

Incident	Action Warranted	Reason(s) for Action
<p>The company stores a two-meter-tall Darth Vader figure for every May 4<sup>th</sup> decoration. Anakin has been with the company for over five years and is a great performer. He is holding a big Star Wars themed birthday party in November, so he decided to borrow the figure thinking the figure is only used once a year so no one would notice before he returns it after his party. However, he did not know that the figure is his boss, Luke's favourite toy, and Luke cleans it every week. Luke looked at the security footage and saw Anakin carried the Darth Vader away after everyone left work one day.</p>	<p>Progressive discipline - Written warning Further misconduct could result in disciplinary action up to and including dismissal. Create a policy surrounding company property and the implications of stealing.</p>	<p>Anakin has been with the company for five years and has no other record of misconduct. He has no malicious intent behind his behaviour; however, the figure is still company property, no one should take away company property without permission, therefore it should stay in personnel file.</p>
<p>Meredith has been with company for less than a year but has passed probationary period. She always asks to take personal leave for different events, e.g. dental appointment, hair appointment, etc. Last week, she requested a personal leave to go to Osheaga and her supervisor did not approve. However, she decided to go anyways and did not come to work for three days.</p>	<p>Dismissal – Absence from Work</p>	<p>Meredith is not a long-standing employee of the company. Her behaviour to abandon her position is willful and deliberate therefore she will be dismissed.</p>
<p>Graham has been with the company for over 20 years with extraordinary performance. And he owns a dog, Teddy, who everyone knows he absolutely loves. Teddy is getting old and has been in a rough shape lately. Graham had requested leave multiple times in the past month to take care of Teddy. And again, Monday, Graham had to request to leave work early to take Teddy to the vet. His supervisor, however, could not approve his request since he had missed a lot of time. Out of anger, Graham hit his supervisor.</p>	<p>Suspension without pay for 1 week Required to attend anger management training. Provide list of ways to relieve stress.</p>	<p>Graham is a longtime employee with over 20 years of service. He has no record of misconduct beforehand. Employee acted out of emotional distress however, physical contact is a serious offence, and the person he attacked was his supervisor. If employee had not been with the company for this long and with other records of misconduct, he could have been dismissed on the base of insubordination.</p>

<p>Andrew has been with the organization almost a year (past probationary period), and has always been a great performer, always meets 150% of his targets. One day, a customer stormed into his office and started an argument with him. According to employees who overheard the yelling, it seemed to be related to a romantic relationship. The situation got out of hands, the customer started to attack Andrew physically, and Andrew fought back due to anger. His manager had to step in to end the fight.</p>	<p>Dismissal - Insubordination</p>	<p>Andrew is not a long-standing employee. Even though Andrew has been a great performer, he threw a fight with a customer on the company's premises, with other customers witnessing the incident, which drastically affects the company's image.</p>
<p>Kenny is a new employee at Michelin who is still on probation, he has excellent job performance. It was Kenny's birthday; he was scheduled to work 7am to 7pm on his birthday. He was performing his job duties as usual, interacting with co-workers. However, co-workers noticed him consuming beverages out of a flask. A few of his co-workers complained that they smell alcohol off of him.</p>	<p>Dismissal - Intoxication</p>	<p>Kenny is a probationary employee. His behaviour is dangerous in that line of work not only for himself but also for others. Being sober is a BFOR.</p>
<p>Jason has been with Canada Post for over 3 years and has been a good employee. There is a new female coworker, Savannah, who joined the team, and everyone knows that Jason has a crush on her. One day, Jason ran into her in the filing room and they chat while they do their filing. After Savannah left the filing room, she told her manager that Jason was looking at her breast the entire time and made her very uncomfortable.</p>	<p>Suspension with pay for 2 days.</p> <p>If he is found guilty, Jason will be dismissed.</p>	<p>Jason has built a relationship with the company and co-workers. Although this is a serious allegation made by Savannah it is only one incident against Jason. Although Savannah has just recently started with no strong relationship/reputation with the company, suspension with pay for internal sexual harassment investigation will be conducted in order to make Savannah feel safe and heard.</p> <p>Should Jason be found guilty of this sexual harassment incident, Jason will be dismissed as it is considered just cause for dismissal.</p>

It was a snow day; the bank is extremely dead due to the inclement weather. There were five Customer Service Representatives (CSR) came to work as scheduled, however none of the Managers could make it to work. John, one of the CSRs thought that no one would tell management if he leaves work after lunch. Therefore, he did not come back to work after lunch. However, one of the senior CSR told management about this. John is a decent employee who has only been with the company about two months, still on probation.	Dismissal – Disobedience	John is not a long-standing employee therefore has not built a strong relationship with the company. His behaviour to abandon his position is willful and deliberate.
Donald called in sick last Friday and the company does not require a doctor's note for one day of sick leave. The next day, he came to work as he was scheduled. His manager did not interact and ask if he was feeling better. However, Donald's coworker reported seeing Donald at a theme park on Friday. Donald is a temporary worker for the summer.	Reinforce sick leave policy. Communicate with all employees.	Although he's only a temporary summer worker Donald's manager is not able to substantiate his claim that he was out sick. The manager would only be going off hearsay and therefore should reiterate and enforce their sick leave policy.
On a Friday afternoon someone spilled a fish tank in the lobby of the school. Students and teachers proceeded to trip and fall. The janitor, Reek, who has been with the school for 5 years was found napping in the storage closet during their shift. Reek is one of the best Janitors the school has had. Unfortunately, the fish perished, and a teacher broke her collarbone.	Progressive discipline - Oral warning Further misconduct could result in disciplinary action up to and including dismissal.	Reek has been with the company long enough with no prior record of misconduct. It could be a one-off incident therefore he will receive an oral warning.

