

CARSON CITY SCHOOL DISTRICT

**HUMAN RESOURCES
DEPARTMENT**

CLASSIFIED PROCEDURE MANUAL

PROGRESSIVE EMPLOYEE DISCIPLINE

The District and the CESA have agreed to adhere to a specific progressive discipline procedure. The complete procedure is found in Appendix A, and should be reviewed whenever disciplinary action is being considered. An overview of the procedure is as follows:

PROGRESSIVE DISCIPLINE PROCEDURE

- LEVEL ONE: VERBAL NOTICE/COUNSELING (Written Record - Documented in Personnel File for 1 calendar year, a copy given to the employee)
- LEVEL TWO: WRITTEN WARNING (Documented in Personnel File for 1 calendar year, a copy given to the employee)
- LEVEL THREE: WRITTEN REPRIMAND (Documented in Personnel File for 3 calendar years, a copy given to the employee)
- LEVEL FOUR: SUSPENSION WITHOUT PAY/DEMOTION (Documented in Personnel File)
- LEVEL FIVE: TERMINATION (Documented in Personnel File)

You will note that the procedure consists of five (5) levels of discipline, ranging from verbal notice/counseling to termination. Again, it should be noted that progressive discipline is not inflexible. A supervisor is not required to begin at level one (however, in practice you may find this is the level you normally begin with), nor is a supervisor required to utilize all five levels when disciplining an employee over a period of time. Supervisors are required, however, once a level of discipline is utilized, to strictly adhere to the stated steps of that level. The district may consider non related violations by an employee as cumulative for purposes of applying discipline when such prior violations have been appropriately documented by the district.

A. DISCIPLINARY ACTIONS

The disciplinary actions that may be utilized as contained in the progressive discipline procedure are described below.

Verbal Notice/Counseling Written Record (Documented in Personnel File)

1. In general, verbal notice/counseling written record includes any informal discussion with an employee designed to assist the employee to fully develop skills and abilities. The discussion may clarify standards, evaluate the employee's strengths and weaknesses, seek information, solve problems, or discuss why certain behavior or unsatisfactory performance is unacceptable. When there is a problem this is usually the action taken to assist the employee in clarifying and remedying the problem. The supervisor documents (Appendix A.1) the discussion with the employee and maintains a copy in the supervisor's file. A copy of the note is given to the employee.

Written Warning (Documented in Personnel File)

1. A written warning (Appendix A.2) provides notice to an employee that further disciplinary action will be taken unless the employee's behavior or performance improves.

2. The content of a written warning is essentially the same as that of the verbal notice/counseling. The employee is advised in writing of the consequences of failing to improve performance.
3. A copy is maintained by the supervisor in the supervisor's file.

Written Reprimand (Documented in Personnel File)

1. After a written warning, the next more serious disciplinary action is a written reprimand (Appendix A.3). It is the district's official notification that an employee's performance or behavior is seriously below standard and that continuation or repetition of that performance may result in suspension, demotion, or termination.
2. The content of a written reprimand is similar to a written warning but more formal because it becomes a part of the employee's personnel file.
3. A copy of the written reprimand is forwarded to Human Resources for review and placement in the employee's personnel file.

Suspension Without Pay/Demotion (Documented in Personnel File)

1. Suspension (Appendix A.4) is the temporary removal of an employee from duty with or without pay. Suspensions are normally made in cases involving gross misconduct or chronic behavioral or performance problems for which there seems to be no other appropriate response.
2. Demotion is the removal of an employee from a present position to one of lesser rank, responsibility, or pay. Normally, demotions are proper if employees can no longer perform the duties of their present position, but may still function effectively at a lower level.
3. A suspension or demotion is made only after consultation with the Human Resources Department.

Termination (Documented in Personnel File)

1. Termination is the procedure which permanently removes an employee from service. This action should only be taken when the supervisor and District are thoroughly satisfied that the employee has been given the opportunity to meet performance or behavior standards and has clearly failed to do so.
2. Hiring and training costs of new employees makes the loss of an experienced employee very expensive. Therefore, it is important that appropriate means of retaining the employee be explored. Termination is seldom used for the first offense unless the violation is so serious that no other response is appropriate. As stated earlier, the disciplinary action must fit the offense.

