

<b>STATEMENT of POLICY and PROCEDURE TOLKO INDUSTRIES LTD</b>			
Manual:	Human Resources	SPP No.	
Section:	Employee-Related Policies	Issued:	April 1, 2012
Subject:	<b>PROGRESSIVE DISCIPLINE</b>	Effective:	May 1, 2012
Issued To:	Thompson Nicola Region- All Hourly Employees	Replaces:	
Owner:	Lou Bouwmeester	Version:	1.0

## **1 POLICY**

1.01 This policy provides a process for addressing situations where certain employees fail to comply with the required standards of performance and conduct.

## **2 PURPOSE**

2.01 Tolko Industries Ltd. provides a supportive environment in order for employees to efficiently and effectively perform their assigned work. It is essential that employees adhere to company policies and procedures and maintain an acceptable standard of performance and conduct. For the most part, appropriate performance and conduct in the course of employment is a matter of self-discipline and common sense.

## **3 SCOPE**

3.01 This policy applies to all Hourly Employees in the Thompson Nicola Region.

## **4 PRINCIPLES & RESPONSIBILITIES**

### **4.01 Tolko will:**

- communicate and set clear expectations;
- educate and coach employees to enhance performance and results;
- provide a process of corrective action when an employee fails to comply with acceptable standards of performance and conduct.

Superintendents and Supervisors will follow a progressive discipline or "corrective action" approach in response to unacceptable performance and conduct with the intention of creating a positive outcome. A consistent and fair approach will be applied when administering this policy.

### **4.02 Employer's Responsibility**

It is the Superintendent's or Supervisor's responsibility to ensure that the employee is made aware of an upcoming discipline meeting, giving the

employee the opportunity and sufficient time to contact a Union representative. It is also the responsibility of the Superintendent or Supervisor to inform all employees of this policy and to periodically review the policy with all employees.

#### 4.03 **Employee's Responsibility**

It is the employee's responsibility, once notified of a discipline meeting, to contact their Union representative. It is also the responsibility of all employees to familiarize themselves with the Progressive Discipline Policy.

### 5 **GUIDELINES**

5.01 Discipline will normally occur in progressive steps. The appropriate level of discipline for any offence may vary; however, the following guidelines are generally accepted as the norm:

- Minor - Verbal or Written
- Serious - Written or Suspension
- Major - Suspension or Termination

Continued unacceptable performance and conduct will generally result in additional progressive discipline being administered. For example, if an employee has a written warning on file, the next level of discipline will usually be a suspension. However, circumstances, seriousness of the offense and the impact on the organization, its customers and employees are all important considerations when determining the level of discipline.

This is a general guide only. The circumstances of each incident will determine the appropriate level of discipline.

### 6 **PROCEDURES**

#### 6.01 **Investigation**

Prior to any discipline, an investigation must be undertaken by the Superintendent or Supervisor to ensure all parties involved are given the opportunity to provide their version of the facts and events. If circumstances warrant, you may require the employee to leave the work site during the investigation. If the employee is asked to leave the site, confirm with the employee that they are being sent home pending further investigation. There will be no disciplinary action until the investigation is complete. Confirm with them that once the investigation is complete, you will be back in contact to schedule a follow-up meeting that may include their steward. At the meeting, review all the facts and provide the employee/steward an opportunity to share information and facts (this is not the time to debate the issue). If new information comes forward, take a break to consider any new information and determine the appropriate discipline. If applicable, re-convene the meeting, provide your reason(s) for the decision and issue the discipline. In the event of

termination, local division management will be responsible for investigating the circumstances around all the events culminating in the final step.

## 6.02 Steps for Progressive Discipline

### 1. Discussion

Where applicable, prior to any discipline being issued, the Superintendent or Supervisor will discuss with the employee (steward) the specific problem in terms of unacceptable performance and/or conduct, giving the employee a chance to respond and explain. This discussion should be documented:

- **Verbally**

- A verbal warning is a written record of progressive discipline (Employee Discipline Form). It is defined as a minor incident, where an employee has been put on notice by their Superintendent or Supervisor during their "Discussion" that a repeat of the incident or another unrelated incident would warrant this step in accordance with the policy. The process includes:
  - Meeting with employee (steward) and Superintendent or Supervisor to issue the discipline
  - Remind the employee of the availability of the Employee & Family Assistance Program (EFAP)
  - Advise the employee that this is a step in the discipline process
  - Documentation to be retained in the employee's personnel file with a copy of the Employee Discipline form given to the employee.

- **Written**

- A written warning is a written record of progressive discipline (Employee Discipline Form). It may be defined as a minor or serious incident, where an employee has been put on notice by their Superintendent or Supervisor that the incident warrants the next step in accordance with the policy. The process is the same as stated above under "Verbal".
- Human Resources is advised of the situation and participates in the process both by providing coaching on the appropriate level of discipline and being present in the meeting, if required.

- **1<sup>st</sup> Suspension**

- A suspension is a record of progressive discipline (Employee Discipline Form). It may be defined as a serious or major incident, where an employee has been put on notice by their Superintendent or Supervisor that the incident warrants the next step in accordance with the policy.
- The process is the same as stated above under "Verbal" or "Written", resulting in the employee being suspended without pay for one day.

- Human Resources is advised of the situation and participates in the process both by providing coaching on the appropriate level of discipline and being present in the meeting, if required.
  
- **2<sup>nd</sup> Suspension**
  - A suspension is a record of progressive discipline (Employee Discipline Form). It may be defined as a serious or major incident, where an employee has been put on notice by their Superintendent or Supervisor that the incident warrants the next step in accordance with the policy, as well as this being the final step of progressive discipline prior to termination. The process is the same as stated above under "Verbal", "Written" or "1st Suspension". Human Resources is advised of the situation and participates in the process both by providing coaching on the appropriate level of discipline and being present in the meeting, if required.

### **Termination**

Termination should only be considered for very serious offences, where the employee has repeatedly failed to respond to previous corrective action, or has willingly or deliberately violated the acceptable standards of performance and conduct. All termination recommendations must be reviewed by Regional Management and Human Resources, who will ensure that appropriate resources are consulted. The process is the same as stated above under "Verbal", "Written" or "1st/2nd Suspension" steps.