

	Page 1 of 3
	Effective Date: July 1, 2011
Retired:	Revised:
Approved by: WAYNE J. RILEY, M.D., MPH, MBA, PRESIDENT AND CEO	
Subject: Human Resources – Progressive Discipline Policy	

PURPOSE: The purpose of this policy is to outline the process for counseling and disciplining employees. It is intended to assist employees in changing their performance, attendance and/or conduct at work.

POLICY: Generally, the progressive disciplinary process is used to correct problems, prevent recurrence of problems and prepare the staff employee for satisfactory service in the future. Therefore, the facts and circumstances of each case will determine which step of the discipline process is appropriate.

PROCEDURE: The following should be considered as guidelines when counseling is necessary. Unless otherwise defined in another policy, the severity of the infraction will determine at what step disciplinary action will begin or if steps are skipped. Disciplinary steps may also include suspension and termination. Managerial discretion may be exercised. The Human Resources Department is available for consultation to both the supervisor and the employee.

Performance & Conduct during 90 day evaluation/orientation period

Unless otherwise provided by the College, the evaluation period is 90 calendar days following the date of hire. When job performance or conduct during the evaluation period is unsatisfactory, supervisors may, but are not required to, give the employee written notice of the deficiency and explain how the performance or conduct needs to improve in order to continue employment. During the evaluation period an employee may be terminated without notice. However, terminations should be reviewed with Human Resources prior to taking action.

Informal Counseling

Supervisors are expected to provide feedback to employees to improve performance or to deal with conduct problems as they arise. The supervisor should explain to the employee why his or her conduct or performance is unacceptable and the possible consequences of repeated violations. If performance or conduct concerns develop, informal counseling will be given to the staff employee. A memorandum documenting the conversation may be completed and placed in the employee's departmental files. If informal counseling does not resolve the issue, or if the conduct or performance issues are too serious to warrant informal counseling,

Subject: Human Resources – Progressive Discipline Policy

formal counseling should be initiated.

Formal Counseling

Written Warning

Written Warnings are appropriate when:

- ♦ Performance or conduct concerns develop and informal counseling does not resolve the concern; or
- ♦ The supervisor concludes that the performance or conduct concerns are too serious to warrant informal counseling.

A Written Warning formalizes a discussion between a supervisor and an employee about a performance issue or conduct that is inconsistent with Meharry's expectations.

A Corrective Counseling Form will be provided to the staff employee to sign indicating he/she has received a copy. If the employee refuses to sign, a note should be made on the form, "refused to sign". A copy should then be provided to the employee. The original documentation must be sent to the Human Resources Department and will become part of the staff employee's employee file.

Final Warning

Final Warnings are appropriate when:

- ♦ Performance or conduct does not improve to an acceptable level after a Written Warning, or if additional or serious performance concerns arise; or
- ♦ The supervisor concludes that the conduct concerns are too serious to warrant verbal warning or written warning; a Final Warning should be administered.

A Corrective Counseling Form will be provided to the employee to sign indicating he/she has received a copy. If the employee refuses to sign, a note should be made on the memo, "refused to sign". The original documentation must be sent to the Human Resources Department and will become part of the staff

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Subject: Human Resources – Progressive Discipline Policy

employee's employee file.