



---

**Policy Title: Progressive Discipline Policy** **Policy #: HR 2020-01**

**Section: HUMAN RESOURCES**

**Initially Approved:** 2013 (date unknown)  
**Last Reviewed:** 2017 (date unknown)  
**Council Approval:** 2020-02-10  
**Next Review Scheduled:** 2021-01

**PURPOSE:**

It is the intention of the Village of Warfield to adopt a progressive discipline policy and process to promote and ensure appropriate workplace performance and conduct by employees, with fair and consistent treatment of all employees.

**POLICY GOAL:**

The goal of progressive discipline is to ensure that employees have the opportunity to correct and improve any performance, conduct or behavioral problems identified. The Progressive Discipline Policy is not implemented to restrict employee freedoms, but rather for safety and protection of Village of Warfield employees, property and business practices.

**SCOPE:**

This policy applies to all employees and contracted employees of the Village of Warfield.

**PROCESS:**

Progressive Discipline

In the event an employee or contracted employee of the Village of Warfield violates established policy or exhibits problematic behavior, a system of progressive discipline will be utilized. Progressive discipline can be used on attendance, conduct, health and safety or performance issues.

The progressive discipline process will consist of four opportunities for the employee/contracted employee to correct the performance, conduct or behavior. However, in the event the issue or concern is of a severe nature, the Village of Warfield reserves the right to accelerate the process to match the violation. Typically, 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 concern, the employee/contracted employee will be provided with a written document to

## **Corporate Policy Manual**

### **Progressive Discipline Policy HR 2020-01**

- a. Alert them to the problem and reiterate the correct policy or procedure regarding the violation
- b. Provide a suggestion or arrange for a mutually developed plan for a method of improvement or remediation
- c. Advise them of the consequences associated with further infractions.

Degrees of discipline shall be used in relation to the problem at hand. As the situation dictates, based on past performance of the employee/contracted employee, and the deemed seriousness of the violation, the Village of Warfield reserves the right to move directly to termination where necessary.

Typically, the need for discipline arises from incompetence, misconduct or insubordination.

- Incompetence is when the employee lacks the skills or ability needed to do required job duties.
- Misconduct is when the employee breaks the rules for keeping the workplace safe and/or efficient.
- Insubordination is the refusal to perform duties as directed by the employee's supervisor or refusal to obey any reasonable order given by an employee's supervisor, or management staff.

Suggested progressive disciplinary steps are attached as flow charts for incompetence or misconduct, with insubordination deemed as a serious violation.

#### Documentation

All violations or alleged violations will be investigated and documented by management. All formal measures that have been taken within the progressive discipline process will be documented and retained in the employee/contracted employee's personnel file as record, however, the record shall not be referred to or used against a union employee subject to Article 1.15 of the Canadian Union of Public Employees (CUPE) Collective Agreement. If further offences relating to the issue occur during the relevant period, the formal warning will be attached to the next set of progressive disciplinary actions.

#### Suspension Without Pay

During the final written warning, an employee/contracted employee may be suspended. Employees/contracted employees on suspension will be excluded from the workplace without pay for a period of one to three (1-3) days depending on the severity of the violation. Typically, suspension will be for three (3) days unless the employee is required at work to perform required duties.

#### Termination

The final step of progressive discipline is termination of employment. Termination may occur following multiple violations of company policies and/or procedures, after the appropriate steps for progressive disciplinary action have been taken or immediately following a severe violation.

#### Appeals

In the event a union employee feels they have been wrongfully disciplined, they may utilize the grievance procedure under Article 5 of the CUPE Collective Agreement.

**Corporate Policy Manual**  
**Progressive Discipline Policy HR 2020-01**

In the case of a non-union employee/contracted employee, they may file a written appeal to management containing the details of the discipline, the events surrounding the discipline and why the employee/contracted employee feels the discipline is not warranted or inappropriate. Management shall review and respond to such written appeals within ten (10) business days.

Attachments

Flow charts for progressive discipline for incompetence and misconduct.

