



SECTION: Human Resources

POLICY: HR 16

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PROGRESSIVE DISCIPLINE

PREAMBLE

Contact Brant is committed to maintaining a work environment and atmosphere where all employees are afforded the opportunity to learn, grow, and thrive.

The Progressive Discipline Policy outlines the framework for addressing inappropriate behaviours within the workplace and ensuring corrective action is a fair and consistent approach to address situations quickly. The policy's purpose is to ensure that employees have the opportunity to correct any performance or behavioural problems that may arise.

Contact Brant has established a set of reasonable policies and guidelines for employees to follow. These have not been put in place to restrict the freedom of employees, but rather are in consideration of their safety and the overall protection of Contact Brant employees, property, and business practices.

Definitions: "Corrective Action" is the process for dealing with job-related behaviour and/or conduct that does not meet expected and communicated performance standards.

In the event that an employee violates agency policy or exhibits problematic conduct or behaviour, a system of progressive discipline shall be utilized, where possible. The concept of discipline will emphasize corrective action to encourage employees to exercise self-control in their conduct.

POLICY

Contact Brant will follow a clear process for a fair and consistent approach to discipline within the workplace in the event that Contact Brant sees conflicting behaviours in the desired workplace atmosphere. Contact Brant is committed to addressing these situations promptly and appropriately following these guidelines.

PROCEDURE

1. Corrective Action Principals: Contact Brant will apply corrective action to address employees' performance and/or workplace issues. Corrective action uses increasingly serious measures to correct performance, conduct, and/or unacceptable workplace behaviours.
2. Corrective action may be warranted in the following instances such as, but not limited to:

- Performance issues
 - Workplace misconduct
 - Breach of workplace policies or procedures
 - Off duty conduct that has detrimental impact on the workplace.
3. Through corrective action, Contact Brant will:
 - Communicate the workplace expectations for performance and/or conduct
 - Provide appropriate support to rectify the issues or concerns
 - Provide the employee the opportunity to improve their conduct or performance issues.
 4. The supervisor will always first discuss the concerns with the employee and provide supportive mentoring, with follow up with the employee to ensure the desired results are achieved. If the desired changes are not achieved after a reasonable time, Corrective Action will be implemented.
 5. The CEO, depending on the situation, will determine the most appropriate form of disciplinary action when evaluating the performance or misconduct. Serious offences may result in immediate suspension or dismissal without progressing through the verbal or written warnings.
 6. Contact Brant reserves the right to move to any disciplinary level of corrective action as deemed fit by management, based on the severity of the offence.
 7. Corrective Action Levels: Degrees of discipline shall be used in relation to the presenting problem. Minor offences will be subject to progressive disciplinary action while offences considered to be of a substantially offensive nature may result in immediate suspension or termination of the employee.
 - 7.1. *Verbal Warning* – Where warranted, an employee will be issued a verbal warning regarding a behaviour and/or action that contradicts desired workplace conduct and/or performance. When a verbal warning is issued, management will provide the employee with an explanation of the inappropriate conduct or performance issue, why the verbal warning was issued, and what the expectations are of the employee moving forward. Management will document the conversation that has taken place and add the documentation to the employee's file.
 - ii. *Written Warning* – Where warranted, an employee will be giving a written warning regarding undesirable workplace behaviour. This warning could be about performance that was previously discussed in a verbal warning that has not been rectified, or a behaviour or action that was considerably severe in nature and requires more than a verbal warning. The supervisor will provide supportive mentoring and follow up with the employee to ensure the expected results are achieved; the employee shall be advised that further violations may result in further discipline including a suspension or termination of employment.–The CEO will provide the employee with the letter that outlines the situation being discussed, what the concerns are, and what is expected of the employee within a specific timeframe for rectification. The employee and manager will both sign off on the document and one copy will be provided to the employee and a second copy will be placed in the employee file.

- *2nd Written Warning* – If the employee does not rectify their behaviour after a written warning has been issued, the CEO may provide a subsequent written warning (example: second written warning, final written warning), or move to a higher stage of corrective action as outlined below.
- *Suspension* – Suspension of one to five days with a written letter may be provided by the Chief Executive Officer; suspension means an employee is relieved of their job assignment without pay. The supervisor will provide supportive mentoring and follow up with the employee to ensure the expected results are achieved. The employee shall be advised that further violations may result in the termination of employment.

7.2. *Termination* – An employee will be provided with written documentation regarding their termination outlining why the termination is being completed, any actions or disciplinary measures previously taken to rectify the situation that was not met and the justification for the for-cause termination as outlined in the Termination Policy. In severe instances, management may choose to move directly to the termination of employment when warranted.

