



Policy HR 9.4 Progressive Corrective Action

Adopted by the Library Board of Trustees: 01/24/2013

When an employee's performance fails to meet established standards and expectations through coaching, counseling and the evaluation process, progressive corrective action may be applied. Progressive corrective action is intended to guide the employee to bring his/her performance up to acceptable standards. This policy on progressive corrective action is for guidance of supervisory personnel only.

I. Factors considered prior to implementing progressive corrective action

The Library will consider a number of factors when considering corrective action. They include, but are not limited to:

- a. The breadth, impact and duration of performance problems;
- b. Consideration of any mitigating circumstances;
- c. The employee's prior work history; and
- d. Consideration as to whether the proposed corrective action is proportional to the seriousness of the performance deficiencies.

The determination of the performance areas requiring improvement and the appropriate application of corrective action are at the sole discretion of the employer.

2. Steps in progressive corrective action

Generally, progressive corrective action proceeds as follows:

- a. Coaching session: When the supervisor becomes aware of a performance problem or potential performance problem, the supervisor may employ an informal coaching session to make the employee aware of the issue and clarify the performance expectations in that area. One or more coaching sessions may occur, based on the situation at hand. The supervisor may provide written documentation of the discussion to the employee as further assistance to making the necessary changes in performance. Generally, records of coaching sessions are not placed in the employee's personnel file. Records of coaching sessions may be placed in the personnel file at NOLS' discretion. If so, they will be removed once the performance issue is resolved.
- b. Counseling session: A counseling session is generally more formal than a coaching session. The supervisor makes an appointment to talk with the employee about the performance area(s) needing improvement, and at the meeting the supervisor provides examples of the problems and suggestions for making the necessary improvements. The supervisor will generally provide written documentation of the problem(s) and recommended corrective action. The recommended corrective action should, when possible, contain objective goals. Records of coaching or counseling sessions may be placed in the personnel file at NOLS' discretion. If so, they will be removed once the performance issue is resolved.

- c. Written notice of corrective action required: If the performance problem(s) persist following at least one coaching and at least one counseling session, a written notice of required corrective action may be issued, and a copy placed in the employee's personnel file. Written notices are only issued with prior approval from the Library Director or designee. The written notice shall contain documentation of the problem areas to be addressed and recommended corrective action. The written notice of corrective action shall be removed from the employee's file if the performance issues remain resolved for one (1) year.
- d. Work Improvement Plan (WIP): An employee whose job performance is not resolved following coaching, counseling and a written notice may be placed on a Work Improvement Plan (see Policy 9.3). An employee who, during a five (5) year period and while serving in the same job series (Customer Service Specialist, Librarian, Facilities Technician, etc) is placed on more than two (2) Work Improvement Plans because he/she is unable to demonstrate sustained satisfactory job performance may be subject to termination.
- e. Unpaid administrative leave: Depending on the nature of an employee's performance problems, the Library may place the employee on non-disciplinary unpaid administrative leave pending a determination regarding safety, health and/or customer service issues.

Prior approval by the Director or designee is required before unpaid administrative leave is implemented. The employee will be offered an informal opportunity to meet with the Director or designee to address the charges and the contemplated action(s). The employee may provide his or her information verbally at this meeting or in writing. The Director or designee will establish a reasonable deadline for receiving additional information from the employee, and the Director or designee will carefully consider this information before deciding whether an unpaid administrative leave should be imposed. Upon consideration of the entirety of the circumstances, the Director or designee shall send a letter to the employee explaining the findings and the action to be taken.

As deemed appropriate by the Library and depending on the particular circumstances, an employee on unpaid administrative leave will be required to remain away from Library premises, may be required to turn over Library property (e.g., keys and security cards), and may be required to be available to the Library as needed during regular work hours. Unpaid administrative leave is not a routine step in the progressive corrective action process, but it can be used, when circumstances warrant, at NOLS' sole discretion.

- f. Termination: Should an employee's job performance fail to adequately respond to coaching, counseling, a written notification and a Work Improvement Plan, the employee's employment may be terminated.

Prior approval by the Director or designee is required before an employee is terminated. The employee will be offered an informal opportunity to meet with the Director or designee to address the charges and the contemplated action(s). The employee may provide his or her information verbally at this meeting or in writing. The Director or designee will establish a reasonable deadline for receiving additional information from the employee, and the Director or designee will carefully consider this

information before deciding whether the employee's employment should be terminated. Upon consideration of the entirety of the circumstances, the Director or designee shall send a letter to the employee explaining the findings and the action to be taken.

If the performance problems are egregious enough, a termination may be implemented without imposition of verbal and written notifications or suspension. The employee shall be notified either by hand-delivering the letter, or when the employee is not available, by certified mail to the employee's last known address.

If, at any time during the progressive corrective action process, or at the conclusion of this process, the employee's work performance deteriorates further, progressive discipline may be commenced. The criteria to be considered prior to the implementation of progressive discipline should be taken into account. See *Policy 8.9: Progressive Discipline*.

3. At-will employees excepted

Nothing in this policy modifies NOLS's employment at-will policy. Therefore, unless otherwise provided, at-will employees may be terminated for any lawful reason at any time, with or without notice.

4. Administration

The Library Director shall be responsible for the administration of this policy.

