

OLDS COLLEGE POLICY

Olds College recognizes the need for Policies and Procedures, and the need for staff and students to be familiar with and follow such policies and procedures. It is the intent of Olds College that breach of College policies or procedures shall result in disciplinary measures up to and including suspension or termination. This applies to all College staff and representatives.

CATEGORY:	C. Human Resources
SUBJECT:	Progressive Discipline
POLICY NUMBER:	C26
CROSS REFERENCE:	A25

NEW	
Administrative Services Committee	Academic Council
November 16, 2015	

POLICY STATEMENT

Olds College has adopted a policy of Progressive Discipline to ensure that employees have the opportunity to correct any performance or behavioral problems that may arise. Olds College has established a set of reasonable rules and guidelines for employees to follow. These have not been put in place to restrict the freedoms of our employees, but rather they are in consideration of their safety, and the overall protection of Olds College employees, property, and our business practices.

It is the responsibility of all employees within Olds College to consistently carry out their employment expectations in a cooperative and professional manner, working in compliance with Olds College policies and procedures, Collective Agreements and applicable Federal and Provincial legislation.

Olds College seeks to resolve conduct and performance issues in the most positive manner possible, through initiatives such as the Employee and Family Assistance Program, counseling, additional training or supervision, and verbal cautions. When disciplinary action becomes a necessary means of modifying undesirable conduct, the management at Olds College will follow the Progressive Discipline procedure.

Definition

Progressive discipline is a series of increasingly serious stages, ranging from informal verbal discussions, verbal and/or written warnings, and suspensions, up to and including dismissal with cause, that a supervisor initiates in order to correct unacceptable work performance, behaviour or conduct.

SPECIFIC GUIDELINES

Management Principles

In order for Olds College to effectively fulfill its obligations supervisors will endeavour to:

- promote a work environment which protects the rights and safety of all employees, students and volunteers;
- promote interdependence and group co-operation;
- promote openness and honesty;
- promote a workplace culture where staff treat each other with dignity;
- promote an environment of trust and caring;
- promote continuous improvement;
- deal with inappropriate behaviour in a fair and equitable manner, with emphasis on providing employee assistance and counseling when appropriate.

Management Rights

It is the sole right of Olds College to manage its affairs in a manner adhering to applicable Federal and Provincial legislation and existing Collective Agreements. Within this context Olds College has responsibilities to:

- establish procedures and expectations governing the conduct of employees;
- provide reasonable procedures and expectations for the orderly operation of the institution and for the benefit and protection of all employees and students;
- ensure that the Progressive Discipline Procedure is administered in a fair and equitable manner.

Progressive Discipline Records

All disciplinary documentation at any of the stage of the formal Progressive Discipline Procedure will be placed on the employee's personnel file.

IMPLEMENTATION AND ADMINISTRATIVE RESPONSIBILITY

Vice President Student and Support Services via Human Resources Director.
This policy will be reviewed at least every two (2) years.

OLDS COLLEGE PROCEDURES

Olds College recognizes the need for Policies and Procedures, and the need for staff and students to be familiar with and follow such policies and procedures. It is the intent of Olds College that breach of College policies or procedures shall result in disciplinary measures up to and including suspension or termination. This applies to all College staff and representatives.

SUBJECT AND POLICY NUMBER	C26 Progressive Discipline
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NEW

Vice President Student and Support Services	Vice President Academic and Research	Vice President Advancement
November 16, 2015		

PROCEDURE

Informal Verbal Warning or Discussion

The informal step is a verbal warning or discussion between the employee and his/her immediate supervisor which will occur as soon as possible following the identification of a performance issue. The verbal warning or discussion will include a description of the performance issues and how the employee can correct the situation. The supervisor may choose to informally document the discussion on a *Notice of Disciplinary Action Form*. This is not signed by the employee or placed on their personnel file.

Formal Disciplinary Meetings

Upon notification of the formal disciplinary meeting the employee will be advised of the right to have a representative present at such meetings. If refused, a note should be included on the *Notice of Disciplinary Action Form* that the employee refused representation.

In general there are four stages within the formal Progressive Discipline Procedure (see Progressive Discipline Flow Chart):

Stage 1 – Recorded Verbal Warning

Stage 2 – Written Warning

Stage 3 – Suspension

Stage 4 – Dismissal

Depending on the severity of the infraction, it may be appropriate to repeat any of the first three stages. In the event of severe infractions, it may be appropriate to begin at stages 2, 3 or 4. It is important to keep in mind that while fairness, consistency and lack of arbitrariness are the well-known phrases utilized in discipline, the facts of the circumstances of individual situations may dictate stages that vary in some respect to what is set out in this procedure.

To maintain consistency in dealing with disciplinary matters it is recommended that the supervisor obtain guidance or advice from the Human Resources Director or designate as to which stage of the procedure to use.