8. Employee Responsibilities: Employees must:

- Ensure they understand and fulfill work expectations
- Ask management for help in the event they do not understand what is expected of their performance in the workplace
- Consistently act in a respectful manner towards colleagues, superiors, and clients
- Adhere to Contact Brant's policies and procedures
- Follow all health and safety measures put in place within the workplace.

9. Managers Responsibilities: Managers must:

- Ensure employees are aware of all workplace expectations for conduct and performance
- Manage employees effectively, providing ongoing and constructive feedback on work performance and workplace conduct
- Ensure employees are aware of and consistently enforce workplace policies and procedures
- Properly investigate any reported violations or alleged violations of policy or conduct as soon as possible after learning of the incident, including where and when the incident took place; documentation of any factual account of what happened; identification of other employees who witnessed the situation; policies or rules that were breached; any consequence of the behaviour to other employees or the organization; The documentation of an incident that is kept in the employee's file should not contain information that has not been addressed with the employee.
- Follow and enforce the Progressive Discipline Policy with respect to employee performance and workplace concerns. For each corrective

action taken, management will reiterate the correct agency policy regarding the violation; advise on the consequences associated with further infractions; provide suggestions towards methods of improvement; clarify changes that are required to correct the problem including the date by which the improvement must be made; identify the consequences of not making the necessary change.

- Maintain appropriate documentation for disciplinary actions and investigations.
- If no further infractions of the issue in question occur, no further disciplinary action will follow and the issue will be closed.

10. Suspension with Pay Pending Investigation

An employee may be placed on suspension with pay as a result of allegations implicating the employee of having committed a serious violation to allow the necessary time to complete an investigation into the violation. This form of suspension is not disciplinary, but is intended to allow Contact Brant to examine the issues thoroughly and to determine appropriate action. Should the investigation not be completed during the stated timeline, Contact Brant will reserve the right to extend the suspension, as necessary.

- The employee will be notified of the decision in writing of suspension with pay pending investigation, a stated timeline for the investigation, and the actions that predicated the decision.
- During the course of the investigation, the suspended employee will be provided with the details of the allegations and given an opportunity to respond to them through an interview process. As the employee will be suspended with full pay, the employee will be required to be available for interviews during this period, and will be given 24 hours' notice prior to any interviews taking place. Should the suspended employee need to leave town or will not be available for interviews, they must submit a request to be granted approved leave.
- If the suspended employee fails to be available for interviews, Contact Brant will proceed with the investigation and make a determination based on the information available.
- Contact Brant will provide the employee with a written letter regarding the outcome of the investigation including any disciplinary action.
- Contact Brant will work with the employee towards returning to work successfully, as appropriate.
- Any employee placed on suspension will be required to temporarily turn over their office keys; additionally any Contact Brant property, including but not limited to cell phones and laptops, business information, and confidential information are to remain at the worksite until such time as the investigation is completed.
- An employee placed on suspension should not have contact with anyone from the office other than their designated point of contact.

11. Appeals: Where an employee feels they have been unfairly disciplined under the corrective action framework, they may appeal the decision within 30 days of the disciplinary meeting.

- The employee must file a written appeal, which should contain all necessary documentation, to the Chief Executive Officer. Employees must provide solid evidence of the unfair disciplinary measures enacted or provide proof that the concern being disciplined for did not occur as described.
- Management will review all appeals within a timely manner and provide the employee with a written response to the appeal, including the outcome of the appeal, within 10 business days.
- In the event that an employee still feels that they have been wrongfully accused or disciplined following the CEO's review, they may file a written appeal to the Chair of the Board of Directors, who will take the appeal to an In-Camera session of the Board of Directors to review and respond in writing to the employee about the Board's decision to uphold, reduce, or withdraw the discipline. The Board meeting will be called in a timely manner, ensuring quorum at the meeting.
- In the situation of an interview during an investigation or an appeal, an employee has a right to bring a person to support them through the process. If the employee chooses to be represented by Counsel, the employee must notify the CEO or Board (as appropriate in the process) at least five days in advance.
- Following an investigation or appeal, a written resolution of the matter will be prepared and provided to the employee and the Board. The employee will be asked to sign-off on the decision.
- Any form of retaliation by the employee could result in more severe discipline.

12. The Chief Executive Officer will report all disciplinary actions to the Board of Directors at the next In-Camera meeting of the Board. All documentation related to legal issues, including Human Rights, will be retained in the Board of Director's confidential records.