

TOWN OF THREE RIVERS

**NON-DISCIPLINARY COUNSELLING POLICY**

Policy Number: TRHR-3

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Approved By: Town Council

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**TOWN OF THREE RIVERS  
Record of Non-Disciplinary Counselling**

Note: This is a record of a non-disciplinary intervention. It is not a “step” in any disciplinary progression.

<b>Employee name</b>	
<b>Date</b> of counselling meeting	
<b>Topic</b> of meeting. State the issue that needs attention [give specific examples with dates]	
<b>Commitment:</b> What concrete commitment[s] did the employee make? [List action and promised date for completion]	
<b>Measure:</b> How will you know the employee has honored the commitment?	
<b>Follow-up:</b> When will you next meet to follow up?	

<p><b>Result:</b> To be completed after follow-up meeting</p> <p>Did the employee correct the problem in whole or in part?</p>	
<p>If the problem is not yet fully resolved, what further action is planned?</p>	

## Reminders about non-disciplinary counselling

### The process

1. Be prepared. Review the process and your facts before the meeting.
2. Get to the point. Tell the employee he or she is valued, but that you have a concern that needs to be fixed. Communicate that your intent is to help the employee succeed.
3. Get the employee to acknowledge the existence of the problem before you continue.
4. If the employee tries to argue that the issue is trivial, demonstrate the cost or other impact of the problem if it persists until retirement. Get an acknowledgement that the problem must be fixed before you continue.
5. Expect the employee to deny that they have control over the problem ["I can't help it"]. This is seldom the case. You have to probe for what the employee can do and then require him or her to do it. Be persistent. Don't provide the solution yourself. *Let the employee give you suggestions for addressing the problem.* When you hear something that sounds acceptable, lock it in ["So you agree you can make a point of setting your alarm 20 minutes earlier every morning."]
6. Ask "How will I know you're doing what you have just committed to do?" Get the employee to suggest the answer. Ask "Is that fair?" and get an acknowledgement. This step will tell you what you are looking for when you follow up later.

7. At your option you may want the agreed upon commitment initialed. This is strictly your choice. If you decide in favor, an approach might be to show the employee the wording, ask if it reflects the commitment made and then to suggest that you both initial it.
8. Set a follow-up meeting at which you will assess whether the employee has lived up to their commitment. Don't put it off too long.
9. Thank the employee and tell them you are counting on them to be true to their word.
10. Follow up on schedule.

**When discipline is more appropriate than counselling**

1. When counselling is not resulting in improvement.
2. When the employee pushes back – for example, by refusing to acknowledge the problem despite your solid evidence. Remember that some initial resistance is normal. Do not give up on counselling too quickly.
3. When the employee has committed a very serious offence.