



Services for Employers and Adults Training for Work

A Reference Handout for our Work Site Supervisors

Workforce Impact's Mission: Impact the economic prosperity of our communities through innovative results driven workforce development

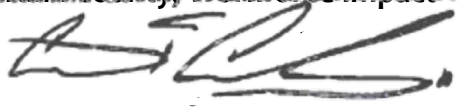
Dear Work Site Supervisor:

Thank you for agreeing to supervise work training participants with Workforce Impact. This handbook is intended to provide you with information you will need to create a meaningful work experience for the workers you supervise. Your commitment is truly appreciated.

If you are a new supervisor, we want you to know that our navigators, and business account representatives will help you understand and attain the program goals. Workforce Impact staff will contact you to discuss the trainee's progress. You are also urged to call the Workforce Impact office anytime you feel the staff person may be of assistance. We look forward to *Keeping Beltrami County Working*.

Thank you for your service and dedication.

Beltrami County, Workforce Impact

A handwritten signature in black ink, appearing to read 'C. Anderson', written over a faint horizontal line.

Curtis Anderson, Workforce Impact Supervisor

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Purpose of the Work Training Program

The purpose of temporary Work Training is to assist people in learning skills and behaviors that prepare them for jobs in today's workforce.

Goals of the Work Training Program

The trainee will:

- Demonstrate appropriate attendance
- Learn to effectively work with coworkers and supervisors
- Demonstrate appropriate dress and appearance
- Demonstrate the ability to ask appropriate questions and solve common problems
- Communicate effectively with customers, coworkers and supervisors
- Complete assigned tasks in the designated time frame
- Add value to the workplace environment through initiative by seeking out additional tasks when assigned tasks are completed
- Produce work that meets work site standards
- Continue job seeking efforts while involved in work training

The work experience will provide a successful trainee an opportunity to receive a letter of recommendation and a positive reference, from the work site, for future jobs.

The work site will consider a successful trainee for employment when appropriate openings occur.

Supervisor Responsibilities

1. Provide a real world experience by interviewing the participant for the job, and implementing the job hardening skills to successfully enter the workforce
2. Clearly outline work responsibilities consistent with the following work training objectives of Workforce Impact
 - To develop favorable employer/employee relationships
 - To develop proper work habits
 - Punctuality and attendance
 - Courtesy, communication and teamwork
 - Completing tasks effectively
 - Able to follow instructions
3. Provide safety orientation and enforce strict adherence to the safety standards that have been established by the work site or ATS/Workforce Impact policy. Inform the trainees of their responsibilities in maintaining a safe work environment. As a supervisor, you are expected to report to the Workforce Impact supervisor any negligence by a trainee where the safety and welfare of others may be affected
4. Provide on-site supervision and guidance on a day-to-day basis. Be open to developing a mentoring relationship with the trainee
5. Keep accurate records
6. Report all work related injuries to the ATS/Workforce Impact staff immediately
7. Complete an evaluation of the trainee's progress as requested by the Workforce Impact Business Account Representative
8. Report any disciplinary or other work related problems to Workforce Impact staff
9. Provide a back-up supervisor in the event of your absence
10. Provide a letter of recommendation and future reference for work training participants who successfully complete the program.

Mentoring in the Workplace

Keeping Beltrami County Working

Mentoring relationships are valued as a very powerful means to longer-term personal development in a business environment. It is beneficial to their forms of assistance, such as developmental assignments, classroom instruction, on-the-job training, and coaching.

The supervisor role is the most natural place to begin mentoring. Supervisors have the opportunity to share skills and lessons learned at the workplace through life experiences. Work site supervisors will be asked to mentor trainees at their work site. The supervisor will attempt to establish a relationship with the trainee which will be based on trust and open communication.

In workplace settings, mentors (supervisors) guide trainees on job-related activities such as how to prioritize tasks, how to perform technical tasks, office relationships, and professional work habits. The mentor gives a specific instruction, reviews completed tasks and gives feedback to the trainee in a caring manner. The mentor coaches the trainee in job performance skills. The mentor provides insight into how to handle specific problems or people on the job. The mentor shares job survival tips and respects confidentiality. The mentor acts as a role model and models positive behavior, appropriate dress, and speech. The mentor helps the trainee develop self-confidence. The supervisor mentor is a key role in helping a trainee transition from subsidized to unsubsidized job opportunities.

