

Policy Name	<b>Progressive Discipline</b>		
Policy #	<b>714</b>	Category	700: HUMAN RESOURCES
Steward	Manager, Human Resources	Date Approved	April 11, 2024
Next Review Date		Date Reviewed or Revised	

## POLICY

Suncrest College is committed to addressing performance concerns constructively, ensuring fair and objective treatment for all employees. This policy outlines the process to correct employee misconduct.

The College follows the process of progressive discipline in addressing incidents of unsatisfactory conduct and/or performance, with the intent to improve and correct.

1. Progressive discipline is a model which utilizes disciplinary steps, increasing in severity upon reoccurrence of misconduct.
2. Efforts to correct employee's misconduct will:
  - Identify incidents of misconduct promptly.
  - Identify the expected behaviour.
  - Prompt the employee to adopt expected behaviour.
  - Communicate potential consequences.
  - Issue disciplinary sanctions if necessary.
3. Not all steps may be suitable and disciplinary measures will vary depending on situation, mitigating factors, etc.
4. Employees are responsible for their behaviour. The conduct resulting in discipline is for the employee to resolve; failure to do so may put employment at risk.
5. Human Resources shall provide advice on disciplinary action considering precedent, mitigating and aggravating factors, legislation, Suncrest College policy, and the Collective Bargaining Agreement.

## PRINCIPLES

1. **Reason for Discipline:** The supervisor must inform an employee of the standards of conduct that apply in the workplace.
2. **Obligation to Obtain Employee Explanation:** Disciplinary action should only be taken after an employee has an opportunity to provide an explanation of their behaviour. A fact-finding meeting should be held with the employee for this purpose.
3. **Right to Union Representation:** The employee should be given an opportunity to have a union representative present during the fact-finding and disciplinary meetings.
4. **Privacy:** Meetings and discussions must be held in private and be scheduled in advance.
5. **Records:** The supervisor should take notes of all discussions and meetings as required. Documentation should be factual and should clearly state the particulars of each meeting (e.g., date, time, location, subject, follow-up schedule, etc.).
6. **No Undue Delay:** Disciplinary action should not be unduly delayed.
7. **Disciplinary Steps:** The typical progression of disciplinary measures is as follows:
  - Verbal warning;
  - Written warning;
  - Suspension; and
  - Dismissal

For employees on probation, the progressive discipline process may be accelerated. Incidents of serious misconduct (such as assault, theft or serious insubordination) may warrant serious disciplinary measures, and steps of the progressive discipline process may be by-passed and/or a longer period of suspension issued. Some instances may require the involvement of an outside agency such as the police or other regulatory/enforcement agency.

Disciplinary steps may be repeated on the advice of HR in cases involving significant mitigating factors.

## SCOPE

This policy applies to all employees of Suncrest College.

## DEFINITIONS

**Administrative Leave:** Temporary removal of an employee from the workplace, with or without pay, to facilitate an investigation.

**Verbal Reprimand:** Verbal warning to an employee that they have not conducted themselves appropriately and that the behavior should not occur again. Record of reprimand will be placed in employee's personnel file.

**Written Reprimand:** Written reprimand identifying the employees' conduct is unacceptable and must be corrected. Record the reprimand will be placed in the employee's personnel file.

**Suspension:** Temporary removal, with or without pay, of the employee from the workplace to stress upon the employee the seriousness of the misconduct and the need to correct the behavior. Record of the reprimand will be placed in the employee's personnel file.

**Standards of Conduct:** Established workplace rules or orders set out by the Employer in policies, procedures, or other. Standards also include activity and behavior that an individual ought to reasonably know is inappropriate or unacceptable.

**Culpable Misconduct:** Inappropriate and or unprofessional behavior or conduct where the employee:

- Knows, or could reasonably be expected to know the standards of conduct.
- Is capable of meeting those standards.
- Behaves in a manner that does not meet standards.

Dismissal- The termination, at the employer's discretion, and an employee's employment for cause.

## PROCEDURES

1. The Supervisor informs employees of the standards of particular conduct which apply to the workplace.
  - When standards of conduct are not met and are determined to potentially be culpable, the progressive discipline process may be initiated.
  - To determine the appropriate course of action, the Supervisor should consult with HR.
  
2. Conduct Fact-Finding Meeting
  - Supervisor and Out-of-Scope supervisor conduct a discussion to gather more information regarding the alleged misconduct. If the employee is a member of SGEU, they must be given the notice of the right to union representation. HR may also be present in the meetings.
  - Obtain as much information and detail as possible.
  - Meeting guidelines:
    - Advise of allegations
    - Ask for and listen to explanation
    - Identify and obtain any other information to consider

- Advise employee of next steps
- Based on information obtained, make recommendation to Out-of- Scope supervisor on next steps.

3. Investigation

- An investigation may be conducted by the Out-of-Scope Supervisor, in conjunction with Human Resources, in circumstances where disciplinary action is evident, and the nature of the situation is severe or complex
- All investigation files will be maintained by Human Resources

4. Determine Sanction

- Consult with Human Resources to consider mitigating factors or any other pertinent facts.
- Determine appropriate level of discipline, if any.
- Determine the proper level of authority to impose the discipline.
- If it is determined that progressive discipline is appropriate, Out-of-Scope supervisor informs employee in writing of the sanction.
- A copy of the reprimand if copied to HR and placed in the employee's personnel file.

**LEGISLATIVE AND COLLECTIVE AGREEMENT REFERENCES**

Saskatchewan Regional Colleges Collective Agreement Article 18

**LINKS TO OTHER RELATED POLICIES, DOCUMENTS, AND WEBSITES**

N/A