3. Termination is only made after consultation with the Human Resources Department.

Resignation (An Alternative to Disciplinary Action)

1. Sometimes an employee may offer to resign instead of facing disciplinary action. By doing so, the employee loses the right to appeal. However, the inquiries from future employers regarding the reason for leaving will be answered, in most cases, by the simple statement that the employee voluntarily resigned.
2. No employee can be compelled to resign; resignation must be **entirely voluntary**. Otherwise, the employee may later claim the resignation was made under duress.

B. JUST CAUSE

Generally post-probationary employees may be suspended, demoted, or terminated for just cause. In situations where suspension, demotion, or termination are necessary, it is of paramount importance that the supervisor follows minimal standards of due process (progressive discipline) and it be able to provide cause for the level of discipline administered. The following tests are applicable in determining whether an employer had just cause for disciplining an employee:

1. Did the agency give the employee forewarning or foreknowledge of the possible or probable disciplinary consequences of the employee's conduct?
2. Was the agency's rule or managerial order reasonably related to the orderly, efficient, and safe operation of the business?
3. Did the agency, before administering discipline to an employee, make an effort to discover whether the employee did, in fact, violate or disobey a rule or order of management?
4. Was the agency's investigation conducted fairly and objectively?
5. At the investigation, did the "judge" obtain substantial evidence or proof that the employee was guilty as charged?
6. Has the agency applied its rules, orders, and penalties evenhandedly and without discrimination to all employees?
7. Was the degree of discipline administered by the agency in a particular case reasonably related to (A) the seriousness of the employee's proven offense, and (B) the record of the employee in his/her service with the agency?

CARSON CITY SCHOOL DISTRICT

**HUMAN RESOURCES
DEPARTMENT**

CLASSIFIED PROCEDURE MANUAL

PROGRESSIVE EMPLOYEE DISCIPLINE

A. DOCUMENTATION

Supervisor's Notes

Frequently a question that comes up is, "How does one know when a seemingly innocent act by an employee will turn into sufficient cause for disciplinary action?" One doesn't, and therein lies the need for anyone who oversees the work activities of others to keep a record of noteworthy events.

Under the auspices of the performance evaluation, supervisors should maintain on an on-going basis Supervisory Notes at the site. The note should be maintained confidentially. One of the best justifications (if one is needed) for requiring supervisors to maintain desk notes on **all** their employees is that studies have shown the active memory for recalling an employee's performance profile to be about three weeks--yet a supervisor is often judging an entire year's performance. Many supervisors also find it helpful to be able to cite specific events to back up their performance ratings when employees ask (and they will), "Why did I get a lower rating this year in the category of Meeting Deadlines?"

A second reason supervisory notes are important is that the supervisor must be able to cite specific dates and details of an occurrence such as tardiness if counseling hasn't worked and formal discipline is being contemplated. In the **absence** of precise dates, amounts of times tardy and reasons, what was said and done, and what agreements were made, the supervisor technically has no grounds for initiating discipline, particularly in the prevailing legal environment on these matters.

Here are a few examples of the kinds of entries that might appear in a Supervisor's Notes:

Mary Smith, Order Clerk

- 1/23 I overheard Mary speaking impatiently to a customer on the phone; she told him, "Perhaps you would get better service at XYZ Company," then hung up. When I talked to Mary about the incident later in the day, she said that customer calls every few days and screams at her, but she admitted she could have been more tolerant.
- 2/16 Mary 20 minutes late to work; ran out of gas; apologized, no discussion.
- 2/20 Mary left work 45 minutes early to take husband to pick up his car; approved; no discussion.
- 3/6 Mary called in *after* being 1-1/2 hour late because of a flat tire she tried to change before getting help. She arrived at work at 10:15 am. At 2:00 pm, I called Mary into my office to discuss her last three occasions of tardiness and early departure to explain the reasoning behind the company's policy. She acknowledged the policy and said she'd be more diligent about observing working hours in the future.

The supervisor should remember that notations should be **factual statements of WHEN, WHERE, WHAT, and WHY events occurred rather than judgmental statements**. The facts will speak for themselves when it comes to performance and discipline, and these situations

should not be influenced by subjective judgments that may imply supervisor bias. It is surely unnecessary to point out that under no circumstances should the supervisor walk around carrying a little black book or ledger and be seen writing in it by employees every time something happens. Take the notes discreetly, and store them in a confidential place to assure the employee's privacy, even though the records are unofficial. Give the employee a copy of and have them sign they have received it.

