

## POLICY

<b>Policy Title</b>	Workplace Discipline
<b>Policy Holder</b>	Organizational Effectiveness
<b>Policy Approver(s)</b>	Senior Team
<b>Related Policies</b>	
<b>Related Procedures</b>	
<b>Appendices</b>	
<b>Storage Location</b>	Website - <a href="https://www.confederationcollege.ca/policies-and-procedures">https://www.confederationcollege.ca/policies-and-procedures</a>
<b>Effective Date</b>	December 19, 2012
<b>Next Review Date</b>	

### Purpose

The College acknowledges the importance of following consistent practices in assessing, correcting and handling unacceptable job performance, culpable absenteeism, unprofessional actions or other employee-related problems.

### Scope

- 2.1 Human Resources Services (HRS) shall be consulted throughout this process. An HRS representative attends any meeting where the employee is accompanied by a union representative.
- 2.2 This practice and procedure provides guidelines for the fair, consistent and predictable management of unsatisfactory employee job performance that has been identified as justifying disciplinary action or termination. A progressive series of actions based upon open communication with an employee from the time of recognition of a performance problem will generally be followed, with each step in the procedure serving to increase the employee's awareness of the need for improvement.
- 2.3 Supervisors are encouraged to counsel verbally and offer positive assistance to employees with performance problems in order to minimize the frequency of situations where formal disciplinary action is required.
- 2.4 Initial disciplinary action may range from a verbal warning up to and including immediate termination; depending on the severity of the incident and/or performance problem (i.e. the more severe the incident the fewer the number of disciplinary steps taken).
- 2.5 Immediate termination from employment is warranted for serious misconduct. Such behaviour is not limited to, but may include theft, violence and willful damage to property.
- 2.6 Provisions of the Academic, and Support Collective Agreements and the Administrative Terms and Conditions of Employment apply throughout.

- 2.7 In most cases, past discipline cannot influence the penalty for future misconduct if 12 months has elapsed between incidents.

## Policy Statements

### VERBAL/WRITTEN WARNING(S) - STEP 1

- 3.1 The supervisor requests a meeting when there has been no substantial improvement in performance at the end of a previously agreed upon time limit at the counseling stage, or an act of misconduct causes the employee's entire disciplinary record to be reviewed, or a single incident of misconduct warrants a more serious disciplinary response. The supervisor verbally outlines the unsatisfactory performance or incident(s) and provides the employee an opportunity to explain her/his actions.
- 3.2 If in the opinion of the supervisor, the employee's actions or performance cannot be justified, then the employee receives a written disciplinary memo outlining:
- the performance standards for the position;
  - the unacceptable performance or incidents;
  - the expected improvement, with timelines; and
  - how the improvement will be measured.
- 3.3 All disciplinary memos contain a review of all past discipline on the personnel file and the following statements:
- This letter is to be taken as a written warning that should any incidents of this nature or any other nature occur in the future, further disciplinary action will be taken up to and including termination of your employment with the college.
  - Do you wish the union to receive a copy of this letter?  
yes\_\_\_\_\_ no\_\_\_\_\_
- 3.4 The original disciplinary memo is given to the employee and a copy placed in the personnel file in HRS.
- 3.5 Depending on the severity of the situation, more than one warning may be imposed following the procedures outlined above before any decision is taken on suspension of employment.

### 4 FORMAL SUSPENSION(S) - STEP 2

- 4.1 The supervisor requests a meeting when there has been no substantial improvement at the end of a previously agreed upon time limit, or a second act of misconduct causes the employee's entire disciplinary record to be reviewed or a single incident of misconduct warrants a more serious disciplinary response. The supervisor verbally outlines the concerns and provides the employee an opportunity to explain her/his actions.
- 4.2 If in the opinion of the supervisor the employee's actions or performance cannot be justified then the employee is suspended from work with or without pay from one to five days. The employee also receives a written disciplinary memo as outlined in 3.2 and 3.3.
- 4.3 Depending on the severity of the situation, a suspension of more than five days and/or more than one suspension may be imposed following the procedures outlined above before any decision is taken on termination of employment.

### 5 TERMINATION - STEP 3

- 5.1 The supervisor requests a meeting when there has been no substantial improvement at the end of a previously agreed upon time limit, or an act of misconduct causes the employee's entire disciplinary record to be reviewed, or a single incident of misconduct warrants a more serious disciplinary response. The supervisor identifies the unsatisfactory performance or incident(s) and provides the employee an opportunity to explain her/his action. If in the opinion of the supervisor, the employee's actions or performance cannot be justified, then termination from employment may be warranted.
- 5.2 The supervisor reviews the circumstances surrounding the recommendation to dismiss an employee with the Executive Director, Strategic Planning and Organizational Development (HRS), their Dean/Director, their Vice President, and the President (or designee). If dismissal is warranted, the employee is notified in writing of termination for just cause and the reasons for the decision. The original is given to the dismissed employee and a copy is placed in the personnel file in HRS.

## 6 APPEALS

- 6.1 Unionized employees may appeal a disciplinary action decision through the grievance procedures outlined in the appropriate collective agreement.
- 6.2 Administrative employees may appeal through the process outlined in the Terms and Conditions of Employment.

## Non-Compliance

Clearly describe consequences (legal and/or disciplinary) for employee non-compliance with the policy. It may be pertinent to describe the escalation process for repeated non-compliance

## Revision History

Version	Change	Author	Date of Change