

POLICY ON DISCIPLINARY AND ADMINISTRATIVE MEASURES

Adopted on February 17, 2025

1. Objectives

- 1.1. The Depot is committed to maintaining a work environment where all employees have the opportunity to learn, grow, and thrive. This policy sets out the framework for addressing inappropriate workplace behaviour and conduct that does not meet communicated or understood expectations, ensuring a fair and consistent approach.
- 1.2. Through progressive disciplinary measures, The Depot aims to communicate behavioural expectations in the workplace and give employees the opportunity to improve their conduct. Progressive discipline means that the organization will generally start with less severe disciplinary measures, and gradually increase the severity of measures if non-compliant behaviour is not corrected.
- 1.3. Administrative measures are designed to communicate performance expectations and give employees the opportunity to improve their performance issues.
- 1.4. Disciplinary and administrative measures arising from this policy will be included in the Depot's [working conditions policy](#).

2. Scope of Application

- 2.1. These measures apply to all persons employed at The Depot. They take into account the particularities of each situation leading to disciplinary or administrative action. Certain situations may warrant skipping or repeating regular steps in the progression.
- 2.2. Disciplinary action may be warranted in, but is not limited to, the following cases:
 - a. Performance issues (or culpable performance issues) caused by inattention, negligence, or other similar behaviours;
 - b. Misconduct, serious misconduct or incivility in the workplace;
 - c. Harassment;
 - d. Violation of existing policies or procedures; and
 - e. Behaviour outside the workplace that has a negative impact on the organization's image.
- 2.3. Mitigating factors can lead to less severe disciplinary measures. For example: the employee recognizes their fault and shows a willingness to correct it; or the employee is facing a personal problem that could affect their behaviour at work.
- 2.4. Aggravating factors can lead to more severe disciplinary measures. Example: the employee does not recognize their fault and shows no willingness to correct it; the behaviour has a negative impact on the organization's reputation; or the employee does not cooperate in the intervention.

3. Responsibilities and Accountability

3.1. Before any disciplinary action is taken, it must be discussed with relevant managers and authorized by the directors. Coordinators who identify the need to implement disciplinary or administrative measures must inform their manager. Only a manager and the Director of HR can approve the use of disciplinary or administrative measures. Coordinator and/or managers are, however, responsible for establishing and following up on such measures.

3.2. The directors, managers and coordinators who have direct reports must strive to take the following preventive measures in order to avoid disciplinary or administrative action:

- Ensure complete integration of new employees;
- Define and communicate clear expectations in terms of behaviour and performance;
- Promote The Depot's mission, vision and values in all activities and processes;
- Ensure that employees are aware of workplace policies and procedures and that these are applied consistently;
- Provide training, mentoring and coaching;
- Provide constructive feedback and encourage employee input; and
- Ensure that performance assessment mechanisms are known to the employee.

3.3. Employees are responsible for:

- Asking their manager or coordinator for help if expectations are not clear or well understood;
- Consistently conducting themselves in a manner that is aligned with [The Depot's Policies and Procedures](#), [Working Conditions Policy](#), [Core Values](#), [Anti-Oppression Commitments](#), as well as [all other policies](#) and procedures that may exist from time to time. This standard of conduct is expected with colleagues, participants, visitors, volunteers, other staff, donors, partners, etc.;
- Adhering to, respecting and promoting The Depot's policies and procedures; and
- Respecting all health and safety measures in place in the workplace.

4. Progression of Disciplinary and Administrative Measures

- 4.1. In the case of administrative measures, detailed corrective actions can be found in Appendix II.
- 4.2. The director of HR and manager involved will determine, based on the situation, the most appropriate form of disciplinary or administrative action when assessing misconduct or performance. The Director of HR shall involve the other directors in any decisions that may involve a termination or other serious actions.
- 4.3. Serious misconduct may result in immediate suspension or dismissal, without the need for verbal or written warnings.
- 4.4. The levels and procedures for progressive discipline and administrative measures are as follows:
 - 4.4.1. Verbal warning - where warranted, an employee will receive a verbal warning for behaviour and/or action that is contrary to stated expectations. When a verbal warning

is issued, the manager or coordinator, as applicable, will provide the employee with the reason for the verbal warning and what is expected of the employee in the future. The manager or coordinator responsible will document the conversation and add it to the employee's file. This document will be countersigned by the employee, or if the employee refuses to sign, this will be documented as well.

- 4.4.2. Written warning - where warranted, an employee will receive a written warning regarding undesirable behaviour in the workplace. This warning may relate to performance that has already been the subject of a verbal warning and has not been corrected, or to behaviour or action that has not been corrected; or to behaviour or action that is significantly serious and requires more than a verbal warning. The employee will receive a letter outlining the situation in question, the concerns, the expectations and a specific timeframe for remedying the situation. Both the employee and supervisor sign the document, one copy is given to the employee and the second copy is placed in the employee's file.
- 4.4.3. Suspension - If the employee fails to correct their behaviour within the designated time after a written warning has been issued, the Director of Human Resources together with the Executive Director may decide to suspend the employee's employment for a maximum of one week without pay.
- 4.4.4. Final warning - If the employee fails to correct the behavior after the suspension period, a final warning will be issued.
- 4.4.5. Dismissal - an employee will receive written documentation regarding their dismissal from their manager or coordinator, outlining the reasons for the decision and any prior disciplinary action or measures that were implemented to rectify the situation but were not followed. In cases of serious misconduct, justification for dismissal for cause will be provided.
- 4.5. The presence of a third person is strongly encouraged for written warnings and is mandatory for final warnings or dismissals. This person (the witness) may be the Director of Human Resources, a member of the HR Support Committee or the Executive Director. The witness takes detailed notes during the meeting of any topics that may not already be covered by the written warning or dismissal documentation and ensures that these notes are dated and signed by the employee.
- 4.6. Once the decision is made by the manager and Director of Human Resources concerning the disciplinary action to be taken, the Director of Human Resources plays an advisory role in the process, while the manager/coordinator is responsible for applying and monitoring disciplinary or administrative measures.

