Progressive Discipline for University Employees

When a performance or conduct issues arise, it is the goal of the University that managers will approach the situation in ways that counsel and encourage employees in an attempt to modify behavior in positive ways. Below is the expected model for dealing with employees.

Has the employee displayed minor and/or inconsistent performance or conduct? (i.e. attendance problems, minor misconduct/ minor issue?)

- **YES**
  - If behavior continues, prepare and deliver a counseling memo or VERBAL WARNING.
  - Has behavior consistently improved?
    - **YES**
      - Stop Progressive Discipline Process
    - **NO**
      - Prepare and deliver a WRITTEN WARNING. See Great Policy for details.

- **NO**
  - Has the employee demonstrated performance or misconduct that poses a substantial and/or immediate risk?
    - **YES**
      - Discuss the situation with your manager, the HR professional, or VCU Employee Relations to determine if immediate suspension is appropriate.
      - Decision made to suspend immediately?
        - **NO**
          - See Great Policy HR Policy for SUSPENSION details.
        - **YES**
          - Stop Progressive Discipline Process
          - Determine most appropriate options

(See revise side for options)
All documentation related to progressive discipline must be entered into RamTalent Connection.

Great Place HR Policy

Written warnings can lead to or be issued in conjunction with:

- **Imposed Probation**
  - With the approval of the manager's manager & HR
  - 30, 60, or 90 calendar days
  - Prepare a Notice of Probation form
  - See policy for other details

- **Suspension**
  - With the approval of the manager's manager & HR
  - Behavior, performance, or misconduct pose substantial risk
  - Prepare a Notice of Suspension
  - See policy for other details

- **Dismissal**
  - With the approval of the manager's manager & HR
  - A severe behavioral infraction, severe performance issues, or 3 written warnings within a 18-month period
  - Prepare a Notice of Dismissal
  - See policy for other details

- **Demotion**
  - With the approval of the manager's manager and HR
  - Demote employee into a position with fewer qualifications and lower pay
  - May be used as a disciplinary measure
  - See policy for other details

- **Dismissal**
  - With the approval of the manager's manager & HR
  - Prepare a Notice of Dismissal
  - See policy for other details