



## 2.7.1 Progressive Discipline Policy

### Intent

The employer has adopted a policy of progressive discipline to ensure that employees are given the opportunity to correct any performance or behavioural issues that may arise during their employment.

### Scope

This policy applies to all employees always and without exception.

Unionized employees are requested to refer to their current Collective Agreement for specific progressive discipline provisions and applications. Where the Collective Agreement is silent, bargaining members shall refer to the contents of this policy. In situations where the directions of this policy cover issues also in the Collective Agreement, the Collective Agreement will be the final authority.

### Guidelines

The employer 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 have been implemented in consideration of the overall protection of our employees, company property, and our business practices. If an employee violates company policy or exhibits problematic behaviour, a system of progressive discipline shall be utilized.

Employees will be given four opportunities to correct unwanted behaviour, unless the behaviour or concern is one of a severe nature, in which case, discipline can be accelerated. The following steps will typically be followed:

1. Coaching - informal
2. Verbal Warning - formal
3. Written Warning - formal
4. Final Written Warning with Possible Suspension - formal
5. Termination

With each violation or apparent problem, the employee will be provided with a written document to: (1) alert them to the problem, provide a reiteration of the correct company policy regarding the violation, (2) advise them of the consequences associated with further infractions, and (3) provide a suggestion towards a method of improvement.

All violations or alleged violations will be properly investigated and documented by the employee's manager, and/or general manager. All formal measures that have been taken within the progressive discipline process will be documented and kept in the employee's personnel file.

During the final written warning, an employee may be suspended, put on review, started on a performance improvement plan (PIP) if they are not already on one, or be terminated.

- Suspension: Employees put on suspension will be excluded without pay from the workplace for a period of one to three days depending on the violation.
- Review: Employees may be put on a review period (or extended probationary period) following the final written warning. The review period will last between three and six months. During this time, the employee will be excluded from wage increases and advancement and is discouraged from taking vacation.



If an employee feels that they have been wrongfully accused, or disciplined, they may file a written appeal with the general manager or head office.

If an employee is placed on suspension pending the results of an investigation, the employee will be notified of the actions that predicated the investigation, the timeline for the investigation, and the result of the investigation and subsequent decision. The suspended employee will be given an opportunity to respond to the allegations during the investigation.

This form of suspension is not necessarily disciplinary but rather, is intended to give the employer time to examine the issues thoroughly and to determine appropriate action. Should the investigation not be completed during the stated timeline, the employer will reserve the right to extend the suspension, as necessary.

The suspended employee must ensure that he/she is available for questions during the investigation. If the suspended employee fails to make him/herself available, the employer will proceed with the investigation and make decisions based on the information available. Should the suspended employee need to leave town or be otherwise unavailable, he/she must submit a request and be granted approved leave.

The suspended employee will have the right to legal representation (where necessary), union representation (where applicable), or an employer representative to be present at any discussions about the allegations, and will be given 24 hours' notice prior to any meetings taking place.

Any employee placed on suspension with pay will be required to temporarily turn over his/her office keys, access passes and company identification and credit cards. All company property, business information, and confidential information is to remain onsite. If any employee placed on suspension with pay maintains any files or equipment at his/her residence he/she will be required to turn these items over to an employer representative, until the investigation is completed.

Employees placed on suspension with pay should not have contact with anyone from the office other than their designated point of contact.