



Progressive Discipline Severity Matrix

Progressive Discipline (excluding Vehicle Incidents & Alcohol/Drug Incidents) - Guidelines	
Type of Incident	Minimum Level of Discipline
Conscious failure to adhere to established and communicated CEDA or client Safety guidelines, Corporate policies, Cardinal Rules, etc.	Major
Breach of privacy or inappropriate sharing of sensitive or private information	Major
Actions that may compromise personal or other's safety	Major
Theft or fraud, including materials, time, timesheets, expense reports, etc.	Major
Intentionally damaging or destroying company or client-owned property	Major
Insubordinate or inappropriate comments/actions – public (Tool Box Talks) or private setting (eg. Personal conversation) when conducting business or acting on behalf of CEDA	Moderate/Major
Inappropriate use of company information technology infrastructure, including cell phones	Moderate/Major
Falsification of Company information, records and/or documentation	Major
Verbal/Emotional abuse of CEDA employees or clients	Moderate/Major
Harassment of CEDA employees or clients	Major
Conducting personal business/errands/tasks on company time without appropriate approval(s)	Minor/Moderate
Failure to work cooperatively within team or clients	Moderate/Major
Failure to properly address a potential safety hazard	Moderate/Major
Failure to notify an employee's leader when absent from work or late for scheduled shifts	Moderate/Major
Failure to adequately perform clearly defined job tasks and expectations (re-occurring)	Moderate/Major
Failure to adequately perform clearly defined job tasks and expectations (non re-occurring)	Coaching/Minor

Minimum Discipline & Documentation Spectrum			
Discipline Level	Minimum Documentation	Contact Human Resources?	Consultation to Include:
Coaching	Document time and date	HR may be advised	N/A
Minor	Documented verbal warning	Yes – HR is consulted, Leader to document	Employee's Leader/Division/Corporate Manager
Moderate	Written Warning/Letter	Yes – Consultation between HR and Leader HR to draft or review written documentation	Employee's Leader/Division/Corporate Manager
Major – Suspension	Written Letter	Yes – HR will support in the investigation and provide letter	Suspension – HR, Division Manager/Director/Vice President
Major - Termination	Written Letter	Yes – HR will support in the investigation and provide letter. Review with Legal Counsel is required	Termination – HR, Division Manager/Director/Vice President/VP HR/COO*/CEO

**Only required when issues are within an Operating Company*

Different Behaviours = Different Approaches to Progressive Discipline	
Culpable Behaviour	Occurs when an employee is not performing to standard or expectation <u>without any justifiable reason or excuse</u> (i.e. - insubordination, violation of known policy/practice, threatening behaviour, etc). Behaviours deemed Culpable will usually result in some form of Progressive Discipline.
Non-Culpable Behaviour	Occurs when the inability to perform to standard or expectation is beyond the employee's control (i.e. - mental/physical disability/illness/improper training provided, etc). Behaviours deemed Non-Culpable will be addressed through coaching/training/job reassignment, but NOT usually through Progressive Discipline.

CEDA Corporate Policies that may affect decisions related to above issues include but are not limited to: Progressive Discipline, Code of Conduct, Workplace Violence & Harassment, Workplace Smoking, Information Technology policies/guidelines and Employee Privacy.

Please Note: The suggested level of discipline outlined in this document is a guideline only and any action(s) taken should be in line with the appropriate Corporate Policy and/or the collective bargaining agreement and reflect the severity of the specific circumstances of each individual infraction. When multiple occurrences of the same or different levels of severity occur, a full review of the individual's progressive discipline history will be required. Leaders are accountable to document all levels of discipline and submit documentation to Employee's file.

If required due to the nature of infraction, disciplinary outcomes may be communicated to appropriate client representatives. This communication is to be reviewed by the Business Unit VP and coordinated and delivered by both the Leader and the assigned HR Business Partner/Manager.