General Documentation

Documentation of disciplinary events, or those that may lead to discipline, is vitally important if the disciplinary action is to be supported by upper management and sustained if challenged. It will be helpful to review the following points to ensure completeness of the formal disciplinary document.

1. Do you have notes indicating the date, specific details of the infraction or unsatisfactory performance, witnesses or others involved, and your action at the time?
2. Have the time, location, and other pertinent details of the incident(s) been recorded?
3. Have you stated in clear terms what the employee did or failed to do that caused the infraction or unsatisfactory performance?
4. Have you stated the district's policy, rule, practice, or performance standard that has been violated? Are you prepared to show that the employee knew, or should have known, about the policy, standard, etc.?
5. Have you compiled all records, reports, or other written documents related to the incident, and are there witnesses who can testify to the incident if necessary?
6. Have you explained the sequence of events in an orderly, chronological manner that illustrates the progressiveness of the infraction?
7. Is the notice written in an objective style and tone, recording observations rather than personal judgments? Is your information based on your own observations or investigation rather than on hearsay?
8. Has the employee been given previous warnings or instructions? Have you indicated the employee's response or reactions to previous warnings?
9. Is the type of discipline being recommended consistent with district policy and precedence of similar incidents? Is it appropriate to the offense? If necessary, have you discussed this incident with upper management and/or personnel staff to determine conformance with district procedures and practices?

Objective Language

In documenting disciplinary events it is extremely important that the language used to describe the action be specific. The following are examples of documentation terms which are general and difficult to substantiate and those which are specific and capable of being substantiated:

General Terms

Specific Terms

Numerous, frequently, often	Six (6) times
Safety of children is of great concern	At least nine (9) children were shoving each other about the bus, two (2) children, (names), were knocked to the floor.
Is frequently tardy	Was more than ten (10) minutes late on January 3, 6, 22, 30; February 4, 9
Violates provisions of negotiated agreement	Conducted personal business, (type), on February 6, 8, 9
Unsatisfactory relationship with other staff members	Refused to consult with other office machine repairers, (names), regarding repair of X machine.

B. TERMINATION: WHEN ALL ELSE FAILS

In a well-managed office, an employee is almost never surprised at being terminated. The supervisor has already provided a number of counseling sessions with the employee to help redefine goals and clarify any failure to meet standards of performance and behavior, and the employee has been subject to other levels of disciplinary action.

The administrator having the authority to recommend to Human Resources an employee be terminated should be clearly convinced that this is the appropriate course of action. In every case where termination is sought, experience has shown that supervisors should be prepared to show valid evidence of the following:

1. **PERSISTENT NATURE OF DIFFICULTIES.** Except under unusual circumstances, the unsatisfactory conduct on the part of the employee has been recorded for an appropriate period of time.
2. **REPEATED WARNINGS.** The employee has been informed repeatedly of the unsatisfactory performance or conduct. This should be done in the form of written warnings, written reprimands, and performance evaluations.
3. **FREQUENT ASSISTANCE.** Specific efforts have been made to help the employee remedy identified deficiencies, but the efforts have been unsuccessful; this should be documented in writing using the same documents referred to above.
4. **CLOSE SUPERVISION.** Since the discovery of the employee's deficiencies, the employee's work has been closely supervised and the supervisor has personal knowledge of the employee's failure to improve.
5. **ORDINARY CIRCUMSTANCES.** The employee's work has been observed under normal and not exceptional conditions.

C. CONDUCTING DISCIPLINARY MEETINGS

Disciplinary meetings are unlike meetings for any other purpose. They require more thought, more emphasis on factual details, and more mental preparation to assure the right frame of mind (objective and unemotional). The person handling any disciplinary matter should consider the following items before conducting a disciplinary meeting or counseling session.

1. Prepare for the Interview

Avoid a significant time lapse from date of incident.

Select a time and place that is private and free from interruption to avoid embarrassing the employee. Insure confidentiality.

Review all the facts.

Have the personnel record and other information on hand at the time of the interview; prepare an outline.

Consider what you know about the employee: personality, personnel record, and the particular job requirements.

Consider exactly what you want to accomplish by the interview.

2. Conduct the Interview in a Constructive Manner

Start on a cooperative, positive note.

Be ready to help the employee overcome any resentment.

Avoid blaming or punishing the employee.

Stick to the facts; don't become involved in personalities.

Listen to what the employee has to say; practice "constructive silence."

