

## Progressive Discipline Process

### 1. VERBAL WARNING

Verbal warnings are used for minor unacceptable conduct and/or performance.

- Discuss the unacceptable conduct and/or performance with the employee, so that they understand the expected standards of performance, reason for warning, any remedial action they are required to take as a result of their actions, and consequences if unacceptable conduct and/or performance continues.
- Objectively document the discussion that occurred and place the notes in the employee's personnel file.
- Follow-up any verbal warning with an email to record what was discussed and the need for a change in behavior. Use the email chain to document the discussion and save in the employee's file.

### 2. WRITTEN WARNING

Written warnings are used for repeat of minor unacceptable conduct and/or performance after verbal warning, or for conduct and/or performance which is more serious in nature.

- Complete a [Written Warning Letter](#) outlining the details of the infraction. Describe the unacceptable conduct and/or performance to ensure the employee understands the expected standards of performance, reason for warning, any remedial action they are required to take as a result of their actions, and consequences if unacceptable conduct and/or performance continues.
- Review the content of the [Written Warning Letter](#) with the employee.
- Objectively document the discussion that occurred and save the notes, along with a copy of the written warning, in the employee's personnel file.
- Consider having a neutral third-party present at the meeting when presenting an employee with any kind of disciplinary action.
- Sometimes to accompany a written warning, workplaces will create a Performance Improvement Plan for the employee. See section on [Performance Improvement Plans](#).

### 3. PERFORMANCE IMPROVEMENT PLANS

- Use an [employee improvement plan](#) to provide clear direction and support on how to improve performance.

### 4. SUSPENSION

- In rare circumstances, suspension may be used during an investigation, especially if the investigation involves a sensitive matter (e.g., an allegation of sexual harassment).
- The employee must be notified of the reason for the suspension and its expected duration. This must be objectively documented and a copy of the notice must be included in the employee's personnel file.
- Suspension may be a period of paid or unpaid leave. Suspensions during investigations will be paid except in rare circumstances.
- Consult a lawyer and/or human resources professional before proceeding with a possible suspension.
- Consider seeking legal advice if considering paid or unpaid suspensions and, in particular, if an investigation process is required.

### 5. TERMINATION

- This means ending employment of the employee. There are a number of factors to keep in mind when terminating an employee for cause or other reasons. See the termination section of this toolkit for important information you need to know when considering the termination of an employee.