

Progressive Discipline Policy	Policy Number: PA-303
Last Reviewed: 2019/09/01	Next Review: 2020/09/01

Purpose: Pinnguaq is committed to maintaining a healthy and productive work environment and atmosphere where all employees are afforded the opportunity to thrive. Where behaviours or competency do not allow for Pinnguaq to achieve its desired work environment goals, Pinnguaq is committed to addressing the situation promptly and appropriately. Pinnguaq maintains the right to terminate the employment relationship at will, as stated in the employee contract.

Policy Statement: Pinnguaq implements effective processes and controls that are required to address employee performance issues and correct inappropriate behaviours. Effective management of this process will allow Pinnguaq to create an atmosphere where employees thrive. Pinnguaq will work with employees and their supervisors to develop sustainable solutions to discipline issues when applicable.

Scope: This policy applies to all Pinnguaq employees.

1. Definition

- 1.1. **Progressive Discipline:** is a disciplinary process in which the disciplinary actions become more formal and severe as it progresses.
- 1.2. **Practice of Progressive Discipline:**
 - 1.2.1. Pinnguaq will apply a progressive discipline approach to address employees' performance and workplace issues.
 - 1.2.2. The progressive discipline approach will be applied in accordance with the specific details of each affected employee's circumstances.
 - 1.2.3. Where an employee's work performance falls below acceptable standards, the immediate supervisor must provide documented timely and relevant feedback identifying where expectations are not being met and must work with the employee to develop a plan to restore performance to a satisfactory measure.
 - 1.2.4. Immediate supervisors should seek advice and guidance from Human Resources prior to addressing escalating performance management issue.
 - 1.2.5. In situations where the misconduct results in the need for escalated discipline, employees may be subject to disciplinary actions including; but not limited to suspension with or without pay or immediate termination.

- 1.2.6. Disciplinary action may start at any step in instances of gross misconduct such as theft, sexual assault, physical abuse, alcohol or drug abuse on the job, insubordination, harassment, or an incident of equal gravity. These types of serious offences may result in immediate termination.

2. Procedures

- 2.1. Not every employee is guaranteed the progressive discipline process. Pinnguaq holds the right to terminate the employee at will. In cases where progressive discipline is implemented for an employee, the immediate supervisor will work with Human Resources to:
 - 2.1.1. determine with the employee possible reasons for unsatisfactory performance and/or inappropriate behavior;
 - 2.1.2. give due consideration to the employee's explanation;
 - 2.1.3. identify the difference between the required behaviour and the employee's behaviour;
 - 2.1.4. clearly articulate the behaviour that is required in the future
 - 2.1.5. In consultation with Human Resources develop an improvement plan that lays out steps for resolving any issues;
 - 2.1.6. In consultation with Human Resources monitor the improvement plan and give regular feedback on progress to the employee;
 - 2.1.7. acknowledge the employee's progress in improving performance and, where possible, support an employee's effort to improve.

3. Verbal Reprimand

- 3.1. Beginning with verbal discussions, 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. A verbal reprimand may be communicated to the employee via Slack, employee email account, or through a text message. A documented account of discussion shall be placed in the employee's personnel file.
- 3.2. The employee and immediate supervisor may discuss ways to improve the specific performance area.

- 3.3. The employee will have the opportunity to demonstrate improvement and the immediate supervisor will monitor performance and acknowledge if and when the performance issue has been corrected.

4. **Written Reprimand**

- 4.1. Should the performance issue continue, the disciplinary process will move to an increased level of formality.
- 4.2. This involves the immediate supervisor documenting discussions with the employee about the performance issue and sharing a copy of the documentation with the employee and also ensuring a copy of the documentation is maintained in the employee's personnel file.
- 4.3. A Performance Improvement Plan will be created by the human resource manager, the immediate supervisor; to work with and support the employee to identify the necessary improvements and the timeline for improvements.
- 4.4. The employee will be provided all reasonable supports needed to assist in their performance improvement to ensure due diligence in finding a sustainable resolution.

5. **Disciplinary Probation or Unpaid Leave**

- 5.1. Should performance issues persist following the implementation of a performance improvement plan, the disciplinary process will progress.
- 5.2. In consultation with Human Resources and the Executive Director, an employee may be placed on disciplinary probation if performance does not improve. This involves providing the employee with written notice and details on and the conditions for the probation and the supports that will be provided.
- 5.3. Employee may discuss the option to take an Unpaid Leave of Absence with the Executive Director. The employee must sign an Unpaid Leave form, outlining the conditions of the leave.

6. **Suspension With or Without Pay**

- 6.1. If placement on disciplinary probation and related supports do not result in performance improvement the disciplinary process will progress.
- 6.2. In consultation with Human Resources and the Executive Director, an employee may be placed on suspension, with or without pay, for a defined period of time.

- 6.3. Notice shall be provided to the employee and Pinnguaq, and will include the details of and the reasons for the suspension.

7. Termination

- 7.1. The last step in the progressive discipline process is the termination of an employee. Termination may occur if no improvement in performance is achieved through the preceding levels of progressive discipline.
- 7.2. The termination decision may be recommended by the immediate supervisor, in consultation with Human Resources, and approved by the Executive Director.