



Progressive Discipline & ▶ Performance Training

Controlled Contamination Services | Human Resources

Hourly Employees

- ▶ When an employee is not meeting expectations of the job it is important to communicate timely & in writing, so that the performance deficiency and expectations are clear.
- ▶ Reasons for progressive discipline may include:
 - ▶ Violations of Company Policies/Procedures
 - ▶ Unacceptable Job Performance
 - ▶ Failure to Meet Client's Expectations
 - ▶ Not Working Productively with the Team
 - ▶ Etc.

Hourly Employees

Progressive Discipline Steps

- ▶ It is important to follow the set steps when handling disciplinary issues
- ▶ However, if the Company determines that it would be in the Company's best interest to skip any or all the steps due to *Gross Misconduct or Violations Deemed Egregious*, this may lead to immediate Termination.



Hourly Employees

Verbal Coaching & Counseling

- ▶ It is best to address behavior and performance that is unacceptable as soon as reported or noticed to provide the employee time and guidance on how to correct.
- ▶ You may notice issues when:
 - ▶ Employee is new
 - ▶ Employee's performance is falling below only some of the minor expectations
 - ▶ Re-training can course correct and avoid future discipline
- ▶ It is important to document Verbal Coaching & Counseling sessions to determine future disciplinary needs or occurrences.
 - ▶ Time, Date, Issues Addressed and Employee's Response

 **CONTROLLED**
CONTAMINATION SERVICES

EMPLOYEE COUNSELING RECORD

Employee Name Mickey Mouse
Employee Code/Dept # Janitor Date 08/14/2020

TYPE OF WARNING

<input checked="" type="checkbox"/> Record of Verbal Warning (# <u>1</u>)	<input type="checkbox"/> Written Warning (#)
<input type="checkbox"/> Notice of Corrective Probation Period	<input type="checkbox"/> Notice of Suspension
<input type="checkbox"/> Termination – Under Suspension	<input type="checkbox"/> Final Warning

TYPE OF OFFENSE

Tardiness/Leaving Early Absenteeism Violation of Company Policy
 Substandard Work Violation of Safety Rules Rudeness to Customer
 Other: _____

REASON FOR WARNING/NOTICE:

Employee was 30 minutes late on 8/10/2020 and 20 minutes late on 8/12/2020 without notifying manager

TO AVOID FURTHER DISCIPLINE, EMPLOYEE SHOULD:

Review Attendance policy that was signed during onboarding, available in paycom documents
Employee should arrive on time to all scheduled shifts and notify manager in advance if there will be difficulties arriving on time

NEXT DISCIPLINARY STEP PROPOSED:

Failure to improve performance or follow company policies or procedures may result in disciplinary action up to and including termination.

EMPLOYEE RESPONSE:

I will arrive on time for my shifts

Warning Given By Donald Duck, Site Manager
Signature Donald Duck Date 08/14/2020
Witness Signature Bugs Bunny Date 08/14/2020

Corrective Probation Period Effective Dates: _____ to _____
Suspension Period Effective Dates: _____ to _____ Paid Unpaid
Comments: _____

For written warning only:
By signing this warning, I am acknowledging that I have been counseled and warned as noted above.

Employee Signature Mickey Mouse Date 08/14/2020

Hourly Employees

First Written Warning

- ▶ First written warning should be issued when:
 - ▶ Employee displays more serious offenses
 - ▶ Previously addressed behavior has not improved
 - ▶ The employee should have known behavior was unacceptable because it is written in the handbook/policy or was clearly communicated previously
 - ▶ When performance is not meeting the known job requirements
- ▶ Document the behavior using the [Employee Counseling Record](#)
 - ▶ Discuss the concerns and issues in detail and what should have occurred
 - ▶ List dates, events, etc. where deficiencies were identified
- ▶ Manager and Employee should sign and date the document
 - ▶ Employees don't have to sign. However, they should be notified that the purpose of the document is to communicate the expectations and reiterate that they are not meeting the expectations (whether they agree or not) and they must improve or there will be future disciplinary consequences
 - ▶ The document will need to be witnessed if not signed by the employee and the witness is attesting that the expectations were communicated
- ▶ The employee can add any response to their file for record at anytime and nothing will be placed in their file without their knowledge

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Second Written Warning

- ▶ Issued when an employee has received prior written warning and continues to fail to meet expectations
- ▶ Document the behavior using the [Employee Counseling Record](#)
 - ▶ Manager will discuss continued concerns and issues that have occurred in detail and relay clear expectations going forward.
 - ▶ List dates, events, etc.
- ▶ Manager and Employee should sign and date. Refusals to sign should be noted by a witness on the document. Inform the employee that refusal to sign does not nullify the document.

