

# PROGRESSIVE DISCIPLINE POLICY & PROCEDURE

## **Purpose / Intent**

The purpose of this policy and procedure document is to highlight the AMS's progressive disciplinary process. The general intent of disciplinary action shall be to correct and improve employee performance and should not be seen as a punitive measure. The conduct expected from all AMS employees is full adherence to the terms of employment stated within the policy documents as outlined in the Standards of Performance. The AMS's disciplinary procedures consist of a simple process for tracking occurrences of policy violations.

## **Scope**

This policy applies to the behaviors and actions of all AMS waged and salaried employee positions, held by students of Queen's University.

## **Policy**

### **1. Delivery of Discipline**

1. The AMS delivers all disciplinary notices and policy updates through our Online Human Resources Information System, Citation Canada.
2. By signing off on disciplinary documents, the employee acknowledges that they have received notification of the action documented in the notice. The employee does not have to agree with the nature of the disciplinary or performance concern addressed.
  - a. Conversely, if an employee chooses not to sign off on a disciplinary document, it does not mean the disciplinary action has not taken place; the action is still valid without the signature.

### **2. Process for Discipline**

1. The AMS has a progressive disciplinary process made up of four different components that are used for administering discipline to its staff. Each step in the process is more serious in nature than the previous step; the four components are First Written Warning, Second Written Warning, Final Written Warning (with possible suspension), and Termination.
  - a. Depending on the seriousness of the situation, and in accordance with the Standards of Performance and all policy contained within, any component in the

progressive disciplinary process may be repeated, omitted, and/or taken out of sequence as deemed necessary.

2. The AMS uses two approaches to disciplinary procedures specific to the types of roles staff hold.
  - a. A demerit system is suitable for service staff positions due to the nature of the job having finite duties to complete during one shift.
    - i. The purpose of the demerit system is to correct behaviors as they occur allowing for coaching opportunities. All efforts will be made to set the staff members up for success in their roles.
  - b. For managerial and supervisory positions, along with other roles in the organization which do not have finite responsibilities to fulfill during one shift, there is a greater level of accountability as well as heightened expected outcomes. It is important that we find a way to hold our managerial/supervisory staff to a consistent standard equal to that of the service staff, but more appropriate to the work being carried out. Therefore, their method of discipline will be more result and deadline driven.
    - i. Staff will participate in weekly meetings and formal discussions with their leaders that will document clear expectations being laid out. It will be up to their leaders to address issues and monitor progress, setting firm goals and timelines.
    - ii. When a staff member is not meeting expectations as outlined by their leader, and is not performing at a reasonable standard, it is the leader's responsibility to communicate that fact and create a plan in collaboration with them to help them get back on track.
3. Although there are differences in how the progressive discipline process is executed for staff, there are still expectations that all AMS employees follow the same AMS policies and procedures.
4. In both circumstances, whether the discipline has been for attendance, conduct, or performance, the cumulative effect of discipline should be considered when determining the appropriate disciplinary response for the next violation. When discipline is required, the previous step in the disciplinary process will be a determining factor when considering the appropriate disciplinary response. All disciplinary actions will be documented manually on a Progressive Discipline Notice.

### **3. Demerits**

1. The AMS has a 10-point demerit system wherein after each interval of 3 demerits, there is a result of corrective action.
  - a. 3 consecutive points result in a First Written Warning
  - b. 6 consecutive points result in a Second Written Warning

- c. 9 consecutive points result in a Final Written Warning
- d. 10 consecutive points results in Review of Employment/Termination
  - i. Management must seek Human Resources Office support before delivering termination.
  - ii. In extreme cases, as a result of a major work rule violation, management reserves the right to go directly to a Final Written Warning, or termination, provided they have received Exec and HR approval prior to.
- 2. Any individual occurrence of policy violation resulting in 3 or more demerits, and/or any combination of policy violations resulting in 3 consecutive demerits will require Human Resources Office support.

#### 4. Universal Demerit List

1. The following table contains a list of common infractions in direct disregard for AMS Human Resources policies. The table also outlines repercussions in a demerit system which assigns value to each of those infractions. Examples of violations in this List do not include all possible infractions for which an employee might be disciplined, up to and including termination.

