

**Disciplinary Procedures**

Hiring departments should use the interview and selection process to help determine whether a student is a good fit for their requirements. It is the hiring supervisor’s responsibility to orient and train the student worker to ensure that s/he understands the requirements and expectations of the position.

However, occasions may arise when the employee’s performance is below expectations. In those situations, a disciplinary process should be used to make sure that students have the opportunity to learn from their own mistakes, to correct their own errors, and to understand why they are being disciplined and/or terminated. Use these College guidelines if your department does not have a policy in place outlining the warning/termination process.

If a student feels that disciplinary procedures have occurred unjustly, s/he may contact Human Resources. The Director of Human Resources will work with both parties to review the situation and reconcile differences that may have occurred so that all parties understand the basis for any decision that has been made.

When performance problems first appear, it is important to address them right away. Often, informal conversations with a student are the best way to quickly let the student know that there is something that needs to be changed. Don't wait for the problem to escalate before discussing it. Take the time to review the job responsibilities and expectations and give the student an opportunity to ask questions. Tackling the issue early will often prevent the need to use the disciplinary procedures outlined below.

If early, informal attempts at addressing a performance concern are not successful, the following steps should be taken to correct the problem behavior. Grounds for disciplinary action include, but are not limited to:

* Excessive tardiness
* Excessive unexcused absenteeism
* Disobedience and insubordination
* Sloppy or unclean appearance
* Carelessness or lack of attention that results in injury to a person or damage to property
* Reluctance or failure to meet job requirements
* Unsatisfactory completion of job assignments
* Failure to work with the public or coworkers in a courteous, professional manner
* Excessive time spent conducting personal business on the phone, on the Web, with friends, or in other manners during work hours

1. **Verbal Warning**

The supervisor and student should meet privately to discuss the performance concern. In this meeting, the supervisor should clearly explain the concern and provide specific suggestions for improved job performance. The student should have the opportunity to ask questions and seek clarification so that s/he will be able to successfully improve his or her performance. The ramifications of continued performance problems should be discussed. Document the date and nature of the discussion for your own records, using the employee record form at the end of this document.

1. **Written Warning**

If the problem is not corrected within a reasonable period of time following the verbal warning, then a written warning should be provided. The written warning should include the following:

* Reference to the date and nature of the previous verbal warning;
* Details of the performance concern;
* Details of how the performance must improve;
* A reasonable timeframe by which the performance must improve.

The written warning should also clearly state the outcome (e.g. termination) that will occur if the performance does not improve within the timeline provided. The supervisor and student should meet privately to review the written warning, and both the supervisor and the student should take the opportunity to ask questions and seek clarification so that the purpose and potential outcome of the written documentation are understood. The supervisor should keep a copy of the documentation for future reference.

1. **Termination**

If the student is provided with a written warning and the performance does not improve within the timeframe outlined, then the supervisor may choose to terminate the student. Every effort should be made to meet privately with the student to inform him or her of the decision. If the supervisor is unable to meet with the student personally (for example, the student never returns to work after receiving the written warning), a letter may be sent to the student informing him or her of the termination. Both the financial aid and accounting offices should be notified of the termination.

Please note that if a student is issued a written warning or is terminated from a position, the supervisor should retain this information in the student’s employment file. Subsequent supervisors may inquire about reasons for leaving previous positions.

**Immediate Termination**

Certain situations may require immediate termination. In these situations, the standard disciplinary procedures should be bypassed, and the student should be informed as to why they are being terminated effective immediately. Grounds for immediate termination include, but are not limited to:

* Theft
* Falsifying timecards or other College documents
* Gross negligence resulting in serious injury or damage to property
* Improper disclosure or use of confidential information
* Physical violence, obscene language, or other threats when dealing with the public or other staff members
* Being at work under the influence of illegal drugs or alcohol
* Immoral conduct or indecency, including sexual harassment; or
* Unauthorized possession of firearms or explosives.

If a student or supervisor feels that disciplinary procedures have occurred unjustly, he or she may contact Human Resources. The Director of Human Resources will work with both parties to review the situation and reconcile differences that may have occurred so that all parties understand the basis for any decision that has been made.

**Disciplinary Process Employee Record Form**

Documentation for 1) verbal warning, 2) written warning, 3) termination

Employee name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Meeting initiated by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Title \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Purpose of the Meeting \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

## Key points of performance concerns from direct supervisor

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## Key points of employee response

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## Corrective action proposed

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Next steps

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Follow-up meeting schedule for this date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Direct supervisor’s signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Employee’s signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Attendee names \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_