



PROCEDURAL GUIDELINES  
PROGRESSIVE DISCIPLINE

PURPOSE:

The primary purpose for progressive discipline is to assist the employee in understanding that a behaviour and/or performance problem exists and that there may be an opportunity for improvement. The goal is to modify unacceptable employee behaviour and/or performance.

These guidelines also allow for discipline to start at a higher level based on the severity and circumstances of the situation. Degrees of discipline are generally progressive and are used to ensure that employees have the opportunity to correct their behaviour and/or performance. There is no set standard of how many verbal warnings must be given prior to a written warning or how many written warnings and suspensions must precede termination. Factors to be considered are:

- How many different offenses are involved;
- The seriousness of the offense;
- The time interval and employee responses to prior disciplinary action(s);
- The history of the discipline of the employee.

Progressive discipline enables the Board to fairly, and with substantial documentation, terminate the employment of employees who are ineffective and/or unwilling to improve or correct their behaviour and/or performance.

PROCEDURE:

All discipline as noted below will be issued by the Director, Superintendent or appropriate Manager. If an employee is a member of a bargaining unit, and in accordance with the relevant collective agreement(s), the union representative will be informed of the impending discipline, included in the meeting, and provided with a copy of any formal documentation (e.g., written warning). Where employees do not belong to a bargaining unit, they will be advised that they may have a co-worker attend the meeting with them.

1. VERBAL WARNING

- Employees will be given a verbal warning regarding the unacceptable behaviour and/or performance.
- Employees will be given an explanation of when and how the behaviour and/or performance took place. This will include the reason as to why the behaviour and/or performance was unacceptable.
- Employees will be given an opportunity to explain the situation and their actions. This should be their opportunity to give their side of the story.
- Employees will be given a description of the desirable and/or acceptable behaviour and/or performance.
- Employees will be informed that further disciplinary action, up to and including termination, will follow if unacceptable behaviour and/or performance continues.

- Employees will be advised that the incident will not go into their personnel file, but that it will be taken note of in order to follow up on possible further disciplinary incidents.

**NOTE:** Verbal warnings may be issued for many reasons, including, but not limited to, late arrival for scheduled shift, pattern abuse of sick leave (e.g., Mondays and Fridays), not following proper work procedures, posting inappropriate items on social media, and/or violating other board policies and procedures.

## 2. WRITTEN WARNING

- In the event that there has been a previous verbal warning and/or if the behaviour and/or performance was considerably severe in nature, employees will be given a written warning regarding their unacceptable behaviour and/or performance.
- Employees will be given an explanation of when and how the unacceptable behaviour and/or performance took place. This will include the reason why the behaviour and/or performance was unacceptable.
- Employees will be given an opportunity to explain the situation and their actions. This should be their opportunity to give their side of the story.
- Employees will be given a description of the desirable and/or acceptable behaviour and/or performance.
- Employees will be provided with a copy of the written warning and a copy will be placed in their personnel file.
- Employees will be informed that future disciplinary problems will be addressed with further progressive disciplinary actions, up to and including termination.

**NOTE:** Written warnings may be issued for many reasons, including, but not limited to, inappropriate or rude interactions with a student or co-worker; not showing up for a scheduled shift with no reasonable explanation; abuse of sick leave; insubordination; and/or lack of adherence to policies or procedures.

## 3. SUSPENSION

- In the event that the behaviour and/or performance has either been identified in a previous verbal or written warning and/or the behaviour or performance was considerably severe in nature, employees will be given written documentation regarding the suspension in relation to the unacceptable behaviour and/or performance.
- The documentation will include information on the offence and the length of the term of suspension and why they have been suspended.
- Employees will be given an explanation of when and how the unacceptable behaviour and/or performance took place. This will include the reason why the behaviour and/or performance was unacceptable.
- Employees will be given a description of the acceptable behaviour or performance.
- Employees will be provided with a copy of the suspension and a copy will be placed in their personnel file.
- Employees will be informed that future disciplinary problems will be addressed with further progressive disciplinary actions, up to and including termination.

Suspensions are normally unpaid and progressive, such as:

- 1 day
- 3 days
- 5 days

**NOTE:** Suspensions may be issued for many reasons, including, but not limited to, repetitive lateness or absences with no reasonable explanation; an incident of verbal abuse to students, co-workers or management; and repetitive lack of adherence to policies or procedures.

#### 4. TERMINATION

- Employees will be given written documentation regarding their termination and the unacceptable behaviour and/or performance leading to and justifying the termination.
- Documentation should include information on the unacceptable behaviour and/or performance and previous discipline issued, if applicable.
- Employees will be given a description of when and how the unacceptable behaviour and/or performance took place. This will include the reason why the behaviour and/or performance was unacceptable.
- Employees will be provided with a copy of the termination notice and a copy will be placed in their personnel file.
- Employees will be escorted from the location immediately, maintaining their dignity by not making obvious to other employees that they have been terminated and for what reasons.
- Employees will be required to surrender any board property upon their termination, including, but not limited to, keys, electronic devices, and resources. All electronic access to the board's systems and facilities will be disabled.

**NOTE:** Terminations may be issued for many reasons, including, but not limited to, physical or sexual assault, theft, violation of professional standards or statute, and repeated unsuccessful disciplinary attempts.