Related Policy	Example of Offense / Explanation	Number of Demerits
Attendance & Punctuality	Arriving to work 1 minute to 59 minutes after scheduled shift or calling in sick outside of government legislated days results in - late or absence, both + 1 demerits.* If a medical accommodation is required, or a reasonable excuse has been brought forward to management, both will be considered when deciding to apply a demerit.	1
Mutual Respect	Using inappropriate language or topics on shift. Contact HR for any clarification if required.	1
Workplace Activity	Snacking on shift without manager approval.	1
Behaviour Policy	Improper uniform or attire. Check with service-specific uniform rules.	1

Personal Device Use	Being distracted with personal devices when on shift.	1
Attendance & Punctuality	Failure to be available for at least one shift per week without justification and manager approval. (Any availability changes must be approved prior to scheduling of shifts).	1
Off-Duty Conduct	Wearing portion of uniform while off-duty without manager approval.	1
Insubordination	Failure to follow instructions from the Manager on Duty (simple instructions or repeated occurrences of a minor nature).	1
Workplace Activity	Willful neglect of employee duties (as outlined in the employee contract and job description).	3
Behaviour Policy	Abuse of staff privileges or discounts.	3
Attendance & Punctuality	No Call No Show: Failure to report to a scheduled shift, training, or meeting, and failure to notify a manager. Once you are more than 1 hour late, you are considered to have missed the 'shift.'	3
Behavior Policy	Inappropriate use or mistreatment of equipment, furniture, or merchandise.	3
Mutual Respect	Intentional disrespectful behaviour to staff or patrons or failure to adhere to the rules of any on-campus establishment or service.	3
Behavior Policy	Exhibiting behaviour that compromises service <i>on or off</i> shift.	3
Standards of Performance	Major violation of Human Resources Policy and/or the AMS Mission Statement.	9
Substance Abuse	Arriving to work in a state that would be considered under the influence of drugs and or alcohol, unfit to perform work duties.	Up to 10 points (Always seek HR support)

Harassment, Discrimination, and Violence in the Workplace	Sexual/verbal/physical harassment of staff or patrons (based on investigation findings).	Up to 10 points (Always seek HR support)
Behaviour Policy	Theft (based on investigation findings, zero tolerance).	Up to 10 points (Always seek HR support)
Insubordination	Gross insubordination.	Up to 10 points (Always seek HR support)

\*Staff are entitled 3 paid sick days for reasons related to COVID-19 up to March 31, 2023 and following that up to 3 unpaid days for sick or personal reasons, in addition 3 unpaid days for family responsibility, and 2 more for bereavement. After exhausting these unpaid days, we define a late as 1 demerit. If late 15 minutes or more, managers can reassign a shift, however still only 1 demerit, and for a No Call No Show (an hour late or more) you receive 3 demerits.

2. In the event of a situation that may require a demerit, the Manager on Duty is required to employ shift critiquing through having a discussion with said employee. The MOD should notify the employee of the infraction and the possibility of further discipline.
3. Demerits can only be given by the designated managerial staff who oversee their departments' discipline.
  - a. Designated managerial staff ensure consistency prior to delivering corrective action and will be identified during fall training.

## 5. Review of Employment and Termination

1. Before severing an employment contract, the AMS will take every opportunity to set the employee up for success. The review of employment step is an opportunity for management in collaboration with the Human Resources Office to evaluate all documentation and information and establish if termination is the proper course of action.
2. Termination normally occurs after violations of the Standards of Performance or other AMS policy or expectation and is the last step in the progressive discipline process; however, for a particularly serious violation or departure from expected standards, an

employee may be terminated immediately, bypassing other steps of the progressive discipline process.

## 6. Questions About Disciplinary Action

1. Often, disciplinary action can seem overwhelming and threatening, and sometimes people may need clarification to better understand the disciplinary process. The AMS has an Open-Door Policy. Employees should feel comfortable approaching and addressing any concerns they may have with the Human Resources Office.

## Monitoring

Monitoring for compliance with this policy will be carried out by the Human Resources Office.

<b>Responsibility and/or contact person</b>	HR Office
<b>Approved by</b>	Board of Directors
<b>Date initially approved</b>	November 24, 2022
<b>Date last revised</b>	November 24, 2022
<b>Date of next review</b>	Every two years, or when significant change dictates a need for revision.
<b>Related policies, procedures, and guidelines</b>	Attendance; Dress Code; Harassment, Discrimination & Violence; Honesty & Integrity; Insubordination; Mutual Respect; Off Duty Conduct; Open-Door Policy; Personal Device Use; Standards of Performance; Substance Abuse; and Workplace Activity.
<b>Policies superseded by this policy</b>	N/A