

3.48 / Coaching and Corrective Action

PURPOSE:

The purpose of this policy is to establish a consistent process for incidents of unmet Employment Expectations, unacceptable performance, behavior and/or misconduct. The processes for incidents involving sexual misconduct, sexual harassment, relationship violence, stalking, and/or discrimination are addressed in separate policies.

POLICY STATEMENT:

The University is committed to providing an environment that encourages and assists Employees in meeting Employment Expectations. Failure to meet Employment Expectations may result in Coaching and Corrective Action. All decisions made regarding Coaching and Corrective Action should be unbiased, non-retaliatory, and non-discriminatory.

DEFINITIONS:

Coaching and Corrective Action: A progressive process by which Employees who fail to meet Employment Expectations are counseled in levels or stages. Leadership uses discretion to

Final Corrective Action (Attachment B): A written document requiring approval by the appropriate HR professional, used to address more serious violations or incidents, allowing an Employee

and Corrective Action. The level of corrective action depends on the nature and severity of the incident(s), previous performance, and other relevant factors. Each situation is considered on a case-by-case basis.

- (1) Leadership engages in a face-to-face conversation with the Employee regarding any concern of unmet Employee Expectations. If the Employee works virtually, a phone conversation with the Employee if needed in place of a face-to-face conversation may take place.
- (2) Leadership obtains the appropriate level(s) of approval before administering Coaching and Corrective Action.
- (3) Leadership

- (1) Leadership will be knowledgeable of the policy and procedures.
- (2) Assists Employee in meeting Employment Expectation(s) by clearly defining goals and objectives.
- (3) Engages in face-to-face conversation with the Employee regarding any concern of unmet Employee Expectations.
- (4) Obtains the appropriate level(s) of approval before administering Coaching and Corrective Action.
- (5) Reviews expectations and Coaching and Corrective Action documentation. Seeks commitment for the specific expectation(s) of the Coaching and Corrective Action from the Employee.
- (6) After reviewing the documentation with the Employee, Leadership sends the original signed document to HR. A copy is maintained by Leadership, and a copy is provided to the Employee.
- (7) In instances in which Employee refuses to sign, Leadership documents "Employee Refused to Sign" on Employee signature line. Signature confirms receipt of the document. Refusal to sign does not void the corrective action.

Employee

- (1) Actively participates in and commits to correcting the unmet Employment Expectation(s).
- (2) Seeks direction and assistance from Leadership as necessary to ensure Employment Expectation(s) are met.
- (3) Discusses all performance related concerns with Leadership in an effort to resolve issues, and discusses with Leadership in the chain of command if needed. Eligible Employees may use Policy 3.15 Internal Dispute Resolution Process, should the concern remain unresolved.

ATTACHMENTS:

Attachment A – Employee Coaching Plan

Attachment B –Corrective Action Memo

Attachment C – Involuntary Separation of Employment Notice

Revision Date:

November 2, 2016