

## 2.43 PROGRESSIVE DISCIPLINE

### Human Resources

#### SUMMARY:

The Corporation considers its employees to be good, honest, industrious employees who expect and prefer an orderly and efficient atmosphere in which to work. The need for disciplinary measures is confined to those who do not respect the rights of others; or ignore or defy rules of proper conduct; or render poor work performance. This policy outlines the philosophy of the Corporation with respect to discipline.

#### OBJECTIVE

#### POLICY

Discipline should be corrective; that is, whenever possible an employee should be allowed an opportunity to change their behaviour and improve their performance. The responsibility for determining the need, the appropriateness, and the severity of discipline is a function of the supervisor, in consultation with the Human Resources Department.

Certain types of employee behaviour such as;

- attempts to gain unlawful access to restricted areas
- behaviour that threatens the integrity of the Corporation and its Games
- theft
- harassment of others
- gross insubordination
- willful destruction of Corporation property
- inappropriate internet usage;

are serious infractions and can lead to immediate dismissal.

Less serious but repetitive infractions including;

- poor work performance
- repetitive absenteeism
- repeated lateness;

will result in increasingly severe discipline.

Because the circumstances giving rise to discipline will vary, it is impossible to list in specific terms various infractions.

## **1.0 Disciplinary Guidelines**

It is the responsibility of the supervisor concerned to assess the circumstances of each incident giving rise to discipline. All discipline must be tailored to meet circumstances. In determining what course of action should be taken, the supervisor will consider the following individual factors. These factors will be considered together.

- Quality of Performance
  - Has the quality of performance of this individual generally been satisfactory or has their recent behaviour been triggered by some unusual occurrence?
  
- Length of Service
  - How long has the employee worked for the Corporation? (A short-term employee, i.e., on probation, would be given different consideration from an employee with a considerable length of service.)
  
- Discipline History
  - Previous infractions will weigh heavily in determining the severity of present or future forms of discipline.
  
- Seriousness of Infraction
  - Some infractions are so serious as to result in severe discipline up to and including immediate discharge.
  - Gaining (or attempts to gain) access to restricted premises; inappropriate Internet usage; conduct injurious to the integrity of the Corporation and its Games; and theft are examples of serious infractions. The discipline imposed would reflect that severity.
  
- Provocation
  - Did the actions of the employer or supervisors provoke or cause the employee to react as she/he did?
  
- Premeditation
  - If the employee's conduct was willful and planned, the employee is liable to more severe discipline.

## **2.0 Progressive Discipline Process**

The following outlines the process that will usually be followed in progressive discipline situations. This process may be extended or reduced depending on the seriousness of the problem and length of service of the employee.

### **Performance Problems:**

1. Informal Discussion
2. First Formal Letter
3. Second Formal Letter
4. Final Warning Letter

## 5. Termination

### **Behaviour/Discipline Problems:**

1. Informal Discussion
2. First Formal Warning (next occurrence)
3. Second Formal Warning (next occurrence)
4. Third Occurrence (suspension/final warning)
5. Termination

Employees will be given reasonable time and opportunity to improve their performance.

### **3.0 Dismissal**

If an employee has willfully acted against the Corporation's best interests, or if their conduct is such that decisive action must be taken, an employee may be discharged for cause.

In the event that unacceptable performance or behaviour cannot be resolved using the Progressive Discipline Process, an employee may be dismissed with cause.

### **SCOPE**

### **COMPLIANCE**

### **ROLES AND RESPONSIBILITIES**

<b>IMPLEMENTATION:</b>	
<b>POLICY OWNER:</b>	Manager, HR Services
<b>CHANGE AUTHORITY:</b>	VP, Human Resources

<b>EFFECTIVE DATE:</b>	August 13, 1992
<b>REVISION HISTORY:</b>	October 29, 1999 May 2, 2007
<b>REFERENCES:</b>	