



Policy #19

Progressive Discipline Policy

Approved by Council on: April 28, 2010

PROGRESSIVE DISCIPLINE POLICY

Employees are required to abide by the Code of Conduct. Supervisors are available to clarify the code of conduct as well as provide additional training with regards to specific job requirements.

Each employee is responsible to follow the code of conduct and failure to abide by its provisions, may result in disciplinary action.

Disciplinary action will address an employee's unacceptable behaviour or performance and provide for the steps that will be taken to correct it.

PROGRESSIVE DISCIPLINARY STEPS

1. State Your Expectations

Supervisors are responsible to ensure their expectations are consistent, clearly defined and communicated throughout their employee group.

2. Investigate

Supervisors are responsible to investigate any incident of poor performance and/or policy violations to ensure that both sides of the story are fully explained.

3. Counsel, Train and Help

Supervisors are responsible to counsel employees, confirm expectations of their employees and to coach them for better performance and assist them in obtaining the necessary materials and equipment necessary to meet job expectations.

If the misconduct of an employee continues after implementing Steps 1 through 3 above, then the misconduct will be addressed through Progressive Discipline as outlined in Steps 4 through 7 as follows:

4. Verbal Warning

In cases of misconduct which may not be serious as a single incident but could become serious if a pattern develops, the supervisor should discuss the issue with the employee, advise the employee that the discussion is a verbal warning, and document the discussion in the employee's personnel file.



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5. Written Warning(s)

If a pattern of misconduct develops or a serious incident occurs requiring more than a verbal warning, a written warning is issued to an employee.

A written warning should document the incident of misconduct by the employee and the reasons why the supervisor/department head considers the infraction serious. The supervisor/department head must then advise the employee what he/she should do to avoid similar misconduct and indicate to him/her that future misconduct of any sort may result in suspension or termination. All written warnings must be completed on the Performance Improvement Plan (PIP) form attached to the policy and signed by all parties. Should the employee refuse to sign the PIP form, this must be documented on the form and initialed by the manager and supervisor with the date and time of the meeting.

6. Suspension With or Without Pay

In some cases, a supervisor may determine that while immediate discharge for repeated offences or a single serious offence would be too severe, suspension with or without pay can be an option with approval.

NECESSARY STEPS PRIOR TO MEETING WITH AN EMPLOYEE WITH A LETTER OF SUSPENSION OR DURING AN INVESTIGATION OF AN ALLEGED INCIDENT

Review of Personnel File:

The supervisor and department head should review the employee's personnel file to see if there is any documentation regarding previous infractions or violation of policies. Documentation in the employee's file will help decide the level of discipline as per the Corporation's Progressive Discipline Policy.

Management Approval:

The CAO and Human Resources Department should be consulted if manager & or supervisor feels immediate suspension and or possible termination is warranted for serious infractions of standards of conduct, departmental policies or alleged inappropriate behavior or alleged illegal activity. If a **PAID SUSPENSION** is required in the case of a serious misconduct, where immediate action is required, Management may remove an offending employee from the workplace and place them on "paid suspension" pending investigation of the alleged incident.

This "Paid Suspension" will allow the supervisor to confer with the CAO or designate and allows sufficient time to gather all of the facts.



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Council Update/Approval:

At this level of discipline (suspension with or without pay), the facts of the case may require the possible suspension of an employee. The CAO by this point will have advised the Mayor and consulted possibly a human resources consultant and or a lawyer. Council at the next in camera session or at an emergency council meeting at the call of the Mayor will be updated on the details an progress to date of the suspension with pay.

Council will be asked to endorse the progress to date or provide direction to staff if suspension is warranted with or without pay.

Once council has provided direction to staff a suspension letter is prepared and signed by the CAO. The Manager/Supervisor and CAO or a designate (mandatory 2 Southgate management staff) will next meet with the employee to attempt to explain:

- a) Why the incident requires discipline, especially how the conduct is not in accordance with acceptable standards;
- b) The prior disciplinary actions relating to this new discipline, if applicable;
- c) The length of the suspension with or without pay; and
- d) Documentation that termination for any additional misconduct upon return to work or additional information of concern to the municipality that presents itself while on suspension is the next step in progressive discipline. This is known as the 'Final Warning' step and will clearly indicate the direction being taken.

NOTE: Certain steps, from the verbal warning to suspension, may be repeated prior to termination, based on the level of incident.

7. Termination

If progressive discipline fails to improve an employee's conduct or another type of serious misconduct occurs, termination may result. The supervisor, in terminating an employee, must adhere to the following procedures.

- a) In the case of a serious incident, the employee should be removed from the work place and notified that they are immediately on "Suspension with Pay" pending an investigation to determine whether discipline or termination is warranted. The supervisor and the CAO or designate will agree on the course of the investigation.
- b) It is the decision of the Department Head, in consultation with the CAO or designate whether or not to terminate the employee. If the decision is to terminate the employee, the CAO or designate will be included in the termination meeting with the employee. At this meeting, a termination letter with explanation will be presented to the employee.



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TOWNSHIP OF SOUTHGATE
Performance Improvement Plan Form

Staff Member Name:	Date:
Specific Performance Concern(s):	
<hr/> <hr/> <hr/> <hr/> <hr/>	
For each concern listed above, provide an explanation of what the Staff Member must do to improve:	
<hr/> <hr/> <hr/> <hr/> <hr/>	
Timelines for making improvements (immediate, one week, one month, etc.):	
<hr/> <hr/> <hr/> <hr/> <hr/>	
Follow up meeting date:	
<hr/>	
Signature of Employee:	Date:
Employee Comments:	
<hr/> <hr/> <hr/> <hr/>	
Supervisor Signature:	Date:
Next level of supervision:	Date:
Supervisory Comments:	
<hr/> <hr/> <hr/> <hr/>	