Stage #1 – Recorded Verbal Warning

Stage #1 of the Progressive Discipline Procedure is a formal documented meeting between the employee and his/her immediate supervisor. The supervisor may choose to have another Manager present to act as a witness. This meeting will occur as soon as possible following the identification of a performance issue. The employee will be invited to have a representative at the meeting (i.e. union steward). The verbal discussion will include a description of the performance issue, how the employee can correct the situation and potential future consequences. The employee will be provided with an opportunity for discussion at this meeting. The supervisor or designate will document the meeting and provide the employee with a copy of the *Notice of Disciplinary Action form*. The *Notice of Disciplinary Action Form* will be signed by the employee and the union representative, if present. The Form will also be signed by the supervisor and any witness that is present. Copies will be provided to the employee, the union (if applicable) and the original will be sent to the Human Resources Director and will placed on the employee's personnel file. The employee will be provided with a copy of the Progressive Discipline Procedure at this stage.

Stage #2 – Written Warning

At stage #2 of the Progressive Discipline Procedure a formal letter on Olds College letterhead will be issued to the employee during a meeting led by the supervisor and attended by the Human Resources Director or designate. The employee will be invited to have a representative at the meeting. The letter of warning may state:

- what the employee did wrong;
- what the employee should have done;
- reference to any previous disciplinary action;
- corrective action to be taken; and
- the potential future consequences.

The formal letter of warning will be signed by the appropriate supervisor and the Human Resources Director or designate. The supervisor will document the meeting and provide the employee with a copy of the *Notice of Disciplinary Action Form*. The *Notice of Disciplinary Action Form* will be signed by the employee and the union representative, if present. The form will also be signed by all management representatives who are present. Copies of the letter and the completed *Notice of Disciplinary Action Form* will be provided to the employee, the union (if applicable), the department Supervisor and the original will sent to the Human Resources Director and will be placed on the employee's personnel file. The employee will be provided with a copy of the Progressive Discipline Procedure at this stage.

Stage #3 – Suspension

If an employee's behaviour does not improve, or if there is a significant issue that requires disciplinary action of a serious nature, the employee may be suspended with or without pay. A disciplinary suspension is a temporary removal of the employee from the workplace which is imposed by the employer as a disciplinary consequence.

At stage #3 of the Progressive Discipline Procedure a letter of suspension will be issued to the employee during a meeting led by the Manager and attended by the Supervisor of the area if applicable and the Human Resources Director or designate. The employee will be invited to have a representative at the meeting. The letter of suspension may state:

- what the employee did wrong;
- what the employee should have done;
- reference to any previous disciplinary action;
- corrective action to be taken; and
- the potential future consequences.
- the effective date of the suspension without pay.

The formal suspension letter will be on Olds College letterhead and signed by the Manager and the Human Resources Director or designate. The Manager will document the meeting and provide the employee with a copy of the *Notice of Disciplinary Action Form*. The *Notice of Disciplinary Action Form* will be signed by the employee and the union representative, if present. The form will also be signed by all management representatives who are present. Copies of the suspension letter and the completed *Notice of Disciplinary Action Form* will be provided to the employee, the union (if applicable), the Manager, the Supervisor of the area and the original will be sent to the Human Resources Director and will be placed on the employee's personnel file. The employee will be provided with a copy of the Progressive Discipline Procedure at this stage.

Stage #4 – Dismissal with Cause

Dismissal with Cause is the most severe type of discipline and one that must be used when the employer is satisfied that all other types of discipline failed to correct the employee's behaviour, or if there is a significant issue or incident which is cause for dismissal.

The purpose of dismissal is to terminate the employment relationship when corrective efforts have failed and improvement no longer seems reasonably possible or when the conduct or action of the employee is so grave that it has caused irreparable damage to the employment relationship.

Before recommending dismissal, the supervisor must:

- consult with the appropriate Manager and the Human Resources Director;
- demonstrate that the employee knew what was expected;

- demonstrate that the employee was informed verbally and in writing of the behaviour or performance issues, or demonstrate that the conduct or action was so grave or serious that it caused irreparable damage to the employment relationship.

The Human Resources Director will review and approve the final decision regarding dismissal with cause.

A formal disciplinary meeting will be convened, the meeting will be led by the Manager and attended by the Supervisor of the area if applicable and (optionally) the appropriate Vice President and the Human Resources Director or designate. The employee will be invited to have a representative at the meeting.

