

# Progressive Discipline

**WELCOME BACK!**

**Supervisor Essentials**





# Progressive Discipline

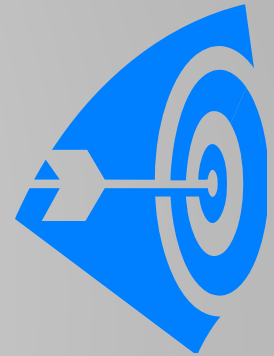
Pre-Test

Expectations

# Progressive Discipline

## Session Objectives - Participants will:

- Understand the process and its benefits.
- Know how to use the policies and tools.
- Determine appropriate disciplinary actions after considering circumstances.
- Be more confident and effective when addressing performance and behavior issues.



# Progressive Discipline

## Ground Rules Reminder



# Progressive Discipline

*“Not everything that is faced can be changed, but nothing can be changed until it is faced.”*

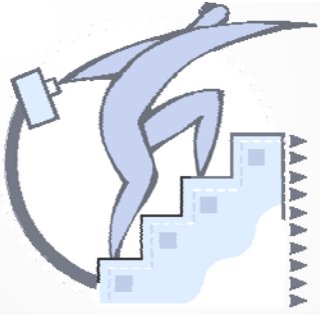
*James Baldwin 1924-1987*

# Progressive Discipline

## PURPOSE:

- ❑ *Improve performance*
- ❑ *Change behavior*





# Progressive Discipline

DEFINITIONS:

**Progressive  
Discipline**

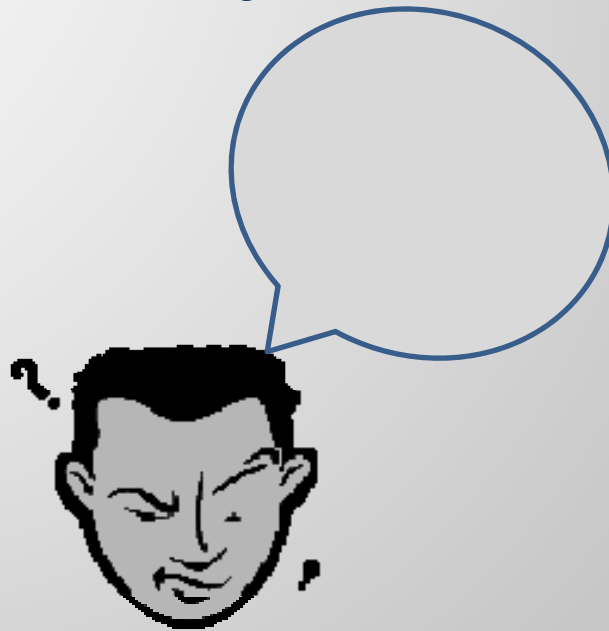
# Progressive Discipline

What is the “progression?”

- ❑ Informal - Formal
- ❑ Oral - Written
- ❑ Supervisor's file - Personnel file
- ❑ May not be grieved - May be grieved

# Progressive Discipline

How do you decide?



# Progressive Discipline

## Some criteria:

- ✓ How serious?
- ✓ First time? Addressed before? Frequency?
- ✓ What did the employee say?
- ✓ Impact?
- ✓ Level suggested in Standards of Conduct?
- ✓ Overall performance?



# Progressive Discipline

**Mitigating circumstances**

**Aggravating circumstances**



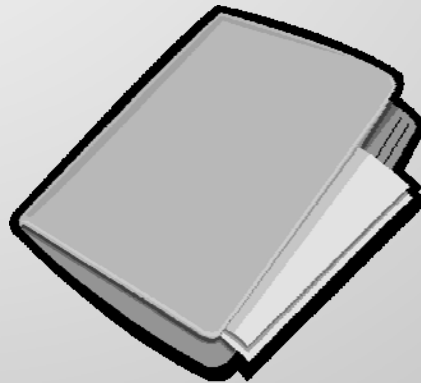
# Progressive Discipline

## Tip of the Iceberg



# Progressive Discipline

## The Policy



# Progressive Discipline

## Standards of Conduct Policy provides:

- ✓ Definitions
- ✓ Guidelines on levels of offenses
- ✓ Guidelines on warranted action
- ✓ Procedures

# Progressive Discipline

## Options- Informal

- ✓ Verbal counseling
- ✓ Counseling memo
- ✓ Meetings/”Check-In’s”
- ✓ Mediation
- ✓ Mentoring
- ✓ Training/Coaching

# Progressive Discipline

## Options - Formal

- Interim evaluation
- Notice of Substandard Performance
- Written Notice – Group I, II, III
- Suspension, demotion, transfer
- Termination

# Progressive Discipline

## Resources for Supervisors

- Position Description
- HR Partner
- Memos/Forms
- Standards of Conduct and Code of Ethics
- Departmental Policies
- Manager
- Supervisor's Documentation



# Progressive Discipline

## Probationary and Hourly Employees

### LIMITED Options –

- ✓ Verbal counseling, training, mentoring
- ✓ Letter of Reprimand
- ✓ Termination

# Progressive Discipline

What would you do?

Let's practice!



# Progressive Discipline

## Grievance Procedure

Formal process – Complaints reviewed and resolved.

1. Immediate supervisor
2. Dean or Director
3. Vice President
4. Hearing Officer (EDR)

Specified timeframes.

# Progressive Discipline

Review of session  
expectations

Remaining questions?

# On-Line RESOURCES

- ODU Department of Human Resources - Employee Relations  
[www.odu.edu/ao/humanresources/erelations/index.shtml](http://www.odu.edu/ao/humanresources/erelations/index.shtml)
- Virginia Department of Human Resource Management (Policy Information)  
[www.dhrm.state.va.us/hrpolicy.htm](http://www.dhrm.state.va.us/hrpolicy.htm)
- Department of Employment Dispute Resolution (Grievance Procedure)  
[www.edr.state.va.us](http://www.edr.state.va.us)

**Post-Test**  
**Session Feedback Forms**  
**THANKS!**