

Definition:

Progressive discipline is to give notice to an employee of problems and an opportunity to correct the deficiency. A progressive discipline system establishes communication between the employer and the employee about expectations and behavior, creates documentation, and creates an environment of fairness since employees will receive notice of problems or deficiencies and, unless a major misconduct, be given the opportunity to correct them.

Discipline for Major Misconduct::

Warnings, written and oral reprimands, suspensions (with or without pay), and terminations deal mainly with tangible employee performance areas. Supervisors retain flexibility in defining discipline steps. Disciplinary action will be determined based upon specifics of each case, as well as factors such as frequency, severity, and gravity of rule violation. Major instances of misconduct such as fighting, assault, sexual harassment, threatening another person, stealing, intoxication or drug abuse, possession of alcoholic beverages or illegal drugs, insubordination, gross negligence, falsification of records, or other acts deemed by the superintendent to be major misconduct do not always require progressive discipline and will be referred to the appropriate legal authorities.

Discipline for Poor Performance:

In order to improve employee effectiveness in areas identified as needing improvement by an employee's immediate supervisor, it becomes necessary to provide a means for communicating fully those areas of concern and to provide direction and assistance to the employee. Employees that receive ratings marked NEEDS IMPROVEMENT or whose performance is questionable should be considered as candidates for a Plan of Assistance. Employees whose performance does not reach the EFFECTIVE level after a Plan of Assistance should be recommended for non-renewal.

EXAMPLE:

Plan of Assistance for Improving Employee Performance - Supervisor's Guide

General statement for plan of assistance:(include the following)

To:

From:

Statement of Deficiency

Use direct reference to evaluation instrument specifying area(s) of performance as unsatisfactory.

General Statement for Plan of Assistance

This section should include:

1. The purpose of the plan
2. Your role as the supervisor
3. The directive that the Plan of Assistance is to be followed

4. What action will occur if desired improvements are not achieved or directive satisfactorily met.

Program to be Followed

This section should include:

1. A very specific statement as to what is expected of the employee (tie to each area of performance rated unsatisfactory on evaluation instrument)
2. A series of reasonable activities and time lines for each area of unsatisfactory performance.
3. What assistance will be offered by the supervisory and other resources.

Monitoring System

This section should include:

1. The schedule of conferences and observations to determine progress (each conference and observation must be followed by a written report or summary - copy to be provided the employee).
2. The method of altering or adjusting program
3. A specific time for final assessment of program.

Final Evaluation

This section should include:

A final assessment of the satisfactory of unsatisfactory achievement of the program.

Recommendation

This section should include:

Your recommendation regarding the future status of the employee to be forwarded to the Central Administration Office.

Signature Section

This section should include the following statement:

Signatures below signify only receipt and delivery of the memorandum.

Employee's Signature _____ Date _____

Supervisor's Signature _____ Date _____

Copy Distribution

Personnel File

Any resource personnel mentioned in the plan.

Promulgation Date: 2/6/97

Revision Date _____