



ELEMENTS OF EFFECTIVE DISCIPLINE

Supervisors are expected to address concerns consistently and at the onset of any employee performance or conduct deficiency through coaching, counseling, additional training or supervision, unless the severity of the circumstances dictates a need for disciplinary action.

EARLY INTERVENTION

- Intervene at the earliest possible opportunity
- Address all concerns – performance, behavior, attendance, tardiness, etc.

COMMUNICATION

- Openly communicate concerns with people
- Provide notice of the concern, expectations for the future and warnings for potential consequences for failure to correct the concern

COACHING

- Provide direction, guidance and training
- Foster understanding and commit to necessary improvements

FACT FINDING

- Review all complaints
- Interview involved parties
- Get written statements
- Review all applicable documentation
- Get complainant and respondent sides of the story

DOCUMENTATION

- Keep clear, concise and accurate documentation of events
- Be descriptive in documenting concerns

CONSISTENCY

- Address issues consistently
- Consider:
 - Severity of the concern
 - Impact of the concern
 - Prior coaching/counseling or disciplinary history
 - Recent performance evaluations
 - Evidence of concern

PROGRESSIVE DISCIPLINE

- Unless the severity of the situation requires more strict measures, start with the least severe
- Provide sufficient time for improvement
- Move forward with the disciplinary process if improvement and/or expectations are not met in accordance with Disciplinary Action Policy **6Hx28:3E-08**.

CONTACT

For additional support/guidance, contact Organizational Development and Human Resources at 407-582-5000, extension HR4U, email HR4U@valenciacollege.edu.

RESOURCES FOR MORE INFORMATION

**Employee Dispute Resolution
Policy:** 6Hx28:3K-09

Disciplinary Action Policy:
6Hx28:3E-08

Employee Relations (ER)

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