

# Progressive Discipline Policy Township of Springwater

Approved: May 3, 2010  
Effective: May 3, 2010  
Next Review: TBD

Department: All Departments  
Subject: Progressive Discipline  
Policy Number: A09 PR

## **A. Policy Statement**

It is the intent of the Township of Springwater, whenever possible, to provide feedback to those employees who do their work well, and who display a positive attitude in the workplace. In order to ensure that positive feedback is effective, it is also necessary to ensure inappropriate behaviour is dealt with in a consistent and fair manner. In those cases, it is necessary to remind employees of the standards.

## **B. Purpose**

The purpose of the Progressive Discipline Policy is to provide a fair and consistent method of progressive discipline and to ensure that all employees are made aware of the progressive disciplinary system.

## **C. Scope**

This policy applies to all persons employed by the Township including part-time firefighters.

## **D. General**

This Policy shall be administered by all departments.

This Policy shall be referred to as the 'Progressive Discipline Policy'.

This Policy shall come into force and effect on the date of passing.

This Policy shall be reviewed as needed.

## **E. Authority**

The authority for the Progressive Discipline Policy shall be by the approval of the Township of Springwater Council.

**ATTACHMENT A  
PROCEDURES FOR THE PROGRESSIVE DISCIPLINE POLICY**

**1. Procedures**

Where appropriate, an attempt will be made to correct inappropriate behaviour by counseling the employee. Despite the opportunity for counseling approach, management may move directly to disciplinary action on the following basis:

<b>DISCIPLINARY NOTICES</b>		
Pre-Step	Informal Counseling	Informal counseling with employee.
Step 1	First Notice	Verbal by Department head, CAO and Manager of Human Resources to be advised, notation to be made in personnel file
Step 2	Written Warning	By Department head, CAO to be advised, copy to be placed in personnel file
Step 3	Suspension	In writing by CAO of 1 to 3 days at CAO's discretion. In the case of the part-time firefighters, the suspension would be 1 to 2 weeks (the equivalent of 1 to 3 work days of an 8 hour work day – suspension of 8 / 24 hours of duty time). Employees will not be paid during the suspension period.
Step 4	Termination	As directed by Council

Disciplinary action may be applied when there is occurrence of the behaviour of the same or different nature.

**2. Removal of Disciplinary Notice from File**

If an employee receives a disciplinary notice and does not receive any further disciplinary notices for any reasons on their file for a period of 18 months of continuous work, the employee may appeal to the Manager of Human Resources to clear the disciplinary record. The documentation of the occurrences of the behaviour will however remain in the file. Subsequent discipline would commence at the first step.

The decision whether or not to clear the disciplinary record will be determined by the Department Head and the Manager of Human Resources. The decisions will then be discussed with the CAO whose decision will be final.

**3. General**

This progressive discipline policy is intended to be a guideline only and nothing herein prevents the Township from omitting steps or repeating steps, including dismissing an employee immediately, without previous warning, should the occurrence be of a substantive serious nature. The Progressive Discipline Policy shall work in conjunction with the Staff Code of Conduct.

**ATTACHMENT B**  
**CORRECTIVE ACTION STEPS FOR EMPLOYEE PERFORMANCE ISSUES**

The following steps may be of assistance when applying corrective action with employees. However, this is a guideline and these steps should be applied flexibly so that the discipline fits the misconduct (may repeat a step or skip a step). Consultation with the Manager of Human Resources must occur before taking any disciplinary action.

**A. State your Expectations:**

- Performance standards, conduct rules, attendance targets

**B. Investigate Employee's Explanation:**

- Why performance or attendance does not 'measure up'
- His/ her side of the story about the incident

**C. Counsel, Train and Help:**

- Offer counseling on personal problems – if you cannot help you will find someone who can
- Training for better performance
- Help employee get necessary materials, equipment, maintenance, etc.

**D. First Notice by Department Head**

- If counseling does not help, or was not appropriate
- Confirm what you want
- Make a note of date and conversation
- Be clear that performance is unacceptable and what will happen if there is no improvement

**E. Written Warning by Department Head**

- Record, date, what happened, witnesses, previous warnings, help you previously offered, employee explanation (if any), the warning, improvement you expect and what will happen if there is no improvement

**F. Suspension in Writing by CAO**

- Get advice from the Manager of Human Resources on appropriate length and how other similar situations have been handled in the past
- Outline improvement you expect and what will happen if there is no improvement

**G. Termination**

- Applicable for the most serious offences and/or where there is poor discipline record
- Termination must be directed by Council

## **ATTACHMENT C SUPERVISORS GUIDE TO DISCIPLINE**

'Discipline' should be 'objective and reasonable'

Consult with the Manger of Human Resources before taking any discipline action.

### **Your Objective is:**

- To correct poor performance, attendance and conduct
- To treat all employees consistently
- To help the employee who needs it
- To avoid unnecessary confrontation
- To apply the level of discipline consistent with the degree of misconduct

### **Supervisor's Role:**

- State clear expectations to employees
- Train employees to meet your expectations
- Monitor performance, attendance, safety and conduct
- Take corrective action when warranted
- Seek assistance from the Manager of Human Resources if you have questions
- Consider whether the problem is caused by a disability

### **Mistakes to Avoid:**

- Doing nothing about a problem – this is a cost both to the municipality and the employee
- 'Coming down hard' without previous warnings
- Failing to investigate – including the employee's side of the story
- Failing to document a warning – keep a note of it
- Inconsistency and favouritism