Your personal experiences in dealing with others at work or through leisure activities can qualify you to be a mentor. The best mentors are people whose own enthusiasm for their work and leisure is so contagious that they inspire others just by doing what they enjoy most.

Talking with the trainee about the importance of the following workplace values is a good way to start the mentoring process:

Reliability, attendance, loyalty, dependability, proficiency, productivity, teamwork, responsibility, flexibility, initiative, accountability, and work ethic

Other duties you will have as a mentor will include:

- Provide an orientation about your organization to assist the trainee in adapting to the rules of the workplace.
- Help the trainee identify priorities and allocate appropriate resources to complete within a timely manner.
- Offer support, guidance, motivation, and opportunities for the trainee to build self-confidence.

- Provide training on safety issues.
- Help the trainee develop good work habits and specific work skills.
- Establish realistic expectations.
- Keep communication open by encouraging the trainee to come to you with any problems he/she may encounter.
- Provide training on operating equipment, tools, or software that are customary for the job.

You will be asked to complete an assessment of the trainee's work performance and behaviors. The assessment should be a realistic job performance appraisal. We have included an appraisal form, "Evaluation of Trainee Performance and Behaviors", for you to use. We ask that you give the appropriate remarks that the trainee deserves. Honest feedback is one of the most important elements in effective mentoring.

Evaluation of Trainee Performance and Behaviors

Evaluations will capture the trainee's progress towards skills attainment and identify any necessary training modifications, supportive services, or other necessary support. The training plan is used to guide the trainee's evaluations process. It should be referenced each time the supported work service provider makes an on site visit or other communications with the employer or trainee to ensure that all key training elements are being addressed.

Evaluation of Trainee Performance and Behaviors

Work Site: _____

Trainee's Name: _____

Supervisor: _____

Job Title: _____

Skill Area	4	3	2	1
Change Management	Work exceeds minimum business standards	Work meets business standards	Work does not consistently meet business standards	Frequently does not follow through with assigned tasks or meet deadlines
Communication Skills	Uses language to convey complex messages. Solicits listener feedback	Communication is appropriate to listeners/situations. Asks questions as necessary	Occasionally has problems communicating with customers or co-workers	Considerable difficulty communicating with customers or co-workers
Interpersonal Behavior	Deals with co-workers professionally, gets along well with others	Usually gets along with others, is cooperative	Has trouble relating to co-workers, occasionally is uncooperative	Uncooperative, inflexible with co-workers or supervisor
Logical	Consistently exhibits good problem solving skills	Usually exhibits good problem solving skills	Has some difficulty using problem solving	Frequently does not follow through with assigned tasks or meet deadlines
Productivity	Consistent effort goes beyond expectations. Demonstrates initiative	Consistently completes assigned tasks on time	Inconsistent effort, sometimes does not complete assigned tasks or meet deadlines	Frequently does not follow through with assigned tasks or meet deadlines
Reliability	Consistently on time. No absences	On time. Acceptable attendance. No absence without notifying supervisor	Occasionally late. Attendance below business standards	Frequently late. Absent without notifying supervisor
Safety	Demonstrates safety consciousness	No safety violations	Minor safety infractions	Frequent minor or major safety infraction

Other Skills Developed: _____

Comments: _____

Supervisor's Signature: _____ Date: _____

Guidelines for Training

1. Be clear about the assignment.

Think the job through. What exactly are the results you want? What is the deadline? What options does the employee have as he or she tackles the assignment? Try to give the assignment in such a way that the person has options to do the task. This encourages responsibility and decision making skills. Ask the trainee to describe the assignment before he or she begins the job.

2. Be sure the person assigned the job has the resources to do the job.

People learn in three different ways: by listening, by watching, and by doing. Modeling (showing the correct way to do something) is an effective and reliable technique for learning when the trainer is a helpful, accepting person. You will have fewer problems at the work site when trainees are busy at a task they understand and have the proper equipment for the jobs.

3. Monitor to be sure the job is underway and performed correctly.

It can be difficult to explain exactly what you want. You may need to go over the job procedures again. Be friendly and helpful as you review tasks. Assume that the trainee will do his/her very best once the assignment is understood. Give assistance if needed to complete an unusual or difficult task.

