

Progressive Discipline Operational Guidelines

Notice

You are entitled to fair notice and treatment in matters related to discipline. The college will provide you forewarning or foreknowledge of the possible or probable disciplinary consequences of your conduct and provide an opportunity for improvement.

Disciplinary Options Available to Supervisors

- Verbal coaching;
- Written warning (documentation and proposed outcome required);
- Suspension with or without pay (documentation and proposed outcome required); and/or,
- Termination (documentation required).

At any point in time, serious conduct issues that are considered egregious may warrant moving directly to termination of employment.

Factors Relevant to the Choice of Action

- The severity of the impact of the conduct on the college or persons within the college (including employees, non-employees and students).
- Whether the conduct was (in decreasing order of severity): intentional, reckless, negligent or the result of ineffective training or communication.
- The need to specifically deter the employee from repeating the conduct, considering:
 - The past disciplinary history of the employee; and,
 - The employee's acceptance of responsibility and willingness to change.
- The need to generally deter other employees from engaging in the same conduct, considering:
 - The likelihood that other employees will emulate the behavior.
- Whether the root cause of the conduct is attributable to a condition that temporary/situational and/or addressable through treatment (presuming a willingness on the part of the employee to obtain needed treatment).

Evaluating the Success of a Disciplinary Intervention

Whenever a disciplinary intervention is utilized (verbal coaching, written warning, or suspension with or without pay), it should be accompanied by a proposed outcome that would give the employee the opportunity to demonstrate the success of the intervention. This proposed outcome should be:

- Based on observable or verifiable information;
- Set within a specific timeframe;
- Reasonably achievable by the employee; and,
- Measurable.

On successful completion of the proposed outcome, or expiration of the timeframe, the original disciplinary write-up will be amended to reflect either: a) The employee successfully met the rehabilitative criteria; b) The rehabilitative attempt was partially successful; or, c) The rehabilitative attempt was not successful.

In some cases of partial success, and any case of rehabilitative failure, the supervisor may impose an additional disciplinary sanction, up to and including discharge.