
	<b>ADMINISTRATIVE PROCEDURE MANUAL</b>		
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## Purpose

The purpose of this procedure is to outline the steps taken for progressive discipline. The intent of progressive discipline is to communicate the need to modify unacceptable job performance or behavior that is inappropriate, unproductive, disruptive or otherwise problematic to the goals and/or operation of the College.

## Procedure

- A. Progressive discipline is normally applied in several stages of severity, culminating in termination, if necessary. Termination of employment, or elevation of the level of discipline, may be appropriate upon a first offense, based upon the seriousness and impact of the job performance or behavior or for multiple lesser offenses.
- B. The College President, appropriate Vice President or Executive Chair in consultation with the Office of Human Resources, reserves the ability to place an employee on administrative leave, with or without pay, pending review of the allegations.
- C. Levels of discipline are progressive and are used to encourage the employee to correct unacceptable job performance or behavior. Unacceptable performance or behavior includes, but is not limited to nonperformance, inappropriate conduct, unacceptable attendance, violation of College policy or procedures and/or actions which violate local, state or federal laws and regulations.
- D. There is not a set number of verbal warnings that must be given prior to a written warning or how many written warnings must precede termination. Factors that may be considered in determining a particular level of discipline include but are not limited to:
  1. The nature and number of problems involved
  2. The seriousness of the infraction(s)
  3. The employee's response to prior disciplinary action(s)
  4. The amount of time that has elapsed between offenses
  5. The employee's job performance or behavior prior to the infraction
- E. For serious offenses, such as but not limited to fighting, theft, threats of violence, the sale or possession of drugs or the abuse of alcohol on College property, termination may be the first disciplinary step taken. Any step(s) in the disciplinary process may be skipped at the discretion of the supervising administrator with the approval of the appropriate Vice President or Executive Chair, in consultation with the Office of Human Resources.


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### Step 1: Verbal Warning

- A. A verbal warning is a conversation between a supervising administrator and an employee about a disciplinary problem. It is the initial step in the progressive discipline process. This level of discipline is in response to job performance or behavior which causes a minor disruption.
- B. The supervising administrator shall do the following:
1. Meet with the employee and advise the employee of the unsatisfactory conduct or behavior. Identify the problematic behavior(s) and allow the employee the opportunity to explain the behavior(s) and investigate, if necessary.
  2. Inform the employee that this is a “verbal warning”. Inform the employee that the behavior(s) has/have violated College policy and/or procedures and must be corrected. It is the supervising administrator’s responsibility to provide the employee with guidance and clarification to assist in avoiding escalation of the discipline to a more severe level of discipline and ensure clear expectations of behavior.
  3. The supervising administrator shall document the conversation for their file.

### Step 2 – Written Reprimand

- A. This level of discipline is in response to job performance or behavior which the employee has not corrected or has repeated which gave rise to Step 1, or if the employee’s job performance or behavior is otherwise a moderate and/or continued disruption to the image, production or operations of the College.
- B. The supervising administrator, in consultation with the Office of Human Resources, shall do the following:
1. Meet with the employee and identify the problematic job performance or behavior(s). Allow the employee the opportunity to explain the job performance or behavior(s), document statements made and investigate, if necessary.
  2. Provide the employee with a written notice of reprimand citing the unsatisfactory job performance, conduct or behavior. Inform the employee that the job performance or behavior(s) has/have violated College policy and/or procedure and must be corrected ensuring there is a clear explanation of expectations and appropriate behavior.
  3. Inform the employee that this is a "written reprimand" and advise the employee of the consequences of continued unacceptable job performance or behavior(s), which can result in escalation of the discipline to a more severe level of discipline. The reprimand shall provide

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the employee with advice, guidance and clarification to assist in avoiding escalation of the discipline to a more severe level with a copy to the employee's personnel file.

4. The reprimand should include a space for signature that employee acknowledges receipt of the letter. If the employee refuses to sign, the supervising administrator should note that the employee refused to sign and indicate the date the reprimand was delivered.
5. A copy of the written reprimand and any supporting documentation should be forwarded to the Office of Human Resources for inclusion in the employee's personnel file.

### Step 3 – Termination

A. This level of discipline is in response to the following:

1. Unacceptable job performance or behavior which the employee has not corrected or has repeated which gave rise to the previously issued Written Reprimand.
2. An employee's unacceptable job performance or behavior which is a severe disruption to the image, morale, production or operations of the College.
3. A violation of law or College policy and/or procedure.

B. In response, the supervising administrator, in consultation with the Office of Human Resources, shall do the following:

1. Consult with the appropriate Vice President or Executive Chair regarding termination.
2. If approved by the appropriate Cabinet member, the supervising administrator shall consult with the Office of Human Resources and provide written documentation to support the termination before the disciplinary action is taken pursuant to APM 02-1701, Due Process for Career Personnel or APM 02-1702, Due Process for Administrative and Professional Personnel.
3. Following approval by the appropriate Cabinet member and the Office of Human Resources, the supervising administrator shall meet with the employee and provide the letter of termination signed by the appropriate Vice President or Executive Chair. The letter shall have a signature line for the employee to acknowledge receipt. If the employee refuses to sign, the supervising administrator should indicate that the employee refused to sign and identify the date.
4. A signed copy of the letter and supporting documentation shall be forwarded to the employee's personnel file in the Office of Human Resources.



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