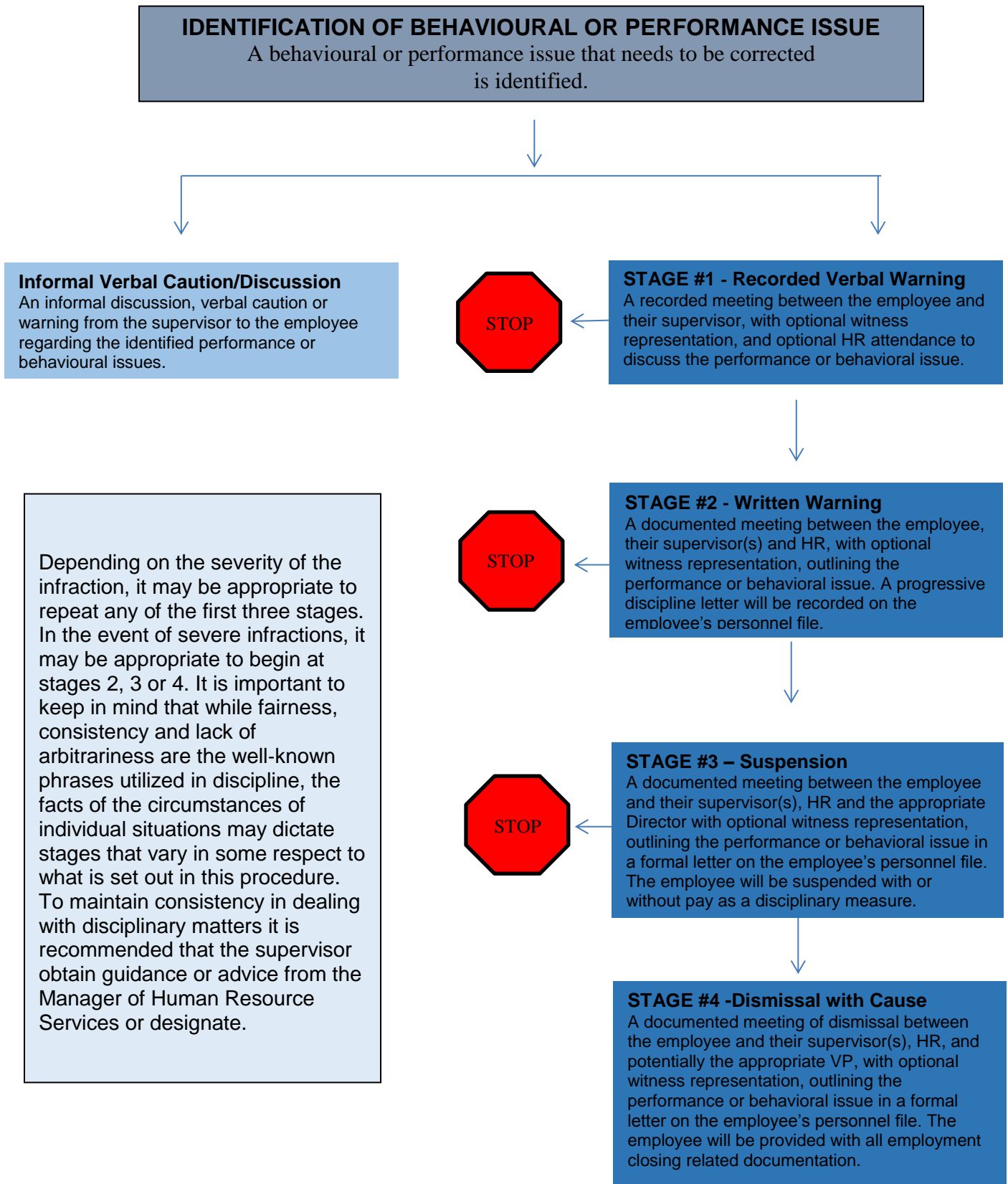
At the meeting, the employee will be told of the decision of dismissal and the reasons for the decision and will be provided with a letter informing him/her of the details of the dismissal. The dismissal letter will be signed by the Human Resources Director (or designate) and will be placed on the employee's personnel file.

The employee shall receive a Record of Employment, relevant information regarding salary, benefits and vacation pay, and any outstanding monies owed to him or her by Olds College.

The employee shall surrender any Olds College property following his/her dismissal as soon as possible.

Progressive Discipline Flow Chart

The progressive discipline flow chart is provided as a visual guide, clearly identifying what happens at each stage of the progressive discipline procedure.





Notice of Disciplinary Action

Type of Action

Informal Verbal Warning

Recorded Verbal Warning (Stage 1)

Written Warning (Stage 2)

Suspension (Stage 3)

Dismissal (Stage 4)

Issued to

Name: _____ Date of Issue: _____

Position: _____ Department/Location: _____

Disciplinary action taken for the following reasons (include date of occurrence):

History of occurrence (include date and explanation of previous disciplines and past corrective action taken):

Expected performance/acceptable behaviour:

Future Expectations:

FURTHER INFRACTIONS MAY RESULT IN FURTHER DISCIPLINE UP TO AND INCLUDING DISMISSAL

Employee's Signature: _____ Date: _____

Supervisor's Signature: _____ Date: _____

Union Representative Signature: _____ Date: _____

Management Witness Signature: _____ Date: _____