Encourage the employee to express feelings; don't show disapproval.

Openly focus questions; avoid yes-or-no alternatives.

Reiterate the paraphrase statements made by employee.

3. Elicit Cooperation

Cooperation exists when one party shares the likes and dislikes of the other.

Common association includes cooperative feelings.

Acknowledge any help or information of value that is received from the other party.

Be descriptive, not judgmental.

Be specific rather than general.

Deal with things that can be changed.

Consider motives of the employee for giving you certain feedback.

Give feedback when it is desired.

4. Make Sure the Employee Understands

Discuss the requirements of the job. Point out the facts that show how the employee is not meeting these requirements and what the effects are on other employees.

Help the employee decide how to correct the problem and avoid repetition of the offense.

Help the employee uncover the real cause of the problem--not only what is being done wrong, but why the employee is doing it.

Explain fully the purpose of any action as a corrective measure rather than a punishment.

Make sure the employee completely understands that behavior must change. Indicate the consequences if behavior doesn't improve.

5. Use Constructive Feedback

Focus on behavior, not on the person.

Make observations, not inferences.

Describe behavior in terms of more or less rather than good or bad.

Focus on behavior related to specific and recent situations rather than on the abstract.

Share ideas and information instead of giving advice.

Explore alternatives.

Stress the need for mutual cooperation.

Limit the amount of different information.

Concentrate on what is said, rather than why it is said.

6. Provide for Follow-up

Set up a plan for improvement with the employee.

Include in the plan commitments both by the employee and by you to the steps you will take to bring about the desired improvement.

Include specific time limits for accomplishing the desired goals and for formal reevaluation of the employee's behavior.

7. Make a Written Record of the Interview

Note in your calendar or diary the time, date and content of the disciplinary interview.

Ensure that you have your boss's support.

If the disciplinary action is to be formalized, draft the formal documentation, give a copy to the employee, and place the original in the employee's personnel file.

D. ASSISTANCE

Any supervisor needing any assistance in matters concerning progressive discipline should feel free to contact an administrator in the Human Resources Department.

PROGRESSIVE DISCIPLINE

- LEVEL ONE: VERBAL WARNING/COUNSELING
WRITTEN RECORD**
- LEVEL TWO: WARNING LETTER
(DOCUMENTED IN SUPERVISOR'S FILE)**
- LEVEL THREE: WRITTEN REPRIMAND
(DOCUMENTED IN PERSONNEL FILE)**
- LEVEL FOUR: SUSPENSION WITHOUT PAY/DEMOTION**
- LEVEL FIVE: DISCHARGE**

Progressive Discipline

Oral Counseling/Written Warning--Documented in File and Original inserted in employee's HR personnel file for 1 calendar year

Given by employee's direct supervisor; informal (i.e., employee is not necessarily summoned to an office); educational (i.e., employee is told why such behavior is unacceptable); informative (i.e., employee is reminded of consequences of repeated violations); confidential (the warning is between supervisor and employee only, with no record kept of it in employee's file). An Employee Counseling/Warning Form is completed and a copy given to the employee.

Warning Letter--Documented in File and Original inserted in employee's HR personnel file for 1 calendar year

A stronger reprimand, delivered in writing by direct supervisor to employee. The Warning Letter is sent to Personnel and will be in the employee's file for one year

Written Reprimand-- Documented in File and Original inserted in employee's HR personnel file for 3 calendar years

Copies of the written reprimand go to employee and to Personnel Division for filing. The reprimand should fully disclose the nature of employee's violation, and stipulate that employee is to consider himself on notice to correct this behavior immediately. This reprimand is generally written by direct supervisor, but for added emphasis the warning can be undersigned by higher-level management.

Suspension Without Pay/Demotion

This is a strong measure, and should be used only for particularly blatant offenses or when the job atmosphere has become acrimonious as a result. Also, the fact that this measure is "without pay" makes this a particularly good deterrent.

Discharge

Utilized in cases where the nature of the offense is so extreme, and the prospects for rehabilitation of employee's attitude are so remote, that it is in the best interest of employer and employee that the latter seek employment elsewhere. Such a decision can be made by the direct supervisor, but should have the endorsement of higher management. It is very important, especially in the presence of collective bargaining agreements, that the nature of

the offense, all disciplinary measures taken, and employee response to the charges are fully documented.

