



## **Policy: Notice of Progressive Coaching, Counseling and Discipline Policy**

**ChildNet Number: CN 009.049**

**Original Approved Date: June 2, 2003**

**Policy Revised Date(s): August 15, 2007; December 10, 2009, June 13, 2018**

**Policy Sunset Date:**

**COA Standard(s): HR 5.02, 6.02**

### **Statement of Policy:**

ChildNet encourages the resolution of work related matters through open communication between a Manager and his/her Employee. It is the responsibility of all Supervisors, Managers, Directors and Executive Management to administer coaching and corrective action in a fair and consistent manner which supports the intent of this policy. It is the responsibility of employees of ChildNet to maintain high standards of quality, efficiency, professionalism and integrity in their work. Talent Management shall oversee the administration of the Notice of Progressive Coaching, Counseling and Discipline Policy.

**Board Chair's Signature:**

**Date:**



## **Procedure: Notice of Progressive Coaching, Counseling and Discipline Policy**

**ChildNet Number: CN 009.049**

**Original Approved Date: June 2, 2003**

**Procedure Revised Date(s): August 15, 2007; December 10, 2009, August 22, 2014, February 21, 2018, April 26, 2018, June 13, 2018**

**Procedure Sunset Date:**

**COA Standard(s): HR 5.02, 6.02**

### **Statement of Procedure:**

This policy is designed to provide a balanced and structured progressive action process to address and facilitate work conduct, duties, responsibilities and performance consistent with all applicable organizational and departmental policies, practices, values, expectations and laws. The process is intended to be administered in a consistent manner to correct the occurrence of non-compliant behaviors and/or poor/deficient work performance. Any and all violations may be subject to corrective action, up to and including termination. Employment with ChildNet is at-will. ChildNet reserves the right to terminate employment at any time, for any reason, with or without cause, with or without prior notice or with or without prior corrective action. It is expected that all ChildNet employees and subcontractors comply with all applicable laws.

A Performance Improvement Plan (PIP) may be initiated for poor and/or deficient performance and to indicate areas for improvement; and is also required for a "failed annual performance appraisal". An interim appraisal must follow a failed annual performance appraisal within 89 days. Failure to meet the goals of the Performance Improvement Plan and/or interim appraisal may result in disciplinary action up to and/or including termination.

### **PERFORMANCE IMPROVEMENT PLAN**

#### **A. GUIDELINES:**

1. A Performance Improvement Plan may be initiated for poor and/or deficient performance and to indicate areas for improvement; and is also required for a "failed annual performance appraisal". An interim appraisal must follow a failed annual performance appraisal within 89 days.
2. Failure to meet the goals of the Performance Improvement Plan and/or interim appraisal may result in further disciplinary action up to and/or including termination.



## **B. ELIGIBILITY:**

A Performance Improvement Plan may be initiated for full-time and part-time eligible employees, who have more than three months of continuous service in an eligible status. Employees within their 89-day probationary period, do not qualify for the full performance improvement process. ChildNet's Management may qualify for a Performance Improvement Plan depending on the circumstances and at the discretion of their supervisor.

## **C. PROCEDURE:**

1. The Supervisor will identify: any performance deficiencies and/or basis for the failed performance appraisal, expectations, strategies and/or actions required to achieve the desired performance. The Supervisor will set the status review dates pursuant to the Performance Improvement form (Exhibit A) and a reasonable timeline for improvement. The Department Manager will consult with Talent Management prior to meeting with the employee.
2. The Supervisor will then meet with the employee in a confidential setting to review the document and finalize the strategies/actions required. Supervisors are encouraged to take into consideration the employee's input for strategies etc. The Supervisor will establish reasonable timelines for improved performance on each expectation/deficiency. During the meeting the Supervisor will establish consequences for failure to meet and sustain improved performance.
3. The employee should sign and date the appropriate form indicating receipt and comprehension of the Coaching/Performance Improvement Plan. An employee's signature does not indicate agreement with the contents of the Performance Improvement Plan. An employee's refusal to sign a Performance Improvement Plan should be clearly noted on the form and could result in further action up to and including termination.
4. Status reviews of the plan and employee's performance will be conducted on a regular basis with the employee. At the end of each performance improvement meeting, the Supervisor and employee will review and sign the updated Performance Improvement Plans and forward the original to Talent Management to be included in the employee's personnel file. The Supervisor should retain a copy of the document and provide a copy to the employee.
5. At the end of the Performance Improvement Plan period, the Supervisor will determine and notate whether the performance plan was satisfactorily completed; forward the final Performance Improvement Plan and any supporting information to Talent Management for retention in the employee's personnel file; and if additional action is necessary consult with Talent Management.



