



## Northlands College Progressive Discipline Policy

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### POLICY STATEMENT

Northlands 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. Northlands 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 Northlands College employees, property, and our business practices. This policy is in compliance with Article 18, Discipline, Suspension and Dismissal of the Collective Agreement.

### Progressive Discipline Process

In the event that an employee of Northlands College violates company policy or exhibits problematic behavior, a system of progressive discipline shall be utilized. Progressive Discipline can be issued on either: attendance, conduct, health & safety or performance concerns.

Employees will be given four opportunities to correct the unwanted behavior, unless the behaviour or concern is one of a severe nature, in which case, progressive discipline can be accelerated to match the violation as per article 18.2.5 of the Collective Agreement. Progressive discipline will progress through the following steps:

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.

In accordance with article 18.4.2 of the Collective Agreement a union representative, selected by the Union, shall be present at any disciplinary action. However, at the specific request of the employee to the Union, a verbal reprimand may proceed without a Union representative.

All formal warnings will be kept on file for a period of eighteen (18) months as per article 18.3.1 of the Collective Agreement. If no further discipline happens within the time period, the warning will become inactive. If further offences relating to the issue have taken place, the warning will be attached to the next set of progressive disciplinary actions.

Degrees of discipline shall be used in relation to the problem at hand. As the situation dictates, based on the past performances of the employee, and the seriousness of the violation, Northlands



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College reserves the right to skip the three step disciplinary process and move straight to termination where necessary.

### **Investigation and Documentation**

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

### **Suspension without Pay**

During the final written warning, an employee may be suspended. Employees put on suspension will be excluded without pay from the workplace for a period of one to five (1-5) days depending on the violation.

### **Termination of Employment**

The final stage of progressive discipline is termination of employment. Termination of employment with Northlands College may occur following an employee committing multiple violations of company policy, after the logical steps for progressive disciplinary action have been taken or immediately following a severe violation. The President & CEO is the only person that has the authority to terminate an employee.

### **Appeals**

In the event that an employee feels that they have been wrongfully accused, or disciplined, they may file a written appeal with President & CEO. Written appeals must contain:

- Details of the discipline;
- Events surrounding the discipline;
- Why the employee feels the discipline is not warranted or appropriate.

The President & CEO shall review and respond to all written appeals within ten (10) business days.

### **Suspension with Pay – Pending Investigation**

In the event that a Northlands College employee is placed on suspension pending the results of an investigation, the employee will be notified of the decision, a stated timeline for the investigation and the actions that predicated the decision.

This form of suspension is not disciplinary but is intended to allow Northlands College to examine the issues thoroughly and to determine appropriate action. Should the investigation not be



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completed during the stated timeline, Northlands College will reserve the right to extend the suspension, as necessary.

During the course of the investigation, the suspended employee will be provided with the details of the allegations and given an opportunity to respond to them. The suspended employee must ensure that he/she is available for interviews during this period. If the suspended employee fails to make him/ herself available, Northlands College will proceed with the investigation and make a determination based on the information available.

The suspended employee will have the right to legal representation, union representation, or a Northlands College representative present at any such interview, and will be given 24 hours notice prior to any interviews taking place.


As the suspended employee will be suspended with full pay, he/she will be required to be available for interviews during this period. Should the suspended employee need to leave town or be otherwise unavailable for interviews, he/she must submit a request and be granted approved leave.

Any Northlands College employee who is placed on suspension with pay will be required to temporarily turn over his/her office keys, laptops, iPad, iPhone and credit cards. Any and all Northlands College property, business information, and confidential information are to remain at the worksite. In the event that any Northlands College employee placed on suspension with pay maintains any files or equipment at his/her residence which are the property of Northlands College, he/she will be required to turn these items over to a Northlands College representative, until such time as the investigation is completed.

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

### **Administration**

If you have any questions or concerns about this policy or its related procedures please contact the Human Resources Manager at 306-425-4324.

Policy Originated: February 2017	Approved by: President & CEO
Last Approved: January 2018	Signature: 



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### Verbal Warning

Employee Name:	Date of Verbal Warning:
Position/Title:	Dept:

Improvement is required on: *(check the appropriate concern)*

Attendance   
  Conduct   
  Health & Safety   
  Performance

1. On (Insert date or dates of coaching (if applicable)) we met to discuss your unacceptable actions. During that meeting we developed clear expectations and recommended actions aimed at improving the issue.
2. On (Insert date), the following unacceptable actions took place.
  - (Describe Incident)
  - (Describe Incident)
3. The following expectations and corrective recommendations were made:
  - (Describe Recommendation)
  - (Describe Recommendation)

I will provide assistance and supervision to ensure that the problem is rectified. However, if these matters are not effectively corrected, then further disciplinary or corrective action will be taken, and may include suspension, or termination of employment.

A copy of this warning will be placed in your personnel file. If no further discipline has taken place for a period of 18 months as per article 18.3.1 of our CBA, this verbal warning will become inactive. If further offences relating to this issue have taken place, this verbal warning will be attached to the next set of progressive disciplinary actions.

Sincerely,

<Signature>  
 <Name of Manager>  
 <Title>

Employee Signature: \_\_\_\_\_ Date Received: \_\_\_\_\_



## Northlands College Progressive Discipline Policy

### Employee Improvement Plan

Employee Name:	Date:
Position/Title:	Dept:
Improvement is required on: <input type="checkbox"/> Attendance <input type="checkbox"/> Conduct <input type="checkbox"/> Health & Safety <input type="checkbox"/> Performance	

Goal:

Current Barrier or Concern	Required Action	Deadline	Outcome

The content of this Employee Improvement Plan has been reached by discussion and agreed to by all the participants involved in the process. This plan is expected to last \_\_\_\_ months, and progress will be formally reviewed by the manager every month.

Manager Signature \_\_\_\_\_ Date: \_\_\_\_\_

Employee Signature \_\_\_\_\_ Date: \_\_\_\_\_