TYPES OF DISCIPLINARY ACTIONS

GROUP I

Failure to attend scheduled meetings.

Stopping work before specified times.

Loitering and loafing during working hours.

Leaving the department or assigned working areas during working hours without permission of a supervisor, except for use of the restrooms.

Failure to keep employee time card accurately or completing another employee's time card.

Repeated failure to be at the work station at starting time.

Creating or contributing to unsanitary conditions.

Posting or removing notices or signs or writing in any form on any bulletin board on company premises without permission of management.

Neglect or mishandling of equipment or any other supplies.

Unsatisfactory work and/or attitude.

Waste or personal use of company supplies.

Untidy attire, extreme makeup, and hairstyles; torn uniforms and other failures to maintain a clean, neat appearance.

Failure to follow any other company rule, regulation or job requirement not specifically mentioned herein.

GROUP II

Leaving the premises during working hours without permission of a supervisor.

Fighting of any type on company premises at any time.

Attempting bodily injury to another.

Two days unexcused absence during any thirty (30) calendar days.

Violation of the "no solicitation/no distribution" rule.

Failure to report off from work in accordance with current regulations.

TYPES OF DISCIPLINARY ACTIONS

GROUP III

Deliberately making or using falsified records, material requisitions, passes, time cards, etc.

Use of intoxicating liquids or narcotics of any kind on company premises.

Insubordination.

Sabotage.

Theft of any property.

Concerted or deliberate restriction of output (slowdown, delaying other employees' work, etc.)

Reporting for work under the influence of any alcoholic beverage or illegal narcotic.

Improperly discussing or disclosing confidential information.

Using the eating, drinking, and smoking facilities to excess.

Excessive absenteeism.

Discourtesy to the public.

Refusal to accept any reasonable work assignment.

Gambling.

Immoral conduct.

Incompetence.

Gross negligence of duty.

Willful or consistently careless destruction of company property.

Violation of safety rules.

Sleeping on duty.

Profanity.

Possession of firearms or other illegal weapon on company premises.

PROGRESSIVE DISCIPLINE PROCEDURE

LEVEL ONE: * VERBAL NOTICE/COUNSELING

- 1.0 The supervisor shall meet with the employee to discuss the unsatisfactory performance and/or misconduct and to counsel the employee regarding the corrective action that must be taken to avoid further disciplinary action.
- 1.1 The supervisor shall complete a *Written Note* and keep it on file.
- 1.2 The *Supervisor's Note* is to be given to the employee. The employee must sign they have received it.
- 1.3 The *Supervisor's Note* will be placed in the employee's personnel file for 1 calendar year.

LEVEL TWO: WRITTEN WARNING

- 2.0 The supervisor shall meet with the employee to discuss the unsatisfactory performance and/or misconduct and to counsel the employee regarding the corrective action that must be taken to avoid further disciplinary action.
- 2.1 The supervisor shall complete a *Warning Notice* and keep it on file.
- 2.2 The *Warning Notice* is to be given to the employee by the supervisor and the employee may respond in writing to the warning and have the response attached.
- 2.3 The *Warning Notice* will be placed in the employee's personnel file for 1 calendar year.

LEVEL THREE: WRITTEN REPRIMAND - The Principal and/or departmental supervisor must be involved at Level Three and all levels thereafter.

- 3.0 The supervisor shall meet with the employee to discuss the circumstances surrounding the unsatisfactory performance and/or misconduct. An association representative may be present.

* **Depending on the seriousness of the infraction a supervisor may start at any level of the Progressive Discipline Procedure.**

- 3.1 If in the judgment of the supervisor the employee should receive a reprimand, s/he shall complete a *Reprimand Form* and submit it to the appropriate administrator (as determined by the particular division) for review and approval.
- 3.2 If approved, the supervisor shall meet with the employee to inform him/her of the decision to reprimand and to counsel him/her regarding the corrective action that must be taken to avoid further disciplinary action.

APPENDIX A

- 3.3 The employee will be requested to sign the **Reprimand Form**, signifying s/he has received and read it.
- 3.4 The supervisor will send a copy of the **Reprimand Form** to Human Resources for review and to be placed in the employee's file. Refer to Article 9 of the Comprehensive Agreement between the Carson City School District and the Nevada Classified School Employees Association.
- 3.5 The employee may respond in writing to the **Reprimand Form** and have the response placed in his/her personnel file. A copy of the response will be forwarded to the supervisor by Human Resources. The response must be received within ten (10) working days. The Reprimand form will be placed in the employee's personnel file for 3 calendar years.

