

## Ingersoll Support Services Inc.

### Policy: Progressive Discipline

**Policy # HR 7**

Section: Human Resources

Approved by the Board of Directors: *March 19 2009*

Procedure Revision: *May 2012*

Review Date: March 22 2019

Ministry requirement - ESA

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*Ingersoll Support Services Inc. expects that all employees and volunteers will maintain the highest standard of performance possible and that supervisors will address all issues of performance as they arise. Performance that fails to meet the standard will be addressed in a progressive, positive manner which encourages and guides the employee to better their performance through a process of mutual discussion and goal setting.*

### Procedure:

1. Supervisors will ensure that each employee knows and understands the standards of performance outlined in the Policy Manual, job description, performance appraisals, Support Plans and Agreements and contracts of employment.
2. ISSI will make every effort to enable employees to perform their jobs competently and effectively through regular supportive supervision.
3. If overall performance or a particular aspect of performance is below the expected standards, steps will be taken to help the employee bring the performance to a satisfactory level.
4. When making decisions about disciplinary actions, consideration is to be given to all relevant circumstances, including the extent or lack of appropriate training and orientation and the employee's explanation.
5. All disciplinary actions are recorded and placed on the employee's file. The report will contain:
  - The nature of the issue
  - Details of the issue including dates
  - Basis of proof
  - Summary of previous issues of similar nature, discipline applied and date
  - Disciplinary actions taken for current issue
  - Plan for correction
  - Date of review of performance

6. All disciplinary records will remain in the employee's personnel file for a period of two years following the last recorded issue.
7. In situations of extreme sensitivity of the information collected about an issue, the records will be sealed and placed in a secure location. A note to this effect will be placed on the employee's file.
8. In most situations efforts will be made to follow a progressive approach to performance improvement and discipline. From time to time the situation leading to the discipline may be sufficiently erroneous that an alternate level of discipline is deemed by the Executive Director or their designate, up to and including immediate dismissal.

## **Progressive Discipline Process**

### **1. Verbal Warning:**

The supervisor (after consulting with their supervisor) will call a meeting with the employee to discuss the performance standard expected. The discussion will reflect

- the nature and seriousness of the problem
- preceding circumstances
- the employee's performance record
- any mitigating circumstances
- the number of incidents involved
- the time interval and employee response to prior disciplinary action(s)

A plan will be developed to change the performance and a date to review the implementation of the plan will be set. This discussion will be recorded, labelled as a verbal warning and placed on the employee's personnel file. *It is expected that in most instances, the performance standards will be met and no further action will be needed.*

### **2. Written Warning:**

If the performance does not meet the standard or, if a similar incident of unsatisfactory performance occurs, the supervisor will arrange a meeting with the employee to discuss the issue and what action is needed to correct the performance. Following the discussion, a written report may be given to the employee including the date for performance review. A copy of this report will be placed on the employee's personnel file and will constitute the second warning.

### **3. Suspension and/or Demotion:**

If the performance is still below expectations, following the meeting to discuss the performance, a third written warning may be given to the employee outlining the steps to correct the performance and a date by which the performance is expected to meet the standard. This warning will contain any actions that will be taken if the performance does not meet the standard by the time agreed upon. Action that may be considered at this time are: The employee may be suspended without pay for a period of up to one week and/or permanently demoted to a position of lesser responsibilities.

### **4. Dismissal:**

The employee may be dismissed as a result of failure to correct the performance within the identified time lines, even though progressive discipline has been applied, or when the employee's misconduct is so serious that dismissal is warranted in the absence of progressive discipline. A copy of the dismissal letter is placed on the employee's personnel file. In circumstances where there is just cause ISSI has no obligation of severance pay as per Employment Standards Act.