

HEALTH SCIENCE CENTER HANDBOOK OF OPERATING PROCEDURES

Chapter 4	General Personnel Policies	Effective:	November 2000
Section 4.9	Performance Administration	Revised:	October 2001
Policy 4.9.3	Performance, Discipline and Dismissal	Responsibility:	Vice President for Human Resources

PERFORMANCE, DISCIPLINE AND DISMISSAL

Policy

Disciplinary action is to be considered as primarily corrective; thus, dismissal will normally be resorted to only after corrective or rehabilitative methods have failed, unless the offense in itself is sufficiently serious to warrant dismissal in accordance with the policies and procedures described in this policy and [Section 4.9.4](#), "Procedures for Discipline and Dismissal of Employees", of the *Handbook of Operating Procedures* (HOP).

Applicability

This policy applies to all classified employees of the Health Science Center.

Documentation

Supervisors should keep a written record of the performance and behavior of each employee who receives direct supervision from them. Such a record will provide the documentation necessary to properly prepare an accurate performance evaluation and to serve as a justification for undertaking disciplinary action should it become necessary to do so. Documentation can be defined as maintaining a written record of the job performance and behavior of an employee. Documentation should include the date of an occurrence, the employee's name, a narrative description of the action that is being recorded, and any other relevant material. Personal and unrelated comments should not be included in such documentation. Health Science Center employees have the right to examine such documentation when it is being used as a basis for disciplinary action.

Investigation

The immediate supervisor or other administrative official will impartially review all incidents involving the possibility of discipline. Evidence, statements, etc., will be developed and documented to establish whether or not the employee was guilty of the charge. If the circumstances warrant, after obtaining the concurrence of Human Resources, an employee may be immediately placed on administrative leave with pay pending completion of an investigation. Final action will be determined by a complete investigation.

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Performance Evaluations

The performance evaluation provides an opportunity for a supervisor and an employee to communicate on a formal basis concerning job performance, behavior, and expectations. Performance evaluations can provide documentation for personnel actions and should be as accurate as possible.

Employee Access to Human Resources

Employees shall be given reasonable access to Human Resources for the purpose of seeking advice and guidance concerning actions to which they are a party.

Verbal Counseling

1. Verbal counseling occurs when a supervisor or other administrative official and an employee meet to discuss the employee's job performance or behavior.
 2. Verbal counseling sessions should be accomplished in confidential meetings. Verbal counseling should provide the supervisor with an opportunity to discuss with the employee his or her job performance, behavior, or expectations.
 3. Verbal counseling is not disciplinary in nature; therefore, the employee may not initiate a grievance based upon a verbal counseling session. However, all such sessions should be thoroughly documented by the supervisor and maintained in the employee's departmental personnel file.
 4. Documentation of verbal counseling sessions can be used as a basis for disciplinary action should a problem continue.
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Reprimand

1. A reprimand is appropriate in instances in which an employee has failed to respond to verbal counseling or has committed an offense or violation which is, in itself, sufficiently serious to warrant more than verbal counseling but less than suspension without pay or dismissal.
 2. Reprimands should be presented in a written document, one copy of which should be presented to the employee, one copy of which should be retained for departmental files, and one copy of which should be forwarded to Human Resources for placement into the employee's personnel file.
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3. Employees have the right to file a grievance in response to a reprimand under [Section 4.9.5](#), "Grievance Policy and Procedures", of the HOP.
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Suspension Without Pay

1. A suspension without pay is appropriate in instances in which an employee has failed to respond to one or more reprimands or has committed an offense or violation which is, in itself, sufficiently serious to warrant more than a reprimand but less than dismissal.
 2. All offenses and/or violations resulting in suspension should be thoroughly documented and investigated and discussed with the Vice President for Human Resources.
 3. Suspensions should be presented in a written document with the suspended employee, the department, and Human Resources each receiving a copy.
 4. No supervisor or administrative official should impose a suspension without pay prior to conforming with the required procedural steps described in [Section 4.9.4](#), "Procedures for Discipline and Dismissal of Employees", of the HOP.
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Dismissal

1. A dismissal is appropriate in instances in which an employee has committed a single grave offense or from an accumulation of minor deficiencies and/or offenses.
 2. All such deficiencies and/or offenses should be thoroughly documented and investigated. An employee shall be notified of a dismissal in writing.
 3. No supervisor or administrative official should dismiss an employee prior to conforming with the required procedural steps described in [Section 4.9.4](#), "Procedures for Discipline and Dismissal of Employees", of the HOP.
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