead to place the employee on a Performance Improvement Plan or to impose a less severe penalty.



3.0 Forms

- Quarterly Coaching Form. HR-006.
- Employee Corrective Action Form. HR-007.