Progressive Discipline

WELCOME BACK!

Supervisor Essentials
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Pre-Test

Expectations
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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.
Ground Rules Reminder
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“Not everything that is faced can be changed, but nothing can be changed until it is faced.”

James Baldwin 1924-1987
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PURPOSE:

- Improve performance
- Change behavior
DEFINITIONS:

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Progressive Discipline
What is the “progression?”

- Informal - Formal
- Oral –Written
- Supervisor’s file - Personnel file
- May not be grieved - May be grieved
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How do you decide?
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Some criteria:

✓ How serious?
✓ First time? Addressed before? Frequency?
✓ What did the employee say?
✓ Impact?
✓ Level suggested in Standards of Conduct?
✓ Overall performance?
Mitigating circumstances
Aggravating circumstances
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Tip of the Iceberg
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The Policy
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Standards of Conduct Policy provides:

✓ Definitions

✓ Guidelines on levels of offenses

✓ Guidelines on warranted action

✓ Procedures
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Options- Informal

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

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

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

LIMITED Options –

✓ Verbal counseling, training, mentoring
✓ Letter of Reprimand
✓ Termination
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What would you do?
Let’s practice!
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Grievance Procedure

Formal process – Complaints reviewed and resolved.

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

Specified timeframes.
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Review of session expectations

Remaining questions?
On-Line RESOURCES

- ODU Department of Human Resources - Employee Relations
  www.odu.edu/ao/humanresources/erelations/index.shtml

- Virginia Department of Human Resource Management (Policy Information)
  www.dhrm.state.va.us/hrpolicy.htm

- Department of Employment Dispute Resolution (Grievance Procedure)
  www.edr.state.va.us
Post-Test
Session Feedback Forms
THANKS!