LEVEL FOUR: SUSPENSION WITHOUT PAY/DEMOTION

- 4.0 If unsatisfactory performance and/or misconduct occurs that, in the judgment of the supervisor, warrants consideration for a suspension or demotion, the supervisor and/or administrator and a Human Resources administrator, if necessary, will hold a meeting with the employee to discuss the circumstances surrounding the infraction. Under certain circumstances, an employee may be temporarily suspended with or without pay until a meeting can be held and a decision rendered.
- 4.1 The employee shall be informed that s/he has the right to have an association representative present at the meeting.
- 4.2 If after the meeting there is sufficient justification for the suspension or demotion, the supervisor and/or administrator will complete a **Discipline Recommendation Form** and draft a suspension or demotion letter. The supervisor and/or administrator will meet with or contact Human Resources to review the **Discipline Recommendation Form**, the suspension or demotion letter, and the decision to suspend or demote.
- 4.3 If approved, the supervisor and/or administrator will meet with the employee to inform him/her of the decision to suspend or demote and to deliver a copy of the suspension or demotion letter.
- 4.4 The administrator shall send a copy of the suspension or demotion letter, with the **Discipline Recommendation Form** attached, to Human Resources to be placed in the employee's personnel file. Refer to Article 9 of the Comprehensive Agreement between the Carson City School District and the Nevada Classified School Employees Association.
- 4.5 The employee may respond in writing to the suspension or demotion letter and have the response placed in his/her personnel file. A copy of the response will be forwarded to the supervisor by Human Resources.

LEVEL FIVE: TERMINATION

- 5.0 If unsatisfactory performance and/or misconduct occurs that, in the judgment of the supervisor, warrants consideration for a termination, the supervisor and/or administrator, and a Human Resources administrator, if necessary, will hold a hearing with the employee to discuss the circumstances surrounding the infraction. Under certain circumstances, an employee may be temporarily suspended with or without pay until a meeting can be held and a decision rendered.
- 5.1 The employee shall be informed that s/he has the right to have an association representative present at the hearing. The employee may also use other types of representation at this level, provided at least three (3) days notice is given to the District. If other representation is requested, Human Resources must be consulted.
- 5.2 If after the hearing, there is sufficient justification for the termination, the supervisor and/or administrator will send a letter to Human Resources recommending such. The documentation of previous disciplinary actions will be attached.
- 5.3 If approved by Human Resources, the supervisor and/or administrator will send a *Pre-Termination* letter to the employee advising him/her of the recommendation to terminate and the date and time of the pre-termination hearing.
- 5.4 A pre-termination hearing will be held with the employee, supervisor and/or administrator, and a Human Resources administrator to discuss the recommendation to terminate.
- 5.5 The same opportunity as provided in Article 5.1 should be given the employee.
- 5.6 If after the hearing, there is sufficient justification for the termination, Human Resources will prepare an appropriate letter to the employee notifying him/her of the termination.
- 5.7 A meeting will be held with the employee, supervisor and/or administrator, and a Human Resources administrator, if necessary, to deliver the termination letter and to inform the employee of the decision to terminate.

When an employee has demonstrated a serious disregard of rules and policies of the District, the supervisor may recommend immediate termination in lieu of these procedures.

CARSON CITY SCHOOL DISTRICT
Human Resources Department

LEVEL ONE: VERBAL NOTICE/COUNSELING WRITTEN RECORD

Counseling Date: _____
Supervisor's Name: _____
Title: _____
Employee's Name: _____
Title: _____

NATURE OF CONDITION, INQUIRY, OR INCIDENT:

(Describe the incident/issue in detail to allow for ready interpretation by other concerned parties. Cite subject of counseling, time and date.)

CONCLUSION/ACTION TO BE TAKEN (Be Specific):

(Describe what remedy was requested of the employee to improve performance or change behavior. List the employee's response to the verbal notice.)

SUPERVISOR'S SIGNATURE

TITLE

DATE

I have received a copy of this record. _____

EMPLOYEE'S SIGNATURE

DATE

SUPERVISOR'S GUIDELINES FOR WARNING NOTICE

1. Self explanatory.

2. **PROBLEM AREA(S)**

Check which one(s) of the listed types of problems has occurred. If the problem is one not listed, **briefly** describe it under "Other."

