

Article 13.1 Non-disciplinary Coaching

Reflecting the intent of the recently negotiated collective agreement, the purpose of this document is to provide general guidelines for the implementation and application of Article 13.1.

Article 13.1 states the following:

The Employer encourages the concept of non-disciplinary coaching. Coaching will be given verbally and/or in writing to clarify expectations and provide guidance to assist the employee in addressing performance concerns. A reasonable timeframe will be given to the employee to correct poor performance and appropriate follow up on progress will be provided. Written coaching will be removed from the employee's file after one (1) year.

Guidelines for consideration:

- 1) Where concerns or gaps in expected performance are identified the employer encourages that efforts first be made through non-disciplinary coaching consistent with Article 13.1 in the collective agreement.
- 2) This Article encourages managers to have coaching conversations with employees regarding areas of concern.
- 3) The intent of this Article is supportive and developmental. It is intended to provide a framework for coaching, to assist the employee to understand the concerns or gaps and to identify steps that may be taken to address the concerns.
- 4) A verbal, coaching conversation may be followed up in writing and if so, the letter will form part of the employee's file. The coaching letter will be removed from the employee's file after one year.

Attributes to consider for a non-disciplinary coaching letter:

- Its purpose is to clarify expectations and counsel the employee how he/she may address areas of concerns¹
- Support is offered by way of training and/or other resources²
- Its tone is supportive and it assumes improved performance in the future³
- A review period may be provided to give feedback on the employee's progress⁴

¹ Communication, Energy and Paperworkers' Union of Canada, Local 525-G v. WorldColor Press Inc, [2010] B.C.C.A.A.A. No. 13 (QL)

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- It does not serve as a foundation for future discipline⁵
- The letter remains in the employee's file for one (1) year; however, it is not considered a step in progressive discipline
- To provide clarity, the letter should reference Article 13.1 in the subject line of the letter

Communication, Energy and Paperworkers' Union of Canada, Local 525-G v. WorldColor Press Inc, [2010] B.C.C.A.A.A. No. 13 (QL) sets out distinguishing factors between a coaching letter and a disciplinary letter. Consequently, a non-disciplinary coaching letter does not have the following attributes:

- It is not a step in the progressive discipline process⁶
- It does not refer to consequences if the behaviour is not corrected⁷
- It does not impose a penalty for specific misconduct or warn of future discipline for continued misconduct⁸
- It not does not form part of the employee's disciplinary record⁹

Contact:

If you have further questions, please contact the Consultant or Analyst for your unit.

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