

PROGRESSIVE DISCIPLINE

This procedure is governed by its parent policy. Questions regarding this procedure are to be directed to the identified Procedure Owner.

Category:	G. People & Culture
Parent Policy:	G18
Approval Date:	November 16, 2015
Effective Date:	November 16, 2015
Procedure Owner:	Chief People & Culture Officer

Overview:	
Procedures:	<p>Informal Verbal Warning or Discussion</p> <p>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 <i>Notice of Disciplinary Action Form</i>. This is not signed by the employee or placed on their personnel file.</p> <p>Formal Disciplinary Meetings</p> <p>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 <i>Notice of Disciplinary Action Form</i> that the employee refused representation.</p> <p>In general there are four stages within the formal Progressive Discipline Procedure (see Progressive Discipline Flow Chart):</p> <p>Stage 1 – Recorded Verbal Warning Stage 2 – Written Warning Stage 3 – Suspension Stage 4 – Dismissal</p> <p>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</p>

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 Chief People & Culture Officer 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 Chief People & Culture Officer 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 #2 – Written Warning

At stage #2 of the Progressive Discipline Procedure a formal letter on College letterhead will be issued to the employee during a meeting led by the supervisor and attended by the Chief People & Culture Officer 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 Chief People & Culture Officer 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 be sent to the Chief People & Culture Officer 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 Chief People & Culture Officer 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 College letterhead and signed by the Manager and the Chief People & Culture Officer 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 Chief People & Culture Officer 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 Chief People & Culture Officer;
- 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.

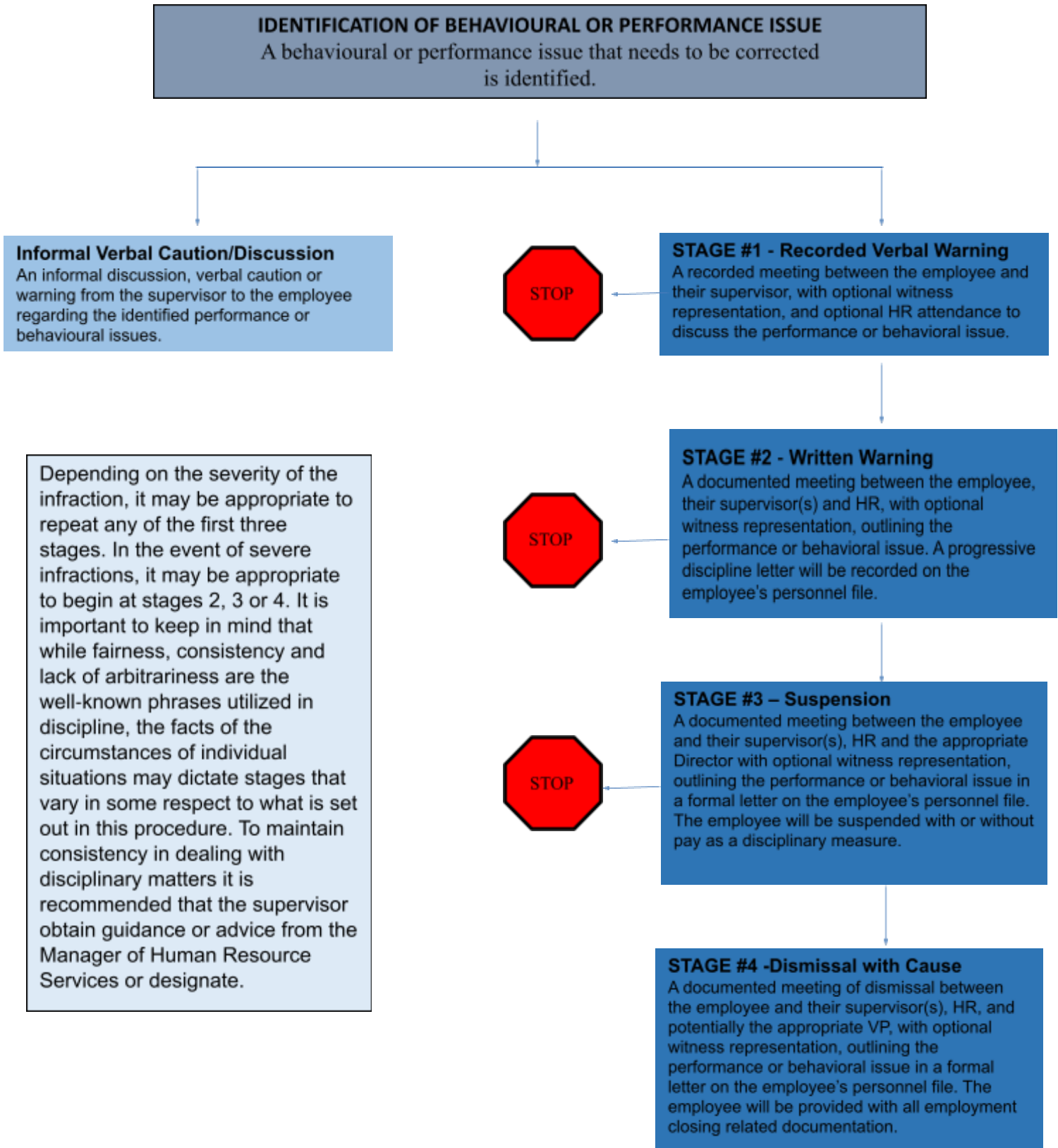
The Chief People & Culture Officer will review and approve the final decision regarding dismissal with cause.

Definitions:
Related Information:
Review Period:
Revision History:

<p>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 Chief People & Culture Officer or designate. The employee will be invited to have a representative at the meeting.</p> <p>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 Chief People & Culture Officer (or designate) and will be placed on the employee's personnel file.</p> <p>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 the College.</p> <p>The employee shall surrender any College property following his/her dismissal as soon as possible.</p>
G02 Code of Conduct
3 years
New: November 16, 2015

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) Suspension (Stage 3)
 Written Warning (Stage 2) 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: _____