



*Edmonton Catholic Schools (the district) is committed to providing a caring work environment. There are occasions, however, where it is necessary to sever the employment relationship of an employee or group of employees. Termination of employment may occur for a variety of reasons such as inability to satisfactorily perform expected job duties, progressive discipline, or actions which may jeopardize students and/or other employees. In certain circumstances termination of employment may also be without cause or as a result of layoff.*

*This regulation addresses performance related termination of employment or incidents of such a severe nature requiring immediate termination and does not address the process to be followed in other circumstances such as layoff or termination of employment without cause.*

*The purpose of this regulation is to ensure that termination of employment within the district is conducted consistently in accordance with applicable legislation, collective agreements, and district policy. Where a supervisor is considering termination of employment, there must be consultation with the Employee Relations Manager, Human Resource Services (HRS) prior to taking any action.*

*Prior to determining whether termination of employment is an appropriate course of action, a supervisor must identify and communicate any performance concerns to the employee concerned as outlined in the following process.*

#### **PROCESS**

##### **A. Identification of Performance Concerns/Performance Management**

1. Where a supervisor identifies that an employee is not meeting expectations in fulfilling their job duties, the supervisor will identify the specific performance concerns and take reasonable efforts to assist the employee to improve his/her performance.
2. If, after reasonable efforts have been taken, the employee continues to be unable to complete his/her job duties, the immediate supervisor, in consultation with the Employee Relations Manager, HRS will commence the performance evaluation process. The immediate supervisor will provide the employee with a written report outlining the job duties that the employee has not been able to meet and the corrective actions the employee must take in order to meet success. Copies of all documents must be forwarded to the Employee Relations Manager, HRS.
3. If, after a reasonable period of time (depending on the nature of the performance problem), and ongoing review of the employee's performance relative to the outlined performance expectations, the employee continues to be unable to satisfactorily perform the identified job responsibilities, the immediate supervisor, in consultation with the Employee Relations Manager, HRS will commence the termination of employment process.

**Performance Related  
Termination of Employment  
(AUPE, ECSSA, and OOS)**



EDMONTON CATHOLIC SCHOOLS

**Administrative Regulation 215.1**

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4. It is understood that, where the immediate supervisor is not a Principal or Assistant Superintendent, that it is the immediate supervisor's responsibility to keep the Principal or Assistant Superintendent informed of the status of the performance management process.

***B. Termination of Employment Guidelines***

Should the Employee Relations Manager and the employee's supervisor, determine that termination of employment is the appropriate course of action the Employee Relations Manager will recommend such action to the Superintendent. With the Superintendent's approval, the termination of employment process will occur as follows:

1. All records of the supervision process, including performance appraisals, disciplinary matters, and performance developmental plans must be forwarded to and maintained by HRS.
2. The supervisor will complete the "Supervisor's Termination of Employment Checklist" to ensure that all steps in the process have been completed.
3. The supervisor will provide the Employee Relations Manager with a list of district equipment and property that has been provided to the employee (e.g. cell phone, key to district property, laptop, etc.).
4. The supervisor will provide the Employee Relations Manager with a list of absences (e.g. sick days, vacation days, unpaid leave days, etc.) in the past 3 weeks and any overtime or banked time owing.
5. All written communication to the employee regarding the actual termination of employment will be produced by the Employee Relations Manager.
6. The employee will be notified of the time and place of a meeting and the right to have union representation where applicable.
7. The Employee Relations Manager will ensure that the necessary district personnel are notified of the employee's termination of employment (e.g. Educational and Administrative Technology Services and Payroll).
8. The termination of employment of an employee will occur in the presence of the Employee Relations Manager and the employee's supervisor. At the meeting, the Employee Relations Manager will provide the employee and the union representative (where applicable) with the notice of termination of employment. This notice will include a summary of the initiatives taken to improve the performance, the results of that effort (as identified above), and the consequence (e.g. termination of employment). Should it be impossible to hold a meeting, the employee will be notified of the termination of employment by Registered Mail, with a copy to the appropriate union. Copies of the letter will also be provided to the immediate supervisor and the superintendent.



