

The Division expects all employees to be positive and productive staff members consistent with Policy E.5.A, Respectful Workplaces. Should employees fail to meet this expectation, the Division will take appropriate action, with supports, to modify and correct employee behaviour. This corrective approach is based upon a model of progressive discipline. The fundamental purpose of this model is to create and maintain a productive and responsive workforce.

Progressive discipline focuses on rehabilitating employees by deterring them from repeating past problem behaviours. Where an employee violates Frontier School Division policies, acts in an insubordinate manner, or commits an offense warranting disciplinary action, the Principal/supervisor shall begin progressive disciplinary action. However, progressive discipline may not be applicable in every instance where disciplinary action is warranted. Any step, or steps of the disciplinary model may be repeated or omitted depending on the seriousness of the circumstances.

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The following regulations outline the progressive discipline model and the process for implementing the model.

1. **Progressive Discipline Model**

Frontier School Division's progressive discipline model is intended to be rehabilitative. The model applies a series of steps informing an employee that their performance is not meeting standards set by the Division. Each step in the process contains some added element to impress upon the employee the growing sense of urgency that the Division is attempting to communicate.

a. **Model Elements**

This progressive discipline model is based upon the following elements that are to be applied in each incident of employee inappropriate behaviour.

- i. Identify the inappropriate behaviour.
- ii. Clarify the expected appropriate behaviour.
- iii. Identify resources available to support a change in behaviour.
- iv. Establish a reasonable timeline for changes to occur.
- v. Confirm the logical consequences for continued inappropriate behaviour.

2. **Process**

Verbal Correction

The verbal correction outlines the nature of the concern(s) and points to future disciplinary action if improvement in the employee's conduct does not occur. Anecdotal notes of the verbal correction are maintained by the supervisor.

The Principal/supervisor shall:

- a. reinforce the Division's expectations and regulations regarding behaviour,
- b. indicate the effect of the employee's behaviour on the operation of the Division,
- c. inform the employee that he/she is expected to take all reasonable measures to improve behaviour,
- d. make the employee aware of the support programs (e.g. Employee Assistance Program) that are available.

Written Warning

If the verbal warning fails to resolve the concern within a reasonable length of time, or if the circumstances warrant, a written warning shall be given to the employee outlining the concern(s). The written warning serves as formal notice that the directives outlined in a previous verbal correction were breached.

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- c. inform the employee that he/she is expected to take all reasonable measures to improve behaviour,
- d. make the employee aware of the support programs (e.g. Employee Assistance Program) that are available.

A copy of the written warning shall be forwarded to the Area Superintendent and to the Human Resources Manager for inclusion in the employee's personnel file.

Suspension Without Pay and Further Written Warning

If the written warning fails to resolve the concern(s) within a reasonable length of time, or if the circumstances warrant, a suspension without pay is recommended by the Principal and/or supervisor to the Area Superintendent. The Area Superintendent, in support of the suspension, forwards the recommendation to the Chief Superintendent. Suspensions of employees, with or without pay, shall only be made on the authority of the Chief Superintendent. The Frontier School Board of Trustees shall be informed of such suspension at the Board's next regular meeting.

The suspension letter shall:

- a. cite the date of the letter to the employee with respect to the written warning,
- b. reinforce the Division's expectations and regulations regarding behaviour,
- c. indicate the effect of the employee's behaviour on the operation of the Division,
- d. inform the employee that he/she is expected to take all reasonable measures to improve behaviour,
- e. make the employee aware of the support programs (e.g. Employee Assistance Program) that are available.

During the period of suspension, the employee is directed to reflect upon

- (a) the fact that his/her job is now in serious jeopardy of being lost; and
- (b) how the employee will improve his/her behaviour to meet Frontier School Division's expectations.

Upon return from any suspension, there shall be a re-entry meeting between the employee and the supervisor to address the specific behaviour changes the employee needs to make.

Termination of Employment

If previous disciplinary action fails to resolve the concerns within a reasonable length of time, or, if circumstances warrant, termination of employment is recommended by the Principal/supervisor to the Area Superintendent. The Area Superintendent recommends the employee's dismissal for just cause to the Chief Superintendent.

Termination of an employee's employment or employment contract shall only be made on the authority of the Chief Superintendent. The Frontier Board of Trustees shall be informed of such termination of employment.

An employee who considers that he/she has been wrongfully suspended or discharged shall be entitled to an appeal hearing before the Board of Trustees.

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