

## EMPLOYEES' PERSONAL PROBLEMS

### Rationale

The Board believes that most human problems can be dealt with successfully provided they are identified during the early stages and referral is made to a helping source. The Board therefore promotes an attitude of assistance and support towards solving human personal problems encountered by employees; e.g., alcohol or other drug abuse, physical or mental problems.

The Board intends that this policy will encourage staff to take early advantage of the resources available on a voluntary basis. However, the Board's first commitment is to the educating of the Division's students and therefore when performance is adversely affected, mandatory referral would be the alternative to dismissal.

Supervisors or principals who find impaired work performance which has continued unimproved after being adequately brought to the employee's attention must then use the procedure as described below.

A Three Interview Procedure will be utilized when the work standard of an employee consistently fails below an acceptable level:

### Interview #1 -- Informal

When warranted by unsatisfactory work performance, job attendance, or both, the supervisor conducts a corrective interview, with Union or Association representation, if desired by the employee. This interview serves to establish the fact that the supervisor is aware of deteriorating job performance and expects the employee to resolve any problems that may be affecting ability to perform assigned duties at an acceptable standard.

The supervisor should offer suggestions as to how job performance can be improved. These suggestions, however, must be restricted to the job and how it is performed.

In addition, a time limit, with a minimum of four working weeks, should be agreed on for improving job performance. Documentation on the meeting should be signed by the supervisor, the employee, and the union or association representative, if present.

### Interview #2 -- Formal

This interview will be conducted by the supervisor with a union or association representative present where applicable. All pertinent documentation should be available for inspection.

### Interview #2 -- Formal (Cont'd.)

Prior to the actual interview taking place, the supervisor should carefully outline to the representative where applicable; the problem areas with this employee. This ensures complete understanding on the part of the representative before the actual interview has taken place.

The deteriorating work performance should be reviewed again with the employee and discussed. At this point, the employee should be encouraged to seek professional assistance.

It should also be indicated at this time that, failing any improvement in performance, a mandatory referral will be made.

#### Interview #3 -- Mandatory Referral -- as an option to dismissal

It is beneficial at this time to involve the Superintendents' Department with a union or association representative present, where applicable. The first two interviews should be reviewed and all areas of poor job performance openly discussed.

It should be explained that previous interviews have not produced desired results and it is now necessary that policy be implemented. Stated policy should be reviewed at this point and the employee advised that an appointment has been made with the helping resource (e.g., a previously identified doctor) and that it is mandatory that the employee not only keep this appointment but must follow any course of action or treatment that may be recommended. Failure to do so will be grounds for disciplinary action.

#### Disciplinary Action

Disciplinary action in the case of an individual who refused to see the resource person or who refuses to follow any course of action or treatment recommended will be an automatic three (3) week suspension without pay.

If at any time during the suspension the employee requests assistance, the employer will provide it in the way of referral and at the same time lift the suspension.

Upon the employee's returning to work after the suspension, it must be made clear to him or her that failing any consistent improvement in job performance over a specified period of time, his or her services will be terminated.