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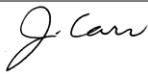
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9. The Employee Relations Manager, in cooperation with the immediate supervisor, will collect all district equipment and property provided to the employee (see B.3 above). The Employee Relations Manager will ensure that the employee is able to proceed safely from the premises. Where this is not the case arrangements for transportation to the employee's home will be made (e.g. provide for taxi or alternate transportation). Prior to the employee's departure, the Employee Relations Manager will arrange for an alternate time (e.g. after normal work hours) for the employee to return to collect his/her personal belongings.
10. As appropriate, the Employee Relations Manager will provide access to the Employee Family Assistance Program (EFAP) to provide assistance to the terminated employee.
11. Upon termination of employment, all further communication between the employee and/or the employee's agent will be through the Employee Relations Manager. Should a terminated employee retain legal counsel, all district communication will be through district legal counsel.
12. As soon as possible after the employment termination meeting and once the employee has left the building, the supervisor will advise all staff in the work unit that the employee will not be returning to work. The supervisor will also advise who will be assigned the work of the terminated employee in the short term until other arrangements are made. In cases of termination of employment for cause, no other detail or discussion about the termination of employment shall be discussed with other employees.
13. No references (oral or written) for the terminated employee shall be provided by any district employee without prior consultation with the Employee Relations Manager.

**C. *Immediate Termination of Employment***

Decisions regarding immediate termination of employment must be made in a timely manner and in consultation with the Employee Relations Manager.

*NOTE: Failure to strictly adhere to these guidelines in their entirety does not render this process null and void.*

Reference:	Approved: 
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	Date Approved: May 2, 2005
Cross-reference:	Date(s) Revised:

## SUPERVISOR'S TERMINATION OF EMPLOYMENT CHECKLIST

Employee Name:

Employee Number:

Position:

Department:

Location:

Supervisor's Name:

Termination of Employment Date:

1. Performance concerns identified

Date(s) \_\_\_\_\_

Follow up meeting(s) \_\_\_\_\_

2. Assistance provided to the employee (please identify)

\_\_\_\_\_

3. Consultation with Human Resource Services

Human Resource Services contact \_\_\_\_\_

Date(s) \_\_\_\_\_

<b>PROCEDURE</b>	<b>COMPLETE/ DATE</b>
4. List of district equipment and property provided to Human Resource Services.	
5. List of absences (e.g. sick days, vacation days, unpaid leave days, etc.) in the past 3 weeks and any overtime or banked time owing have been provided to Human Resource Services.	
6. Employee notified of the date, time and place of the meeting.	
7. Employee notified of right to union representation (where applicable).	
8. All records of the supervision process as outlined in A.2 and B.1 of the Termination of Employment Protocol have been provided to Human Resource Services.	
9. Staff have been notified that the employee will not be returning to work and who will be assigned to perform the duties of that individual in the meantime. (No other discussion regarding details of the employee's absence from work will be discussed with other staff).	

## HUMAN RESOURCE SERVICES TERMINATION OF EMPLOYMENT CHECKLIST

Employee Name:

Employee Number:

Position:

Department:

Location:

Supervisor's Name:

Termination of Employment Date:

1. Consultation with supervisor has occurred:

Date(s) \_\_\_\_\_

<b>PROCEDURE</b>	<b>COMPLETE/DATE</b>
2. Documentation received as per A.2 and B.1 of the Termination of Employment Protocol	
3. Received list of district equipment and property.	
4. Received list of absences and/or time in lieu owing from supervisor.	
5. Necessary approvals received (e.g. Superintendent).	
6. Letter of termination of employment prepared. Received final pay cheque, and Record of Employment from payroll.	
7. Supervisor advised as to termination of employment process.	
8. Notice of termination of employment provided to: <ul style="list-style-type: none"> <li>• Payroll</li> <li>• Education and Technology Services (computer and telephone access terminated)</li> <li>• Benefits and Pension</li> </ul>	