Hourly Employees

Final Written Warning

- ▶ A final written warning is issued when an employee commits an action that is extremely unacceptable and/or if the employee has failed to resolve previous issues from written warnings
- ▶ Document the behavior using the [Employee Counseling Record](#)
 - ▶ Manager will discuss continued concerns and issues that have occurred in detail and relay clear expectations going forward.
 - ▶ List dates, events, etc.
- ▶ Manager and Employee should sign and date. Refusals to sign should be noted on the document by a witness. Inform the employee that refusal to sign does not nullify the document.
- ▶ Employee should be informed that further performance in this manner will result in *termination*.

Hourly Employee

Termination of Employment

- ▶ Receiving more than **3** written warnings during a **12-month** period could result in termination
- ▶ If an employee is not able to meet expectations listed in prior warnings, displays any act of **Gross Misconduct, and/or violates policy** the employee may be terminated
- ▶ **Involuntary terms** (Poor Attendance, Poor Performance, Other Violation of Policy) require advanced approval from [Nicole Shanks, HR Director](#). If needed, suspend the employee while you await approval from HR.
 - ▶ *Suspension should not be used as a step in in the process unless waiting to determine if term is approved or to investigate a situation. Otherwise we do not use suspension as “punishment”*
 - ▶ If required by State or Local Ordinances, a final paycheck should be requested through Payroll ASAP - [Compliance Guidelines Here](#)
- ▶ Document the behavior using the [Employee Counseling Record](#)
 - ▶ Manager will discuss concerns and issues that have occurred in detail and may reference all previous documentation dates/write-ups. List dates, events, etc.
- ▶ Manager and Employee should sign and date the document
 - ▶ Employees don't have to sign. However, they should be notified that the purpose of the document is to communicate the expectations and reiterate that they are not meeting the expectations (whether they agree or not) and they must improve or there will be future disciplinary consequences
 - ▶ The document will need to be witnessed if not signed by the employee and the witness is attesting that the expectations were communicated



EMPLOYEE COUNSELING RECORD

Employee Name _____

Employee Code/Dept # _____ Date _____

TYPE OF WARNING

<input type="checkbox"/> Record of Verbal Warning (# _____)	<input type="checkbox"/> First Written Warning	<input type="checkbox"/> Second Written Warning
<input type="checkbox"/> Third and Final Written Warning	<input type="checkbox"/> Termination	<input type="checkbox"/> Suspension Initiated

TYPE OF OFFENSE

<input type="checkbox"/> Tardiness/Leaving Early	<input type="checkbox"/> Absenteeism	<input type="checkbox"/> Violation of Company Policy
<input type="checkbox"/> Substandard Work	<input type="checkbox"/> Violation of Safety Rules	<input type="checkbox"/> Rudeness to Customer
<input type="checkbox"/> Other: _____		

REASON FOR WARNING/NOTICE:

TO AVOID FURTHER DISCIPLINE, EMPLOYEE SHOULD:

NEXT DISCIPLINARY STEP PROPOSED:

Failure to improve performance or follow company policies or procedures may result in disciplinary action up to and including termination.

EMPLOYEE RESPONSE:

Counseling Given By _____

Signature _____ Date _____

Witness Signature _____ Date _____

Corrective Probation Period Effective Dates: _____ to _____

Suspension Period Effective Dates: _____ to _____ Paid Unpaid

Comments: _____

For written warning only:

By signing this warning, I am acknowledging that I have been counseled and warned as noted above.

Employee Signature _____ Date _____

Always Identify the Type of Warning

Select One or More Type of Offense

Be Descriptive. Use Dates and Examples.

Employee can write here and continue to back if needed