3. **OCCURRENCE DETAIL**

Self explanatory.

4. **EXPLANATION OF PROBLEM(S)**

Describe in **reasonable** detail what the employee has done.

Cite how this interferes with one or more of the following: employee's performance; the work environment; the business operations or the well-being of other employees.

Cite the rule, regulation, policy, law, standard of work or behavior that is involved.

If the disciplinary action is related to previous Level One verbal warning/counseling records, reference should be made.

5. **IMPROVEMENT NEEDED**

Explain in reasonable detail what the employee must do to improve performance or change behavior. **Attach a separate page if more detail is appropriate.**

Cite a reasonable date by which improvement must occur or no further violations must occur.

The notice should be signed and dated by you on the same day it is given to the employee.

The employee must be afforded the opportunity to respond in writing to the warning notice. If a response is submitted, it should be attached.

Your signature ensures that you have provided a copy of the warning notice to the employee on the stated date.

cc: Personnel File

SUPERVISOR'S GUIDELINES FOR REPRIMAND FORM

1. Self explanatory.

2. **PROBLEM AREA(S)**

Check which one(s) of the listed types of problems has occurred. If the problem is one not listed, **briefly** describe it under "Other."

3. **OCCURRENCE DETAIL**

Self-explanatory.

4. **PREVIOUS WARNINGS**

Enter the dates of previous verbal notices, written warnings or written reprimands related to this violation.

5. **EXPLANATION OF PROBLEM(S)**

Describe in **reasonable** detail what the employee has done.

Cite how this interferes with one or more of the following: employee's performance; the work environment; the business operations or the well-being of other employees.

Cite the rule, regulation, policy, law, standard of work or behavior that is involved.

6. **IMPROVEMENT NEEDED**

Explain in reasonable detail what the employee must do to improve performance or change behavior. **Attach a separate page if more detail is appropriate.**

Cite a reasonable date by which improvement must occur or no further problems must occur.

The employee **must** be afforded the opportunity to respond in writing to the reprimand form. If a response is submitted, it should be attached.

7. The employee should be requested to sign and date the form. If s/he refuses, so note on the form along with your signature and the date.

8. A copy must be sent to Human Resources marked **CONFIDENTIAL**.

The form should be completed after the supervisor and/or administrator meets with the employee.

7. The employee's signature below indicates **only** that the employee has received and read this document.

Employee's Signature

Date

Supervisor's Signature

Title

Date

Administrator's Signature

Title

Date

cc: Personnel File

SUPERVISOR'S GUIDELINES FOR
DISCIPLINE RECOMMENDATION FORM

1. Self-explanatory.
2. Indicate the specific discipline being recommended and the effective date(s) of such discipline. For suspensions, list each of the dates the employee is to be suspended without pay.
3. Describe in reasonable detail what the employee has done.
4. Cite the rule, regulation, policy, standard of work or behavior involved.
5. List all warnings, reprimands, suspensions or demotions related to this disciplinary action.
6. (Suspension or Demotion only) Explain in reasonable detail what the employee must do to improve performance or change behavior. Cite the date by which improvement must occur or no further violations must occur.
7. The signature of the employee, supervisor and the administrator are required before forwarding to Human Resources.
8. Forward to Human Resources in an envelope marked **CONFIDENTIAL** for review and approval.

The form should be completed after the supervisor and/or administrator meets with the employee.

5. In addition to the above-cited problem(s), the employee has been disciplined in the past as follows (attach additional pages if necessary):

Date	Infraction	Discipline Received
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

6. List specifically what the employee must do to change his/her behavior and/or improve his/her performance. (Suspension or Demotion only)

7. Employee's Signature: _____ Date: _____
- Supervisor's Signature: _____ Date: _____
- Administrator's Signature: _____ Date: _____

Human Resources Administrator's Approval: _____

Signature

Date

SAMPLE PRE-TERMINATION LETTER

Date

Name
Address
City/State

Dear Mr./Ms.:

This letter is to inform you of my recommendation to the Human Resources Administrator that you be terminated from your position of **(title)** with the Carson City School District. You are hereby notified that on **(date)** at **(time)**, we will hold a pre-termination meeting with you to discuss the reasons to terminate. At that meeting you will be given the opportunity to present information or arguments rebutting the proposed disciplinary action. The meeting will be held at the **(meeting location)**.

