



PROGRESSIVE DISCIPLINE POLICY	
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Approved by:	
	Pamela Mullin, CFO
EMPLOYEE REVIEW	
Employee Name	
Employee Signature	
Date	

INTENT

PROGRESSIVE DISCIPLINE will be used to keep the workplace *safe* and *efficient*.

SCOPE

Any employee of KBD Transportation, who violates company policy and/or exhibits behavior that results in an unsafe or inefficient workplace, including unacceptable workplace behaviour, will be subject to progressive discipline resulting from:

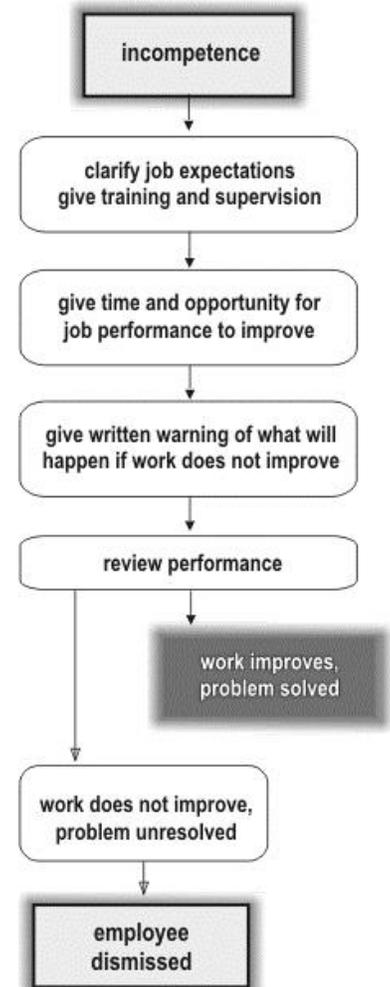
- **INCOMPETENCE**¹: Employee lacks the skills or abilities needed for the job; or
- **MISCONDUCT**²: Employee has broken the rules for keeping the work place efficient and safe.

POLICY

EMPLOYEE INCOMPETENCE

An employee who lacks the skills needed to do the job will have his/her job expectations clarified by a supervisor (or management) and be provided additional job training to help improve work performance. The supervisor (or management) will make clear that the consequence for not acquiring or exhibiting the necessary skills for the job is dismissal.

If, after a reasonable amount of time, the employee's skills or abilities have not improved and their work performance remains incompetent, the employee will receive a written warning and continue to be provided



¹ INCOMPETENCE: Employee lacks the skills or ability needed for the job.

² MISCONDUCT: Employee breaks rules for keeping workplace safe and efficient.

a fair chance to practice and learn the skills needed to improve their work performance.

If, after a reasonable amount of time, the employee’s work performance, upon review, remains incompetent, the employee will be subject to dismissal.

EMPLOYEE MISCONDUCT

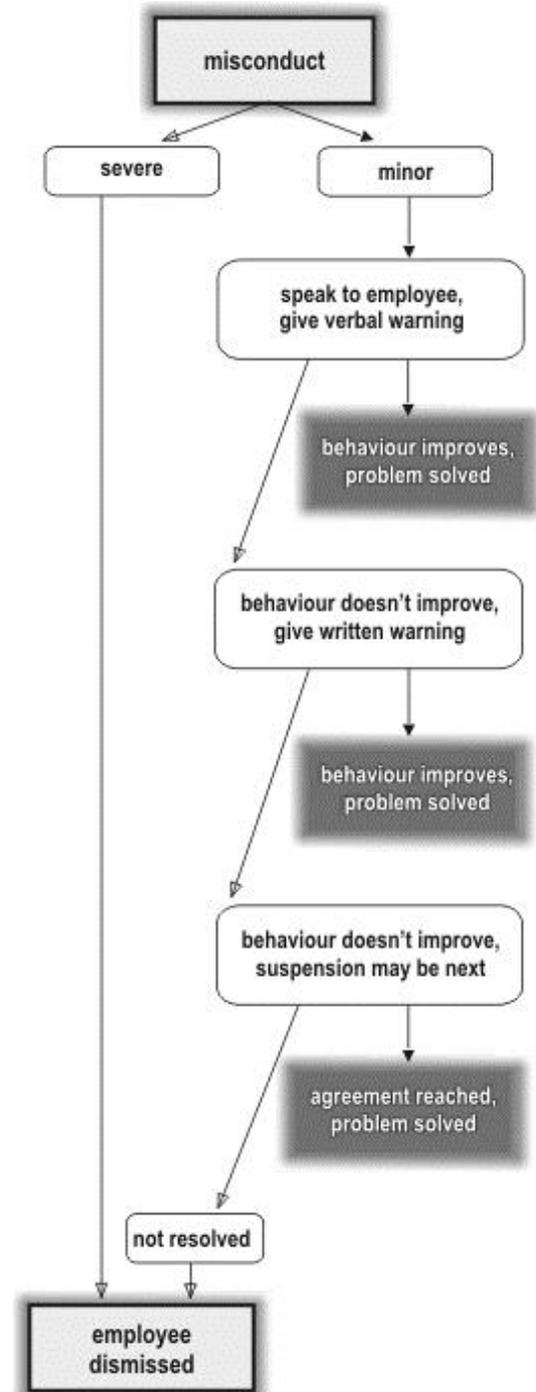
Employee misconduct, resulting from an employee breaking the rules that would keep the KBD workplace environment safe and efficient, will be categorized into either MINOR MISCONDUCT or SEVERE MISCONDUCT.