4. Provide feedback to let the employee know that performance is on track.

Tell the trainee when you think she he or she is making progress. Even when the performance is just okay, be sure to tell the employee that the job is what you wanted. Don't miss any opportunity to give praise or recognition.

5. Build success in the training.

Assure success by starting with small tasks and increasing to more challenging tasks as the trainee gains confidence. People often have problems remembering everything when given a long oral list. Help them complete more work successfully by providing them with a written list as you tell them orally what to do. Another good technique is to encourage the trainee to keep a notebook and write down the assignments as you describe them.



Adult Work Experience Work Site Agreement

Worksite: _____

Department: _____

Address: _____

Phone: _____

Email Address: _____

Supervisor: _____

Back-Up Supervisor: _____

Number of Positions:	Positions and Description of Duties:	Work Schedule (Days and Hours):

As a work site we will provide a learning-rich, well-supervised work experience as follows:

1. Assure that there is sufficient work available to occupy each program trainee and sufficient equipment and/or materials to do the job.
2. Assure that trainees will be used to provide a supplemental public service and will in no way affect the status or regular employees or those seasonal employees who would normally be hired.
3. Provide supervision for the trainees during their designated work schedule and handle employment related problems promptly and fairly. If problems arise involving trainees, contact _____.
4. Allow immediate work site supervisors and substitute supervisors to receive an orientation regarding their duties and responsibilities to the program. Assure that substitute supervisors are available for times the regular supervisors are absent from the work site.
5. Trainees may be assigned work from up to 40 hours per week as negotiated with WFI. Each trainee will work no more than 40 hours per week and will not be paid for hours not worked. Work site will not allow banking hours. The worksite agrees to compensate the trainee for all time worked that was not expressly authorized by WFI.
6. Allowances shall be made for the trainees to participate in career exploration, education and other activities as required by WFI.
7. Abide by the requirements of the Fair Labor Standards Act. Complete, verify and record attendance, assure proper signatures and submit each trainee's time card in a timely manner.
8. Follow Minnesota Employee Right to Know Act of 1983 and provide a safe work experience to include breaks and lunch breaks. Recreational activities will not be permitted at any time during the workday unless the trainee is employed in a supervisory capacity at a work site offering recreational services.
9. Report all injuries to WFI and ATS when they occur complete an accident report, and provide requested follow-up for WFI's Worker Compensation coverage.
10. Prohibit nepotism, political, union or sectarian activities:

- a. Assure that trainees are not assigned to positions that involve political activities on behalf of either partisan or nonpartisan groups.
 - b. Assure that program funds do not support union activity.
 - c. Trainees will not be employed on the construction, operation, or maintenance of any facility used for sectarian instruction or as a place for religious worship.
11. No trainee may be placed at a work site where an individual is in layoff status from the same or similar jobs; or the employer has terminated a regular employee or reduced its workforce with the intention of replacing paid employees with subsidized trainees; or the placement will infringe upon the promotion opportunities of currently employed individuals.
 12. Prohibit the driving of vehicles at the work site unless the work site provides insurance coverage for the trainee and provides trainees with transportation costs.
 13. Abide by Workforce Impact (WFI) Equal Opportunity Employment Policy.
 14. Either party may terminate this agreement at any time for any reason upon notification of the other party.

As the employer-of-record, Workforce Impact agrees to the following:

1. Provide a supervisor orientation about the program goals and procedures.
2. Assure that the trainee is eligible to receive WFI paid wages.
3. Provide the requested time cards
4. Pay all earned wages as described above.
5. Cover the trainee's Workers' Compensation and submit claims requested by state law.
6. Provide assistance in dealing with problems between the supervisor and the trainee.
7. Liability/Hold Harmless: applicable statutes will govern the limits of liability for Federal, State and local government and local government agencies.

Signature of Authorized Worksite Personnel: _____

Job Title: _____

Date: _____

Signature of WFI Staff: _____

Date: _____

Program Assurances

Maintenance of Effort: The standard of Maintenance of Effort must be enforced. NO work-training participant may be placed at a work site where any of these conditions exist:

1. An individual is in layoff status for the same or similar job.
2. The employer has terminated a regular employee (including partial displacement such as a reduction in the hours of non-overtime work, wages or benefits.)
3. A participant will displace current employees (including partial displacement such as a reduction in the hours of non-overtime work, wages or benefits.)
4. Participant may not be placed in positions which will in any way infringe upon the promotion opportunities of currently employed individuals.

