Discipline

Agenda
- Why use discipline?
- Documentation
- FOSA
- When to discipline

Why do we use discipline?
What is our role as leaders?

The purpose of discipline is always to...
Our role as leaders is to make every effort to promote & ensure success
Correcting Behavior

There can be no correction of behavior without expectation of behavior.

How do I want to track and/or document performance?

- Spreadsheet
- Notebook
- Physical file folder
- Microsoft OneNote
- Electronic files

Consistency
Objectives
- Clear expectations
- Specific behaviors

Solutions
- Training
- Coaching
- Education
- Behavior changes

Actions
- Due dates
- Consequences
- Clarifying possible further action

FACTS
OBJECTIVES
SOLUTIONS
ACTIONS

WHY
Case studies

Maggie is a solid performer. She's been here for about 2 years. Historically, she has met expectations. The last 2 weeks, she's been late 3 times (30+ minutes late) and has missed an important project deadline. Assume that the department all knows their assigned schedules and the project deadline was clearly communicated.

How would we document the problems?

3/7/2018: Maggie has been late a lot lately. Something must be wrong.

3/7/2018: Maggie didn’t create the turnover report. Made me look bad in front of Dr. Blake.
3/7/18: Maggie 35 mins. late
3/11/18: Maggie 30 mins. Late
3/15/18: Maggie failed to complete turnover report or follow up on non-completion.

When to discipline?

Discipline should *usually* not be our first action

Who should be involved before discipline begins?
Who you gonna call?

Before disciplining, get the buy-in & approval of:
- One-over manager
- Human Resources

Informal Counseling

How many times should I counsel before disciplinary action?
- That will depend on the nature of the issue. There is no black/white answer for this question.

Do I need to document informal counseling?
- Yes. Whatever your format is, use the FOSA process.

Progressive Discipline
Performance Correction

- Informal counseling/training
- Documented verbal reprimand
- Written Reprimand
- Suspension
- Termination

Common errors

Mistake no. 1

Ignoring unacceptable behavior in hopes that:
1. no one else will notice,
2. it will correct itself, and/or
3. the employee will eventually just go away

Mistake no. 2

Saving up a laundry list of occurrences in hope that, when added together, they will justify a bigger penalty
Mistake no. 3

Applying rules inconsistently (unfairness)

Mistake no. 4

Applying penalties inconsistently
... (did I mention fairness?)

UHCL Policy

Discipline and Dismissal of Regular Staff Employees

Supervisory personnel are required to inform employees of rules to be followed, standards of conduct to be met, and work performance to be achieved.
Supervisors are responsible for administering progressive disciplinary action and/or dismissal in accordance with UHCL policies and procedures.

Supervisors are also responsible for forwarding records of disciplinary actions to the UHCL Office of Human Resources for inclusion in the employee’s official personnel file. Such documents must be forwarded in a timely manner.

When to hand it over
- Issues of harassment/discrimination
- Ethical violations
- Policy violations

Let’s get to work