MINOR MISCONDUCT will include, but not be limited to, the following employee actions:

- Being absent from work without reasonable cause;
- Disorderly, immoral, or indecent conduct towards co-workers or customers;
- Failure to comply with safety regulations and company policies;
- Failure to fulfill job elements outlined in the Job Description;
- Failure to maintain sanitary work conditions (ie. safe and clean work environment in cab of truck);
- Late arrivals for customer pick-ups and deliveries without reasonable cause;
- Poisoning the workplace environment by engaging in malicious gossip and/or spreading of rumors about co-workers, customers, or work situations;
- Violations of state or provincial laws resulting from neglectful behavior on the part of the employee; and,
- Work refusal (including but not limited to, either directly or indirectly, consistently refusing to go to certain locations or work on certain days or choosing not to respond to Dispatch communication so as to make themselves unavailable or inadvertently taking an unreasonable amount of time to arrive at shipper or receiver so as to avoid further work assignments).

Progressive discipline steps for MINOR MISCONDUCT will take the following actions:

- **A VERBAL WARNING** initially. A supervisor (or management) will review job expectations and acceptable and desired behavior with the employee, and outline consequences if the expectations are not met;
- **A WRITTEN WARNING** if the misconduct reoccurs. Job expectations and desired and acceptable behavior, as well as future consequences should the employee not comply, will be outlined in writing.
- **A SUSPENSION** will ensue should the undesired conduct remain uncorrected.



- **DISMISSAL** will result if the misconduct continues even after the employee has received a verbal and a written warning as well as a suspension.

NOTE: When requested to do so, an employee must attend a scheduled meeting with the Human Resources Manager or CEO/President to review their misconduct. The Human Resources Manager or CEO/President may use her/his discretion to determine if the severity of the misconduct warrants a restriction on active duty until after the employee meeting has occurred.

SEVERE MISCONDUCT is willful misconduct, disobedience, or willful neglect of duty that is not trivial and has not been condoned by KBD Management and will include, but not be limited to, the following actions:

- Abandonment of load or truck or trailer;
- Any action or omission that resulted in, or could have resulted in, the fatality or dismemberment of another;
- Blatant disregard for the safe operating condition of equipment;
- Dishonest, illegal or improper activities;
- Disorderly, immoral or indecent conduct at a customer that could be reasonably expected to terminate a customer relationship;
- Insubordination: Failure to follow dispatch assignment which may, or has the potential to, result in excessive and unreasonable costs and negative consequences to KBD, which may include the potential loss of a KBD customer;
- Negligence resulting in damage to company property;
- Possession of alcohol, illicit narcotics, or non-prescribed pharmaceuticals while on company property, or use thereof while operating KBD equipment;
- Theft, including physical and intellectual properties;
- Use of company computer to access personal or explicit content; and
- Workplace violence, including but not limited to: fighting, assault, harassment or possession of a weapon.

Progressive discipline for SEVERE MISCONDUCT will result in immediate employee dismissal.

MITIGATING and AGGRAVATING FACTORS

Please note that the following factors will be taken into consideration when determining appropriate disciplinary action, and may serve to either escalate or moderate the progressive discipline process:

- Was the conduct intentional?
- Is the employee accepting responsibility for his/her actions?
- Was the infraction an isolated incident?
- Is this a long-term employee?
- What is the work history of the employee?

Degrees of discipline shall be used in relation to the problem at hand. As the situation dictates, based on the factors outlined above as well as seriousness or frequency of the violation, the employee's past performance, and the overall effect on the health and welfare of the organization, KBD Transportation reserves the right to:

- Enforce additional warnings before moving on to a next step; and/or

- Skip a step where the misconduct has escalated or put the health and safety of an individual or the sustainability of the organization at serious risk.

COMMITMENT to FAIRNESS and CONSISTENCY

An employee who has been deemed to have displayed incompetent behavior or misconduct can expect a fair and equitable process to determine guilt:

- A proper investigation and documentation of all (alleged) incompetency's of the employees' performance and/or violations of company policy and/or safe and efficient work practices and/or acceptable workplace behaviour;
- A decision based on facts, with all parties being treated fairly; and
- A commitment to assist the employee to improve their work skills and/or performance (with the exception of behaviour deemed SEVERE MISCONDUCT) by providing appropriate direction through reasonable supervision, training, re-training, instruction, and guidance.

Note: This policy will be reviewed with all employees at time of hire.