

EMPLOYEE PROGRESSIVE DISCIPLINE PROCEDURE

Procedure Section & Number:			Effective Date:	October 24, 2018
Policy Owner:	Executive Director, Human Resources		Last Revised:	April 13, 2021
Policy Administrator:	HR Coordinator		Review Scheduled:	April 13, 2025
Approver:	Executive Committee			
The official controlled version of this document is held with the Policy & Procedure Coordinator.				

A. PROCEDURE

In dealing with employee misconduct or performance issues immediate supervisors will work with Human Resources to:

- Determine from the employee the reasons for inappropriate behavior
- Give due consideration to the employee's explanation
- Identify the difference between the required behaviour and the employee's behaviour
- Clearly articulate the behaviour that is required in the future
- Indicate the seriousness with which the College views the misconduct and the possible consequences of continuing misconduct
- Acknowledge the employee's progress in improving performance and, where possible, support an employee's effort to improve
- Take steps to limit the impact of the misconduct on operations
- Determine the level of discipline based on the mitigating factors, including the employee's explanation, and the impact of the incident, violation or performance issue

In cases where the employees have not met expectations that have been very clearly defined, the College must take further disciplinary action through the following steps:

1. Step 1- Verbal Warning

- 1.1 Beginning with a verbal discussion, where an employee's work performance falls below the expected standards, the immediate supervisor will provide timely and specific feedback identifying where expectations are not being met.
- 1.2 The employee and immediate supervisor may discuss ways to improve the specific performance area.

- 1.3 In consultation with Human Resources the supervisor will document the conversation.
- 1.4 The employee will have opportunity to demonstrate improvement and the immediate supervisor will monitor performance and acknowledge if and when the performance issue has been corrected.

2. Step 2 - Written Warning

- 2.1 If the conduct addressed by a verbal warning is repeated or additional problems of a similar nature occur within 12 months of a verbal warning, the supervisor should follow up with a written warning.
- 2.2 The immediate supervisor will document discussions with the employee about the performance issue and will share a copy of the documentation with the employee (e.g. the Performance Improvement Plan). The documentation will include the necessary improvements, the timeline for improvements and the support to be provided.

3. Step 3 - Final Written Warning (may include a suspension without pay)

- 3.1 If the conduct addressed by the written warning is repeated or additional problems of a similar nature occur within a 12-month period, discipline may progress to a final written warning, which may include an unpaid suspension.
- 3.2 However, a single incident may be so severe as to merit an immediate final warning and suspension without pay.

4. Step 4 - Termination of Employment

- 4.1 The last step in the progressive discipline process is the termination of an employee.
- 4.2 Employment may be terminated based on progressive discipline or based on the severity of a single incident.

B. DEFINITIONS

- | | |
|-----------------------------------|---|
| (1) Policy: | means the xx Policy |
| (2) College: | means Keyano College |
| (3) Progressive Discipline | “Progressive discipline” is a step-by-step process designed to modify unacceptable employee behaviours, allowing for discipline to start at a higher step based on the severity and circumstances of the situation. |

- (4) **Association** Refers to the Keyano College Faculty Association
- (5) **Union** Refers to CUPE Local 2157
- (6) **Performance Improvement Plan** “Performance Improvement Plan” is a plan to help the employee succeed in meeting specific performance objectives and will outline specific actions or training required to restore performance to satisfactory levels.

C. RELATED LEGISLATION

- *Alberta Employment Standards*

D. RELATED DOCUMENTS

- Administration Terms and Conditions of Employment
- CUPE Local 2157 Collective Agreement
- Faculty Collective Agreement

E. REVISION HISTORY

Date (mm/dd/yyyy)	Description of Change	Sections	Person who Entered Revision (Position Title)	Person who Authorized Revision (Position Title)
04/13/2021	Converted into new format	Whole policy	HR Coordinator	Executive Director, Human Resources