This recommendation to terminate is based upon your unsatisfactory work performance (see attached documentation), which constitutes violation of Administrative Regulation _____ .

Please be advised you have the right to have an Association Representative present at the pre-termination meeting, if you so choose.

If you have any questions concerning the above, please do not hesitate to call me at **(phone number)**.

Sincerely,

Supervisor Name
Title

CARSON CITY SCHOOL DISTRICT
Human Resources Department

SAMPLE SUSPENSION OR DEMOTION LETTER

Date

Name
Address
City/State

Dear Mr./Ms.:

On date, a meeting was held with you to discuss the facts and circumstances regarding an incident that occurred on **date**. Present at the meeting was **name, title; name, title**; and myself.

After discussing the incident with you and upon review, it has been determined that you will be suspended without pay from **date** through **date**. The reasons and facts supporting this action are contained in the attached *Discipline Recommendation Form*.

A copy of this suspension letter and the *Discipline Recommendation Form* will be placed in your personnel file. You have the right to respond in writing to this disciplinary measure. If you choose to do so, your response will be attached to this letter.

Please be advised that you have the right to appeal this decision in accordance with Article ____ of the Classified Agreement.

The purpose of this disciplinary action is to impress upon you the seriousness with which Carson City School District regards this matter, and to give you the opportunity to reflect upon your future compliance with noted recommendations to improve your behavior and/or performance. Should you choose to continue not to improve, you will be subject to further disciplinary action, including termination.

Sincerely,

Administrator Name
Title

THE OBJECTIVES:

- * To refine your evaluation and documentation skills.
- * To equip you to be certified as a competent evaluator.
- * To empower you to motivate employee performance improvement.
- * To prepare you to show sufficient cause for unavoidable dismissals.

THE CHALLENGE:

Are you climbing a mountain with your hands tied?

Without specialized training in evaluation and documenting employee performance, communicating effectively, and justifying personnel decisions to satisfy legal requirements, school superintendents, personnel administrators, principals and supervisors may feel, rightly, that they are mountain climbing all alone.

THE CONTENT:

Employee evaluation and Documentation Techniques

- * Observing more objectively and perceptively.
- * Using specific terminology to describe performance.
- * Writing concise evaluations and formal memoranda.
- * Encouraging employees to challenge themselves.
- * Effectively handling complaints from parents, students, and co-workers.
- * Building legally sufficient personnel files.

Strategies for Generating Employee Improvement

- * Developing employee performance goals and objectives.
- * Preparing realistic recommendations for performance enhancement or correction.
- * Measuring performance against specific objectives and recommendations.
- * Communicating effectively with "problem" employees.
- * Interacting productively in employee and parent conferences, and other professional personnel-related encounters.
- * Raising staff morale and gaining support for your efforts.

PROGRESSIVE DISCIPLINE SIMPLY STATED

1. The single occurrence of a *minor* or *moderate* infraction should receive *minor* discipline.

2. A *repeat* (or continuation) of the *same* minor or moderate infraction

OR

The single occurrence of a *more serious* infraction should receive *more formal* discipline.

3. The single occurrence of a *very serious* infraction

OR

The *repeat* of the *same moderately serious* infraction should receive the *most formal* discipline that is reasonably related to the offense.

Sample Memo/Letter

Date:

To:

From:

Subject:

Dear (Employee's Name):

Please plan on attending a meeting on (date) at (time) to discuss the following issue(s):

1. Example: Your supervisory duties as a lead custodian.
- 2.
- 3.

Please be advised that you have a right to an Association Representative present at this meeting.

SAMPLE PRE-TERMINATION LETTER

Date

Name
Address
City/State

Dear Mr./Ms.:

This letter is to inform you of my recommendation to the Human Resources Administrator that you be terminated from your position of **(title)** with the Carson City School District. You are hereby notified that on **(date)** at **(time)**, we will hold a pre-termination meeting with you to discuss the reasons to terminate. At that meeting you will be given the opportunity to present information or arguments rebutting the proposed disciplinary action. The meeting will be held at the **(meeting location)**.

This recommendation to terminate is based upon your unsatisfactory work performance (see attached documentation), which constitutes violation of Administrative Regulation _____ .

Please be advised you have the right to have an Association Representative present at the pre-termination meeting, if you so choose.

If you have any questions concerning the above, please do not hesitate to call me at **(phone number)**.

Sincerely,

Supervisor Name
Title