Policy title	Category
Progressive Discipline Policy	Human Resources
Owner	**Approved by**
Human Resources	Board of Governors

Policy statement

Where it appears appropriate and effective, the University will utilize a system of progressive discipline to address the remedy of situations where an employee demonstrates unacceptable conduct and/or performance. Under the University's system of progressive discipline, each incident which may require disciplinary action will be examined carefully to insure verification of facts and consistent application of corrective measures. Further, whenever reasonably feasible, an effort will be made to make certain the employee understands the rule that is involved, why the behavior is inappropriate or unacceptable, and specific changes which must be made in order to bring the employee's conduct or performance to an acceptable level. The progressive discipline principle allows the employee to see the results of their actions if the problem persists and encourages the employee to develop good self-discipline habits so as to make further imposed discipline unnecessary.

Progressive discipline is not applicable in every instance where disciplinary action is warranted. Specifically, if an employee's violation of University work rules or policies involves gross, severe, or repeated misconduct or unprofessionalism, the employee may not be eligible for progressive discipline and instead will be subject to more serious disciplinary action, up to and including immediate termination. Actions requiring discipline and the progression of disciplinary steps which will be followed, if any, may vary at the sole discretion of the University and will not necessarily be limited to those actions listed in this policy. Not all actions which might warrant discipline are specifically included in this policy.

The progression of steps of discipline may include any, all, or none of the following:

1. Counseling: Discussion by the supervisor with the employee of behavior which could result in discipline.
2. Verbal Warning: A verbal discussion between a supervisor and an employee about an employee's failure to comply with a rule or demonstrated unacceptable conduct or performance. The supervisor will usually document that the meeting occurred, the subject of the meeting and the outcome of the meeting and submit the documentation to the employee's file in Human Resources.
3. Written Warning: A second or subsequent documentation of an ongoing disciplinary issue. Documentation should go to the employee's file in Human Resources.
4. Final Warning: At the point of progressive discipline when a supervisor has decided that the only consequence of further problems with performance or behavior is termination of employment, a Final Warning clearly stating the consequences should be issued and filed in the employee's file in Human Resources. This is not to imply that an employee can only be terminated if a Final Warning is on file.
5. Termination of Employment: Termination requires documentation of the rationale and circumstances. Terminations should involve consultation with the Office of Human Resources.

***Suspension: Suspension from work, with or without pay, is an OPTIONAL step in the disciplinary process.** Suspension is generally called for when it is necessary to remove an employee from the work environment while decisions are being made on an appropriate disciplinary step; for example, while investigating a sexual harassment complaint, as a result of an altercation between an employee and another individual, or when an employee is at work in an intoxicated state or is waiting for the results of a reasonable suspicion drug or alcohol test. Suspension can occur at any point in the disciplinary process. Suspensions must be documented in the employee's file in Human Resources. Salaried employees can only be suspended for a full day of work and can be suspended without pay only in instances of significant misconduct or violation of University policy.

The following are some examples, but certainly not a comprehensive list, of the kinds of situations that might call for discipline:

1. Chronic and/or excessive tardiness/absenteeism, including no-call/no-show
2. Careless work resulting in waste, spoilage, or delay

3. Leaving the work area without authorization or not being in an assigned area as designated
4. Profanity directed at a supervisor, co-worker, student or campus visitor
5. Inefficient or ineffective work based upon established University and/or department standards
6. Tampering with or falsifying official University records including their own or another's time card
7. Theft, reporting to work under the influence or intoxicated, possess a weapon on campus
8. Fighting or threats of violence, bullying, or illegal harassment
9. Failure to report an accident, injury, or hazardous situation in a prompt manner
10. Violation of University policies including the policy on Harassment, Drug and Alcohol policy violations, Substance Abuse, unapproved consensual relations, etc.

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