

Supervisor Tips for Misconduct Corrective Action

These tips should be helpful in analyzing an employee problem and determining what corrective action might be appropriate. It is intended to help the supervisor remain objective in analyzing and administering progressive and constructive and corrective disciplinary action. "No" answers may indicate that more information, further analysis, or non-corrective action may be required. You should answer all of the questions before deciding on a plan of action. Then consult your Administrator of Schools/Supervisor and/or Human Resources.

Work Performance Problem

If the employee is not adequately performing the work assigned:

1. Does the employee understand your expectations? What to do? How to do it? Why to do it? When to do it?
2. Does the employee have access to and know where to find written instructions or procedures, or how to receive proper training?
3. Has the employee ever demonstrated the skill?
4. Is it a skill the employee can be taught?
5. Based on experience/education, is it a skill the employee should possess?
6. Could the employee perform the skill if he/she wanted to?
7. Is the work expected reasonable?
8. Has the job changed?

Behavior Problem

If the employee's behavior is inappropriate/unacceptable:

1. Does the employee understand acceptable behavior?
2. Has the behavior been acceptable in the past?

Supervisor's Responsibility

The District depends on supervisors to communicate District policies and practices. Since the supervisor determines job tasks/duties, job performance expectations and departmental work rules must be communicated.

1. Has the supervisor provided adequate training?
2. Can the employee function within the work group without using the deficient skill?
3. Does the supervisor reinforce acceptable behavior?
4. Has acceptable behavior been clearly communicated to the employee?
5. Has the supervisor discussed this problem with the employee to get an explanation?
6. Does the supervisor understand the employee's explanation?
7. Has the supervisor conducted an objective investigation by approaching the problem from all the angles?
8. Has the supervisor questioned the people involved including those mentioned by the employee?
9. Has the supervisor examined the physical evidence?
10. Does the supervisor know the basic facts (e.g., dates, times, places, people involved)?
11. Has the supervisor separated the disputed facts from the undisputed facts?
12. Has the supervisor checked District policy?
13. Is there a past history of enforcing disciplinary action for the same/similar offense?
14. Has the employee been employed a long time?
15. Is the employee's work record below the rest of the work group?
16. Did the employee know or should he/she have known the rule or policy?
17. Is the rule that has been violated a reasonable one?
18. Did the inappropriate performance/behavior result in cost to others (Risk Assessment)?
19. Did the inappropriate performance/behavior result in danger to self or others (Risk Assessment)?
20. Has the supervisor set a date to follow up with the employee?
21. Has the supervisor determined the appropriate disciplinary action?
22. Has the supervisor consulted Human Resources?
23. Above all, has the supervisor documented the investigation in writing?

Before administering disciplinary steps, make sure the following have occurred: Furthermore, they are the proactive steps that supervisors should take to prevent the need for corrective actions.

1. The employee received adequate training
2. The employee received adequate supervision and has suitable equipment/tools & support
3. The employee's performance was judged against reasonable job standards
4. The employee was warned of his or her sub-standard performance before more serious disciplinary action was administered
5. The employee was warned specifically about consequences would result unless performance improves
6. Other employees with the same or similar work records were treated in a consistent manner