An employee whose performance or conduct falls below standards shall be subject to a Notice of Progressive Coaching, Counseling and Discipline up to and including termination.

The following procedures shall be followed when administering a Notice of Progressive Coaching, Counseling and Discipline:

- a. All Notice of Progressive Coaching, Counseling and Disciplines shall be reviewed by the Talent Management Department prior to issuance.
- b. Documentation of the Notice of Progressive Coaching, Counseling and Discipline will become part of the employee's personnel record.
- c. ChildNet reserves the right to skip or omit any step of the Notice of Progressive Coaching, Counseling and Discipline process at any time.
- d. The Notice of Progressive Coaching, Counseling and Discipline shall be documented on a Notice of Progressive Coaching, Counseling and Discipline Form and employees should sign acknowledgement of receipt of the document.
- e. Employees will be given an opportunity to write comments on the form and will be given a copy.

## **PROGRESSIVE DISCIPLINE PROGRESS**

### **A. GUIDELINES:**

ChildNet employees may be subject to progressive disciplinary action if their conduct or performance does not comply with ChildNet's values, policies and expectations, applicable laws or fails to improve.

### **B. ELIGIBILITY:**

Full-time eligible and part-time eligible non-management employees who have more than three months of continuous service in an eligible status are eligible for the progressive discipline process. Employees within the 89-day probationary period, do not qualify for the full progressive discipline process.

### **C. PROCEDURE:**

Depending on the severity, frequency of the situation and/or other pertinent factors, progressive discipline may include any of the following steps: 1) Level 1- Documented Verbal Reprimand. 2) Level 2- Documented Written Reprimand 3) Level 3-



Documented Final Reprimand that may be accompanied by Administrative Leave, Suspension or Termination.

Some situations require immediate action and therefore, steps in the progressive discipline process may be omitted at the discretion of ChildNet depending on the severity of the conduct, the employee's discipline record and all relevant information. Previous coaching/progressive disciplines may be considered on a case by case basis. Similarly, if an employee has not received a progressive discipline for 12 months from the last progressive discipline, any new counseling may be implemented at one step lower than the previous action.

The following are the options that may be used when administering the Notice of Progressive Coaching, Counseling and Discipline:

#### **LEVEL 1:**

- 1. Documented Verbal Reprimand:** The employee's Supervisor shall document the particular offense(s) and suggest possible ways to correct the problem(s). The employee shall sign the notice. The documented verbal reprimand shall be documented as a "Verbal" on the Notice of Progressive Coaching, Counseling and Discipline form and shall be placed in the employee's personnel file.

#### **LEVEL 2:**

- 2. Documented Written Reprimand:** The employee's Supervisor shall document the particular offense(s) and suggest possible ways to correct the problem(s). The employee shall sign the "Written" notice". The written reprimand shall be documented as a "Written" on the Notice of Progressive Coaching, Counseling and Discipline form and placed in the employee's personnel file.

#### **LEVEL 3:**

- 3. Documented Final Reprimand:** The employee's Supervisor shall document the particular offense(s) and suggest possible ways to correct the problem(s). The employee shall sign the "Final" notice. The final reprimand shall be documented as a "Final" on the Notice of Progressive Coaching, Counseling and Discipline form and placed in the employee's personnel file.

All Notices of progressive Coaching, Counseling and Discipline involving suspension with or without pay, demotion, or termination requires the recommendation of the Department Director, Legal Department and Talent Management.



**Administrative Leave:** Employees may be placed on administrative leave, with or without pay, while the facts surrounding the area of concern are gathered.

**Suspension:** This form of discipline is administered as a result of a more severe infraction, multiple infractions or failure to correct a previously noted infraction. The employee's Supervisor shall prepare an "Suspension" letter. The employee shall take corrective action and the Supervisor shall inform the employee that further unacceptable behavior may result in additional discipline measures up to and including termination. The suspension shall be documented and placed in the employee's personnel file.

**Termination:** Termination may occur with or without prior notice. The employee shall receive notification of termination in writing. The termination shall be documented and placed in the employee's personnel file.

These corrective action procedures are advisory and not binding to ChildNet. They may be adjusted or modified at the discretion of ChildNet.

President's Signature: \_\_\_\_\_

Date: \_\_\_\_\_