When a performance or conduct issue arises, 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 concerns?)

- **YES**
  - If behavior continues, prepare and deliver a written counseling memo or **WRITTEN WARNING I**.
  - Has behavior consistently improved?
    - **YES**
      - **STOP PROGRESSIVE DISCIPLINE PROCESS**
    - **NO**
      - Prepare & issue a **WRITTEN WARNING II**. See Great Place HR Policy for details.
        - Has behavior consistently improved?
          - **YES**
            - **Determine most appropriate options**
          - **NO**

- **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?
          - **YES**
            - See Great Place HR Policy for **SUSPENSION** details.
          - **NO**
            - **OR**
              - See revise side for options
All documentation related to formal progressive discipline must be entered into Banner and employee's personnel record.

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, 45, 60, or 90 calendar days
- Prepare a Notice of Imposed 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 form
- 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 an 18-month period
- Prepare a Notice of Dismissal form
- 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