Appendix I: DEFINITIONS (IN ALPHABETICAL ORDER)

Administrative measures: measures taken when the employee's failure is involuntary, such as incapacity, incompetence or non culpable behavior, which refers to actions or omissions that are not attributable to negligence or intentional misconduct.

Aggravating factors: considerations that lead to more severe disciplinary measures.

Disciplinary measures: These are implemented when an employee's misconduct constitutes a breach of expectations related to our Respect Policy, Core Values, Anti-Oppression Commitments, Confidentiality, Employee Handbook, or other clear expectations that have been clearly communicated to the employee. These measures aim to address and correct the misconduct or culpable behaviour, with the aim of maintaining a productive and respectful work environment.

Harassment: Harassment occurs when someone makes unwelcome remarks or jokes about one's race, religion, gender, age, disability or any other ground of discrimination, or threatens or intimidates someone because of their race, religion, gender, age, disability or any other ground of discrimination; comes into unwelcome physical contact with another person, such as touching, fondling or pinching. The Depot recognizes the right of every employee to perform their duties free from harassment, whether verbal, physical or sexual, and is fully committed to eliminating harassment in the workplace.

Incapacity: a generic term covering disabilities, activity limitations and participation restrictions. A disability is a problem in an organism's function or structure; an activity limitation is a difficulty encountered by an individual in performing a task or action; while a participation restriction is a problem preventing an individual from fully engaging in everyday situations.

Incivility : This is an inappropriate behavior, under the employee's control, that constitutes a violation of basic social rules (honor, integrity, respect, collaboration, moderation, politeness, kindness, courtesy, discretion, and good manners) and creates significant discomfort in the work environment and harms employee morale, effectiveness, productivity, and motivation. Examples of incivility include: rude or condescending behavior, verbal abuse, lack of listening, unkind remarks, avoidance or isolation of team members, refusal to offer help, cold or rude communication, publicly discrediting others' work, leaving a meeting without justification, failing to greet others, responding sarcastically, or constantly interrupting, etc. Incivility is a form of misconduct.

Incompetence: lack of the knowledge or skills required to perform the duties for which the employee was hired.

Mitigating factors: considerations that lead to less severe disciplinary measures.

Misconduct: non-conforming behaviour under the employee's control that goes against the behaviour reasonably expected by the organization or by society in general. The employee has failed to comply with The Depot's regulations, policies or procedures. Examples: frequent tardiness; unauthorized absence; refusal to attend meetings or training; lack of respect with employees, volunteers, partners, participants; verbal or physical abuse, negligence related to professional duties, unjustified absences, working under the influence of alcohol or drugs, breach of confidentiality, etc.

Negligence: the employee omits certain tasks or does not apply themselves to their work.

Non culpable behaviour: breaches resulting from factors beyond the employee's control. Example: performance issues due to a lack of know-how or a personal situation (e.g. death of a family member), poor attendance, etc.

Serious misconduct: An act or omission of such importance as to justify the immediate dismissal of the employee who committed it, releasing The Depot from the obligations attached to the notice period. Serious misconduct may result from a single act or omission of significant gravity, or from a series of repeated reprehensible acts of lesser importance which, despite warnings received and sanctions imposed, remain unresolved, and the accumulation of which necessitates immediate termination of the employment contract. Examples: Theft or fraud committed by the employee in the performance of their duties; personal use of The Depot's property placed at their disposal; appropriation of employer documents; repetitive discriminatory remarks about members of staff; accumulation of absenteeism without justification; serious insubordination or refusal to comply with instructions; an attack on the dignity of colleagues; misrepresentation at the time of the job interview; theft of time, etc.

Theft: the fraudulent removal of items of any kind (food, materials and resources) belonging to others (to The Depot, or to another employee, or any other person connected with The Depot).

Time theft: Time theft encompasses a broad range of behaviours – anything from taking longer-than-scheduled breaks or logging off early, to using work hours to do tasks that are unrelated to one's work during paid work time.

Appendix II: Administrative Measures

If a performance issue arises, the relevant coordinators, managers or director should implement an intervention plan that addresses the causes and consequences, while providing support. The plan should define expected competencies and include a timeline of 1 to 4 months for improvement. The Depot will follow the steps outlined below when administrative measures are required:

1. **Review and set clear expectations:** Ensure that performance expectations and indicators are clearly communicated and understood by the employee, and aligned with measurable goals.
2. **Provide support while monitoring performance:** Continuously provide support such as constructive feedback, training, etc. and use indicators to assess success. If the issue persists, develop a [performance improvement plan \(PIP\)](#) with specific goals and timelines.
3. **Take corrective actions:** If performance does not improve, implement corrective actions, such as warnings or additional training. If necessary, progressive disciplinary actions, including termination, may be considered.