

Manager's Checklist:

Progressive Discipline

Purpose:

- Correct employee behaviour
- Deter other employees from similar actions
- Communicate the standard of behaviour that must be adhered to

Progressive Discipline:

- Conduct thorough investigation (need to determine 5W's)
- Meet with the employee
 - At this point, purely investigative, fact gathering
- Be wary of prejudging or predetermining the disciplinary response
- Consider a suspension with pay until investigation is complete
- Ensure fair investigation conducted and completed in reasonable time
- When determining penalty consider the following:
 - Severity of misconduct
 - Has the employee been properly trained?
 - Mitigating circumstances
 - Apology
 - Employer condonation
 - Failure to warn
 - Compassionate grounds
 - Reasonable excuse
 - Rehabilitative potential
 - Past record
 - Length of service
- Ensure discipline policy is universally and consistently applied
- Prepare disciplinary letter, including:
 - Description of incident
 - Why the behaviour was unacceptable
 - Employee's explanation
 - Reference to prior discipline
 - Employer's decision and reasons for discipline (link to breach of policy)
 - Employer's expectations for future
- Meet with employee to communicate discipline
 - Teach, don't scold – Correct, don't punish