



Progressive Discipline - Procedure

The following procedure outlines the progressive discipline model and the process for implementing the model.

1. Progressive Discipline Model

SEC progressive discipline model is intended to be rehabilitative. The model applies a series of steps informing an employee that their performance is not meeting standards set by SEC. Each step in the process contains some added element to impress upon the employee the growing sense of urgency that SEC is attempting to communicate.

a. Model Elements

This progressive discipline model is based upon the following elements that are to be applied in each incident of employee inappropriate behaviour.

- Identify the inappropriate behaviour.
- Clarify the expected appropriate behaviour.
- Identify resources available to support a change in behaviour where applicable.
- Establish a reasonable timeline for changes to occur if applicable.
- Outline the four steps of the progressive discipline model.

2. Process

Step One

First Incident - Verbal Correction

The verbal correction outlines the nature of the concern(s) and points to future disciplinary action if improvement in the employee's conduct does not occur. Anecdotal notes of the verbal correction are maintained by the supervisor.

The supervisor shall:

- a. reinforce SEC's expectations and procedures regarding behaviour,
- b. indicate the effect of the employee's behaviour on the operation of SEC
- c. inform the employee that he/she is expected to take all reasonable measures to improve behaviour,

- d. make the employee aware of the support programs by use of group health plans, if applicable.

Step Two

Second Incident – Written Warning

If the verbal warning fails to resolve the concern within a reasonable length of time, or if the circumstances warrant, a written warning shall be given to the employee outlining the concern(s). The written warning serves as formal notice that the directives outlined in a previous verbal correction were breached.

The supervisor shall:

- a. reinforce SEC's expectations and regulations regarding behaviour,
- b. indicate the effect of the employee's behaviour on the operation of SEC
- c. inform the employee that he/she is expected to take all reasonable measures to improve behaviour,
- d. make the employee aware of the support programs by use of group health plans, if applicable

A copy of the written warning shall be forwarded to the Director of Operations for inclusion in the employee's personnel file.

Step Three

Third Incident - Suspension without pay (one to ten days) and further written warning

If the written warning fails to resolve the concern(s) within a reasonable length of time, or if the circumstances warrant, a suspension without pay is recommended. The Director/Principal, in support of the suspension, forwards the recommendation to the Director of Operations. The Board shall be informed of such suspension at the Board's next regular meeting.

The Director/Principal, or Director of Operations shall:

- cite the date of the letter to the employee with respect to the written warning,
- reinforce SEC's expectations and regulations regarding behaviour,
- indicate the effect of the employee's behaviour on the operation SEC,
- inform the employee that he/she is expected to take all reasonable measures to improve behaviour,
- make the employee aware of the support programs via group health plans,
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During the period of suspension, the employee is directed to reflect upon

- (a) the fact that his/her job is now in serious jeopardy of being lost; and
- (b) how the employee will improve his/her performance to meet SEC's expectations.

Upon return from any suspension, there shall be a re-entry meeting between the employee the Direct supervisor. The employee shall provide the Direct supervisor with a written commitment letter. The commitment letter shall:

- (a) address the specific behaviour changes the employee will make in order to perform at an acceptable level, and
- (b) include suggestions the Director /Principal or Direct supervisor has for the employee in areas in which the employee needs direction and support.

Failure to provide this written commitment letter will result in immediate termination.

The letter is forwarded to the Director of Operations for inclusion in the employee's personnel file.

Step Four

Fourth Incident - Termination of Employment

If the verbal warning, written warning, and suspension without pay fail to resolve the concern(s) within a reasonable length of time, or, if circumstances warrant, termination of employment is recommended by the Director/Principal or Direct supervisor.

Termination of an employee's employment or employment contract shall be made on the authority of the Director/Principal.

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