Nepotism: Supervisors will not supervise trainees who are immediate family members such as children, stepchildren, grandchildren, brothers, sisters, or brothers-and sisters-in-law. Participant will not be placed on a site where this relationship exists between the participant and management level people who would supervise the participant or have authority over participant's supervisors.

Sectarian Activity: No trainee may work in the construction, operation or maintenance of any facility that is used for sectarian instruction or religious worship.

Monitoring: whether you are a private employer, public or non-profit agency, our staff will visit your work site to ensure compliance with the work site agreement. These visits will occur every 30 days at a minimum with the Business Account Representative. Emphasis will be placed on reviewing work site standards to include:

1. The amount of meaningful work or instruction for the trainee.
2. Adequacy of timekeeping process.
3. Quality of work site supervision.
4. Compliance with safety standards.

Our Business Account Representative will visit with you and with the trainee to discuss the trainee's day-today job performance and progress. Issues can be addressed at this time. We encourage you to call us with any concerns or questions you may have about the program or trainee's performance.

Participant's Rights

1. **Safe Working Conditions:** WFI is vitally concerned with the health and safety of the worker. We expect each work site to offer a hazardous-free environment and to properly instruct workers about the importance of safety and the Minnesota Employee Right to Know Act of 1983.
2. **Equal Employment Opportunity (EEO):** the law states that no one enrolled in WFI programs will be discriminated against because of race, religion, color, political affiliation, national origin, gender, age, marital status, sexual orientation, public assistance or disability.
3. **MN Data Practices Act:** Information about WFI performance in obtaining program objectives is public information and available. This includes general information about characteristics of people in our program. Information about individuals in our program is private and only released with the consent of our program participant.
4. **Harassment Free Workplace:** the work site supervisor is responsible to prevent verbal or physical conduct on the work site, which would interfere with work performance by creating an intimidating, offensive or hostile environment for any worker. This includes sexual harassment.

Sexual harassment means objective advances, such as remarks of a sexual nature, sexually suggestive social invitations, or suggestions that employment or work assignment will be affected by refusal or consent to sexual favors. This includes comments, jokes, looks, innuendos, and/or physical contact. Supervisors or other work site employees and staff cannot use their authority to make sexual suggestions or demands. Workforce Impact will not tolerate sexual harassment. WFI will investigate all sexual harassment complaints, including those involving other clients and will deal appropriately with offenders.

5. **Complaint Process:** Available to anyone who feels that his or her rights have been violated. WFI enrollees can file a complaint by contacting the WFI Supervisor or Business Account Representative, and will attempt to solve the problem or connect participants with the agency supervisor.

Minnesota employee Right-to-Know Act of 1983

The Employee Right-to-Know Act was passed by the State Legislature during the 1983 session and enforced as part of the occupational Safety and Health Program in the Department of Labor and Industry. The Employee Right-to-Know Act is being enforced in lieu of the Federal OSHA "Hazard Communication" Standard. The law applies to all places of employment in Minnesota except those under exclusive jurisdiction of the Federal Government.

The Employee Right-to-Know Act is intended to ensure that employees are aware of the dangers associated with hazardous substances, harmful physical agents, or infectious agents that they may be exposed to in their workplaces. The Act requires employers to evaluate their workplaces for the presence of hazardous substances, concerning those substances or agents to which employees may be exposed.

Written information on hazardous substances, harmful physical agents and infectious agents must be readily accessible to employees or their representatives. A written Right-to-Know program must describe how training, availability of information, and labeling requirements of the Employee Right-to-Know Act Standard will be met. The written program must include a list of the hazardous substances and equipment or work areas that generate harmful agents that are included in the Act.

Labeling

Containers of hazardous substances and equipment or work areas, which generate a harmful physical agent, must be labeled. At a minimum, a hazardous substance container must be tagged or marked with the name of the hazardous substance, the appropriate hazard warnings and the name and address of the chemical manufacturer, importer or other responsible party.