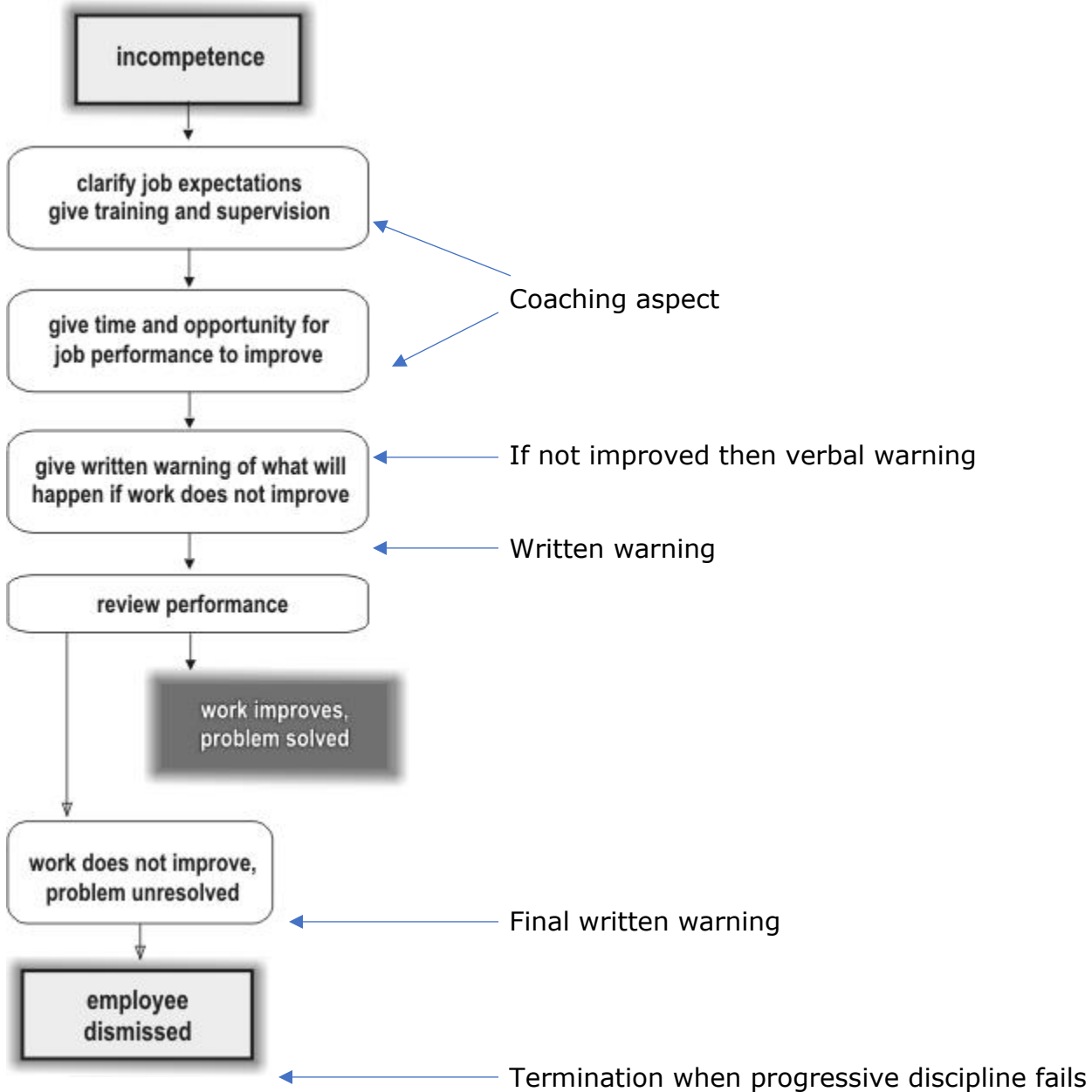
Related Policies, Bylaws or Legislation:

Canadian Union of Public Employees #2067 Collective Agreement

Village of Warfield Harassment and Bullying Policy

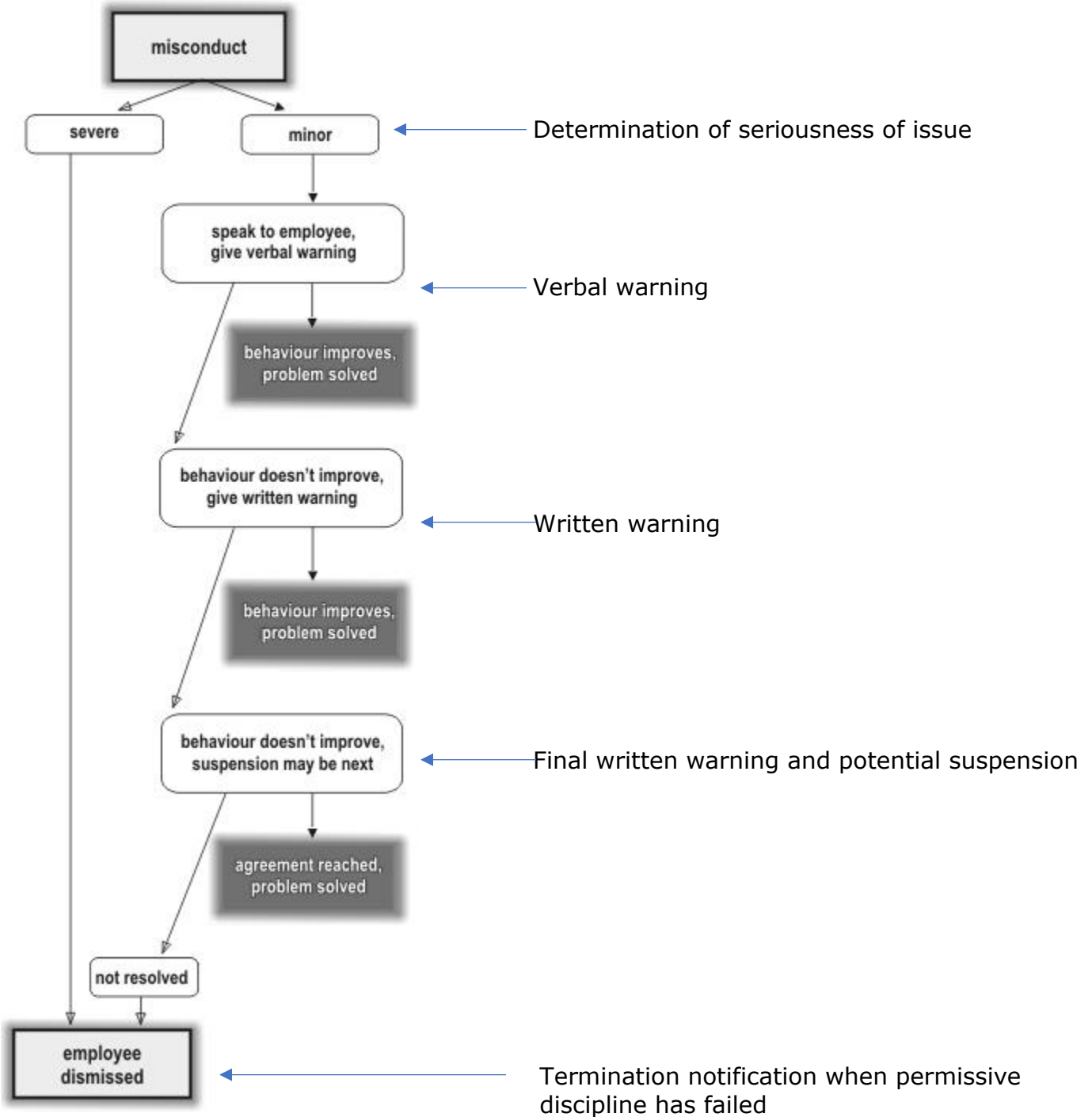
All Village of Warfield policies related to workplace safety or conduct

## Progressive Discipline Incompetence Flowchart



Documentation must be retained of all coaching sessions, improvement plan, performance evaluations regarding improvement plan, verbal warning, written warning, final written warning and termination notification.

## Progressive Discipline Misconduct Flowchart



Documentation must be retained of all meetings, discussions, verbal warning, written warning, final written warning and termination notification.