<p>Wally, a demolition worker of 20 years has slowly become more and more hostile and aggressive. Wally has always been a crank-pot and rarely refused work. More recently, he has begun refusing to do work ordered by his direct supervisor in front of the other workers. There have already been two instances where he's gotten very angry, knocking tools over and storming away, which manager had already given warnings. This is the third major incident; rolling his eyes and putting down his younger supervisor by swearing at him and telling him he won't be taking orders from a child. The work involves moving equipment, cleaning up work areas, and helping to conduct other routine tasks.</p>	<p>Dismissal - Insubordination</p>	<p>Although Wally's a long-standing employee, the issues have been building with multiple warnings. He is running down senior management in front of lower level employees, being belligerent, and therefore undermining management.</p>
<p>Inu, the newly hired Project Coordinator started two months ago. After settling in, she began showing up to work 10 minutes late every day. When asked by her manager each morning why she was late, her excuse changed. Excuses ranged from missing the bus, sleeping in, missing her drive, etc.</p>	<p>Dismissal – Absence from Work &amp; Lateness</p>	<p>Inu is still a probationary employee. Her actions can affect the operation of the company and her frequent lateness is unauthorized.</p>
<p>During a recent fire alarm, Susan, the Vice President of the company was caught ignoring the evacuation. She's been with the company for four years in this role, prior she's been in other roles totaling 10 years. She's a great asset to the company and everyone enjoys having her around. She rolled her eyes and stated it was likely a drill and she "didn't have time for this". She did not leave her office until the Fire Fighters arrived to conduct the drill and escorted her out. Because of this, the drill happened again the next day and it took a lot of convincing from an associate, Sheila, to get her to cooperate this time.</p>	<p>Progressive discipline - Written warning Further misconduct could result in disciplinary action up to and including dismissal. Participation in safety training.</p>	<p>Susan is a long-standing employee with no existing record of misconduct. Her behaviour does not affect the operation, reputation or management of the company however it is a refusal to follow safety procedures. It is not an issue substantial enough to dismiss or suspend her.</p>

<p>The Creative Director has come to the realization that one of his Graphic Designers, Sara is not as productive as he once thought. She's been with the company for just over one year. The other Graphic Designers are frequently stressed while Sara seems to get work done right away. Because of her specialization with a certain program she's been assigned her first large project. With her focus on the one large project he overheard the other Graphic Designers stating that they are happy they finally have a chance to work on some more simple tasks without Sara taking them away from them.</p>	<p>Review Performance Management and have Sara sign off on the standards so she is aware of her responsibilities.</p>	<p>Sara is still a new employee and has no existing record of misconduct. So far, it has not affected the operation, reputation or management of the company. Sara needs to take more responsibility and take on larger projects in order to grow and learn.</p>
<p>During a busy Saturday afternoon, Beatrice, a Sales Associate who is still on probation at Bed Bath &amp; Beyond was caught talking to a friend over the phone for 30 minutes. She was caught 10 minutes in to the call while she wandered the pillow section and refused to hang up although her manager came to interrupt her three different times. She claimed, "they had a lot to catch up on". The checkout area was very busy during her call and customers became very upset with the length of time they were waiting to check out.</p>	<p>Dismissal - Disobedience</p>	<p>Beatrice's behaviour affects the operation of the company, especially during a high-volume shift. She is still a probationary employee and willfully and deliberately abandoned her position during her shift even after her manager asked her to get back to work.</p>

<p>Daryl, a Customer Service Representative (CSR) of 3 years at an insurance company spends 50% of his time making paper airplanes and shooting rubber bands with two other CSR's. He's an average employee who barely scrapes by. Throughout the week they trial their planes and every Friday they race their airplanes to see who can go the farthest. The race has even developed a name, "Clash of the Crafts". It's a very distracting event; many observe but many others are angry and put in headphones to try to block out the noise. A co-worker has complained, and Daryl's manager has already spoken to him about stopping this type of behaviour and its implications for himself and the company. Customers have started complaining; their calls aren't being answered right away and a few have heard the shouting and clapping of the races happening in the background. They find that the insurance company isn't taking their issues/questions seriously with all this roughhousing happening.</p>	<p>Suspension without pay for 2 days</p>	<p>Daryl has been with a company for 3 years however his work has been average and barely scrapes by. This behaviour is affecting productivity and client perception of the company. He has already received a warning from his manager about the behaviour and both clients and customers have complained.</p>
<p>An auto salesperson for Audi, Peter, began working for the dealership 1 year ago (past probation). Peter has slowly been becoming one of the best salespeople in the dealership and even in the province. Everyone enjoys having him around. Peter was having a very good day one March afternoon. During a call with a customer about potentially purchasing a car Peter said "F*****-EH! Come in to the dealership tomorrow and we'll get this sh** on the road!". The customer was not bothered by the language he used but brought the issue to Peter's manager so that this wouldn't happen with a customer that might be bothered by it.</p>	<p>Progressive discipline - Oral warning Further misconduct could result in disciplinary action up to and including dismissal. Provide training on proper sales etiquette.</p>	<p>Did not have malicious intent, Peter could just have been excited and in that moment wasn't thinking clearly. Was brought to the company's attention after the first instance therefore there is time to correct his actions. Because of the professional nature of the job, it's important to let Peter know the implications of not acting/speaking in a professional manner.</p>