Training and Information

Hazardous Substances and Harmful Physical Agents: The Employee Right-to-Know Standard includes lists of hazardous substances, harmful physical agents, and infectious agents to aid employers in evaluating their workplaces. The harmful physical agent list contains three physical agents: heat, noise, and ionizing radiation. The infectious agent list, which contains bacterial, viral, fungal, and parasitic agents, is also coded to refer to a document that contains information concerning the particular agent. The lists are not all-inclusive and will not always be up-to-date; therefore, employers must evaluate their workplaces to determine if other substances or agents are present in the workplace.

Informational data sheets covering hazardous effects and properties of hazardous substances and harmful physical agents in which employees may be exposed must be readily accessible in the workplace.

Training must be provided to all employees assigned to jobs where they are routinely exposed to hazardous substances or harmful physical agents. The training programs are written information that must include:

- Name of the substance or agents
- Level at which exposure is restricted, if known
- Acute and chronic effects of exposures
- Symptoms of effects

- Appropriate emergency treatment
- Proper conditions for use and exposure
- Name, phone number and address of a manufacturer of the substance or the equipment that generates the harmful physical agent.

The training program and written information for hazardous substances must also include:

- Potential for flammability, explosion or reactivity of the substance
- Procedures for clean-up of leaks and spills

Infectious Agents: Employers whose employees may be routinely exposed to infectious agents as part of their jobs must provide training to those employees on infectious agents. The training program must include the chain of infection, techniques to avoid self-contamination, hazards to special at-risk groups, recommended immunization practices, and how to obtain additional information.

Employee Rights

- To receive information and training on hazardous substances, harmful physical agents, or infectious agents (in hospital and clinics) to which they may be exposed.
- To be trained on the hazards of the above prior to initial assignment to work with the substance or agent and to receive a yearly training update.
- To refuse to work under imminent danger conditions.

Employer Rights

- To assign employees to alternative jobs until hazardous conditions can be eliminated.
- To request a signed statement from employees verifying that training was received.
- Protection of trade secrets.

General Suggestions for Worksite Supervisors

1. When Handling Work Injuries

It is not up to you, or your employer, to decide if any injury is work-related; you just have to report it. The insurance company will decide if the injury is work-related, based on all the information gathered. Your role is to:

- a. If an employee reports an injury, follow the “Procedure for Handling Work Injuries”.
- b. Report the injury to WFI within 24 hours. (Western National Insurance Company has only 14 days from the time the employer knows of the injury to process the claim. The employer can be penalized for late reporting.)
- c. Be fair and consistent. Treat all employees the same.
- d. If the employee is off work, stay in contact with and show concern for the employee.
- e. Remain neutral. Maintain your relationship with the employee. Refer questions to WFI.
- f. Discuss any disciplinary action or potential termination of any injured employee with WFI prior to taking action.

2. Machine Involvement

Once an accident has occurred, it will be important to ensure no further injuries occur. Therefore, it is essential that any equipment involved in the injury be taken out of service until a thorough investigation is completed. In addition, losses can be recouped from a manufacturer if it is determined that equipment malfunction contributed to the accident. To ensure a thorough investigation:

- a. Rope off the area.
- b. Contact WFI immediately.
- c. Determine who witnessed the accident. Gather names.
- d. Do not use the machine again until a full investigation has been done.

How to Handle a Harassment Complaint

As a supervisor, you must be prepared to respond appropriately to complaints of harassment. The following are some guidelines for dealing with harassment complaints that are brought to you:

1. Calm the employee.
2. Take the matter seriously.
3. Express understanding while withholding judgement.
4. Ask questions to clarify the problem, and assure that you can provide a safe place for the employee.
 - What happened?
 - Who is the alleged harasser?
 - What did he/she do?
 - Where did the incident take place?
 - How was your work affected?
 - Did anyone else witness the incident?
 - Is this the only incident, or have there been others?
 - What did you do?
 - What are your feelings at the time? Now?
 - Did you talk to anyone else about it?
 - Do you know if this person has a history of this behavior?
 - Did you document the incident by recording it in a diary, a memo, or a letter?
 - What would you like to see happen?
5. Tell the employee that what you intend to do is to contact WFI immediately and WFI will investigate the complaint.
6. **Contact WFI immediately.**
7. Document this meeting or discussion with the complainant
8. **CONFIDENTIALITY:** While you cannot guarantee confidentiality, you should not disclose information regarding a complaint beyond those who “need to know”

Pay Procedure and Record Keeping

1. Trainees in Community Work Experience do not receive wages. Trainees in other adult programs are paid minimum wage unless an on-the-job training contract indicates a higher wage. Work sites are not allowed to pay a work training participant a supplement to the work training wage paid by WFI.

