

## EMPLOYEE PROGRESSIVE DISCIPLINE PROCEDURE

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| <b>Procedure Section:</b>                                                                                                  | People & Culture           | <b>Effective Date:</b>   | October 6, 2025 |
| <b>Policy Owner:</b>                                                                                                       | Director, People & Culture | <b>Last Revised:</b>     | October 6, 2025 |
| <b>Policy Administrator:</b>                                                                                               | Manager, People & Culture  | <b>Review Scheduled:</b> | Every 4 years   |
| <b>Approver:</b>                                                                                                           | Executive Committee        |                          |                 |
| The official controlled version of this document is held with the Legislative Compliance / Policy & Procedure Coordinator. |                            |                          |                 |

### A. PROCEDURES

The purpose of this procedure is to outline the steps of the Progressive Discipline process and action(s) to be taken when an employee's performance or behaviour does not align with expectations or is in breach of a policy or procedure and may require correction.

#### 1. PROGRESSIVE DISCIPLINE ACTIONS

- 1.1 In cases where an employee's work performance falls below acceptable standards as specified in job fact sheet/description and role expectations, the immediate supervisor may work with the employee and People & Culture to develop a plan to restore performance to a satisfactory measure. This may be in the form of a formalized Performance Improvement Plan, that will outline specific actions or training required to restore performance to satisfactory levels.
- 1.2 In cases where employees are not meeting expectations that have been clearly defined or have been found to be in breach of a policy or procedure, management must take further disciplinary action through the following steps and in accordance with the procedures outlined in this document:
  - a. Verbal Warning
  - b. Written Warning
  - c. Final Written Warning (may include suspension with or without pay)
  - d. Termination
- 1.3 The immediate supervisor must document all disciplinary actions and provide a copy of all documentation to the People & Culture Department. At all stages, two individuals in a supervisory or management capacity, and an Association or Union representative (if applicable) should be present at the progressive discipline meeting(s).
- 1.4 All disciplinary actions are subject to the terms and conditions within the applicable collective agreements for represented employees.
- 1.5 In instances of serious misconduct such as theft, sexual assault, physical abuse, alcohol or drug abuse on the job, insubordination, harassment, or an incident of equal

gravity, disciplinary action may start at any step. These types of serious offences may result in termination of employment.

- 1.6 The decision to terminate an employee must be recommended by the immediate supervisor and approved by the Director, People & Culture and the area Vice-President.
- 1.7 The facts and circumstances of each case will determine what action, up to and including discharge from employment, is appropriate.

## **2. PROGRESSIVE DISCIPLINE STEPS**

- 2.1 In dealing with employee misconduct or performance issues immediate supervisors will work with the People & Culture department to:
  - Determine from the employee the reasons for inappropriate behaviour
  - Give due consideration to the employee's explanation
  - Identify the difference between the required behaviour and the employee's behaviour
  - Clearly articulate the behaviour that is required in the future
  - Indicate the seriousness with which the College views the misconduct and the possible consequences of continuing misconduct
  - Acknowledge the employee's progress in improving performance and, where possible, support an employee's effort to improve
  - Take steps to limit the impact of the misconduct on operations
  - Determine the level of discipline based on the mitigating factors, including the employee's explanation, and the impact of the incident, violation or performance issue
- 2.2 In instances where People & Culture, in consultation with the applicable supervisor, deem it appropriate for the integrity of the investigation, an employee may be removed from the workplace and placed on suspension with pay / administrative leave pending the conclusion of the investigation.
- 2.3 In cases where the employees have not met expectations that have been very clearly defined, the College must take further disciplinary action through the steps listed below. It is important to note that although progressive in nature, discipline may begin at any step and the level of infraction may warrant applying a discipline "skipping" 1-3 prior steps.
  - a. Step 1 – Verbal Warning
    - Beginning with a verbal discussion, where an employee's work performance falls below the expected standards, the immediate supervisor will provide timely and specific feedback identifying where expectations are not being met.
    - The employee and immediate supervisor will discuss ways to improve the specific performance area.
    - In consultation with People & Culture, the supervisor will document the conversation in the form of a letter delivered to the employee in person whenever feasible.
    - The employee will have opportunity to demonstrate improvement, and the immediate supervisor will monitor performance and acknowledge if and when the performance issue has been corrected.

- b. Step 2 – Written Warning
  - If the conduct addressed by a verbal warning is repeated or additional problems of a similar nature occur within 12 months (or as outlined in the applicable collective agreement for those employees covered by such agreement) of a verbal warning, the supervisor will follow up with a written warning.
  - The immediate supervisor will document discussions with the employee about the performance issue and will share a copy of the documentation with the employee (e.g. the Performance Improvement Plan). The documentation will include the necessary improvements, the timeline for improvements and the support to be provided.
- c. Step 3 – Final Written Warning (may include a suspension with or without pay)
  - If the conduct addressed by the written warning is repeated or additional problems of a similar nature occur within a 12-month period (or as outlined in the applicable collective agreement for those employees covered by such agreement), discipline may progress to a final written warning, which may include an unpaid suspension.
  - However, a single incident may be so severe as to merit an immediate final warning and suspension without pay.
- d. Step 4 – Termination of Employment
  - The last step in the progressive discipline process is the termination of an employee.
  - Employment may be terminated based on progressive discipline or based on the severity of a single incident.

## B. DEFINITIONS

|     |                                      |                                                                                                                                                                                               |
|-----|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (1) | <b>Association:</b>                  | means Keyano College Faculty Association                                                                                                                                                      |
| (2) | <b>College:</b>                      | means Keyano College                                                                                                                                                                          |
| (3) | <b>Performance Improvement Plan:</b> | means a plan to help the employee succeed in meeting specific performance objectives and will outline specific actions or training required to restore performance to satisfactory levels     |
| (4) | <b>Progressive Discipline:</b>       | means a step-by-step process designed to correct unacceptable employee behaviours, allowing for discipline to start at a higher step based on the severity and circumstances of the situation |
| (5) | <b>Union:</b>                        | means CUPE Local 2157                                                                                                                                                                         |

## C. RELATED LEGISLATION

- *Alberta Human Rights Act*
- *Alberta Employment Standards Code*
- *Alberta Occupational Health and Safety Act, Regulation and Code*

## D. RELATED DOCUMENTS

- Administration Terms and Conditions
- CUPE Local 2157 Collective Agreement
- KCFA Collective Agreement
- Employee Progressive Discipline Policy
- Respectful Workplace Policy
- Code of Conduct Policy

## E. REVISION HISTORY

| Date<br>(mm/dd/yyyy) | Description of<br>Change                                                                                               | Sections       | Person who<br>Entered Revision<br>(Position Title)   | Person who<br>Authorized<br>Revision<br>(Position Title) |
|----------------------|------------------------------------------------------------------------------------------------------------------------|----------------|------------------------------------------------------|----------------------------------------------------------|
| 04/13/2021           | Conversion into new<br>format.                                                                                         | All            | HR Coordinator                                       | Executive Director,<br>Human Resources                   |
| 10/06/2025           | New template<br>conversion<br><br>Added reference to<br>suspension with pay<br>pending<br>investigation<br>conclusion. | All<br><br>2.2 | Manager, People &<br>Culture; HR<br>Business Partner | Director, People &<br>Culture                            |