

Written Corrective Discipline

SPOKES

State-Present-Outline-Kindness-Evaluate-Sign

Written corrective discipline letters for employee misconduct creates a formal process for helping employees correct their misconduct. The SPOKES model provides guidance and an orderly procedure when formalizing employee misconduct. It is expected that supervisors will adhere to this model when **any** written corrective disciplinary action is taken. SPOKES ensures that all the necessary components for corrective discipline (DP316 NEG – Orderly Termination-Licensed) are followed.

SPOKES will:

- Communicate constructively and clearly regarding misconduct issues
- Identify needed areas of improvement
- Provide clear expectations and results using SMART directives
- Provide assistance and resources for the employee to resolve any misconduct concern(s)
- Document efforts to resolve employee misconduct

S

STATE THE PROBLEM

- Identify the purpose of the written concern/reprimand
- Include prior meeting dates/instances of misconduct or documentation
- Stick to the facts! Avoid assumptions, generalizations, moralizing statements or opinions
- **DO NOT** discuss unrelated or positive behaviors - focus on the misconduct

P

Present the Evidence & Policy

- Outline rules/policy violated including ALL previous violations
- Stick to the facts! Avoid assumptions, generalizations, moralizing statements or opinions
- Be consistent with employee expectations and performance

O

Outline the Directives

- Document explicit expectations and directives using SMART directives
- SMART directives are Specific, Measurable, Achievable, Realistic, Timely
- Keep directives to a minimum - combine and consolidate

K

Kindness with the Employee

- Include your concern for the employee's success
- Provide resources and interventions for improvement
- **DO NOT** include irrelevant information

E

Evaluate Performance & Compliance

- Provide an opportunity to improve - use a Corrective Action Plan if possible
- Follow-up - make an appointment with the employee to review progress
- Expect change - immediate change should occur for SERIOUS misconduct
- Include information from DP316 NEG - Orderly Termination Procedures-Licensed

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Secure the Signatures

- Include a statement that the employee's signature indicates they have received a copy - Include a signature and date line/space
- Allow the employee to respond to you in writing within ten (10) calendar days
- Provide a copy of all policies and guidelines used in the write-up
- Never leave a written reprimand for the employee to find and return to you