2. All pay periods begin on Monday and end on Sunday. Each pay period is two weeks long. The work site supervisor should send in time cards at the end of each pay period. They may be sent on the last day worked of the pay period.
3. **The supervisor is responsible for verifying hours before signing and mailing each timecard.**
4. Encourage the trainee to complete each timecard carefully. This is important because time cards will not be paid unless it is done correctly.
 - a. They must know their Social Security number
 - b. Make sure their hours are recorded within the correct pay period.
 - c. Supervisors must initial any changes on the timecard: hours, dates, etc.
 - d. Round time to the nearest quarter hour.
5. **Trainees will only be paid for actual hours worked.** There are no paid holidays, sick leave, vacations or paid lunch breaks. Hours worked on holidays must be initialed by the supervisor to verify that hours were worked. Banking of hours (working hours one day and recording them for another) is not allowed.
6. **WFI's work week begins on Monday and ends on Sunday. Trainees are not allowed to work more than 40 hours per week. Anything over 40 hours must be paid by the work site. The approved schedule is part of the work site agreement.**
7. Time cards should be **sent by the work site supervisor** to Workforce Impact. Checks are sent to the trainee's address and should be received within 10 days after we receive accurate time cards.
8. Timekeeping and payroll procedures are auditable. Misuse falls under the fraud policy.

Disciplinary Action

Can you fire a trainee? Technically, no. Only WFI, as the employer of record can terminate a participant from the program. You do have the right to refuse to allow a participant on your work site.

We ask that you follow a set of procedures to help us assure that the trainee involved had every opportunity to learn good work habits in this program. We inform the trainee that the following situations can lead to disciplinary action or even being fired:

1. Being continually late or not showing up for work;
 2. Reporting to work under the influence of alcohol or drugs;
 3. Refusal to follow the supervisor's work directions;
 4. Fighting or assaulting a fellow employee or supervisor, threatening or intimidating your supervisor or fellow workers;
 5. Theft, destruction, defacing property with graffiti, or acting careless or reckless with work site equipment or with a fellow worker's property;
 6. Falsifying or changing your timecard;
 7. Ignoring or disobeying safety rules;
 8. Participating in any form of harassment;
 9. Disclosing information that is classified confidential, private and/ or personal;
 10. Tampering and or destroying company documents or files.
 11. Misuse of company equipment (surfing the internet for personal entertainment);
 12. Excessive use of company phone and/or personal cell phone for personal calls or texting.
1. **Verbal Warning:** Initial step in disciplinary procedure, which identifies the inappropriate behavior and suggests appropriate corrective actions to follow. Trainees need to know what behavior is not acceptable and what behavior is expected of them. Contact the WFI navigator to document the verbal warning in the trainee's file.

If performance remains below the acceptable standards...

2. **Written Warning:** The WFI navigator should be made aware of the need for this warning; and will meet with you and the trainee to determine if extraneous factors are affecting the trainee's performance and to seek elimination of those factors. The WFI navigator will write the warning, which will be signed by you and the trainee. The warning informs the trainee of the specific program behavior, specific actions needed to demonstrate acceptable behavior, the period of correction time and the consequences for failure to correct the program.

A copy of the written warning will be placed in the trainee's file. The WFI navigator will follow-up at the end of the designated time.

3. **Termination:** If the inappropriate behavior and/or performance is not corrected within the specified period (as cited on the written warning), the trainee will be transferred or terminated as determined appropriate by WFI. Such action is considered extreme and will only be used when all other options have been exhausted. If this is the situation, the supervisor will investigate the situation and make a determination within three working days. The trainee will be reminded of his/her right to file a complaint if, in his/her judgement, the termination decision was made in error or did not comply with regulations or operational procedures, or was discriminatory.

WFI reserves the right to circumvent disciplinary procedures.

