

# Procedure 4-24: Employee Performance

## Counseling and Corrective Action

### 1. INTRODUCTION

Each employee of the San Jacinto College District is expected to perform his or her job responsibilities in a positive and professional manner and to contribute to the College's achievement of its educational mission.

When an employee engages in misconduct, demonstrates performance deficiencies, or otherwise fails to meet the leader's expectations, the leader will evaluate an appropriate course of action to address the area of concern. The purpose of this guideline is to provide an overview of standards and methods that leaders should use when working with employees to improve employee performance or behavior. Human Resources will partner with the leader to assist with the appropriate method to be utilized in addressing performance or behavioral issues.

### 2. PROCEDURES

The need for employee counseling may arise for a number of reasons:

- A. To address performance deficiencies, such as the failure to generate a quality work product or the failure to discharge work in a timely or efficient manner;
- B. To address minor violations of policy or workplace rules that may not have an immediate impact on productivity, efficiency, or safety but that cannot be tolerated if repeated, such as the failure to report to duty on time;
- C. To address acts of misconduct and/or major policy or rules violations.

Depending on the area of concern, the leader ordinarily will employ progressive discipline. Progressive discipline is a series of supervisory actions, corrective in nature, designed to improve job performance and to assist employees with complying with departmental processes, College policies and procedures, and supervisory directives. The leader's objective is to identify the area of concern; to provide the employee with information, directives, or guidance regarding the leader's expectations; and to engage in appropriate follow-up to determine whether the employee is meeting expectations.

Appropriate action will be determined based on the nature of the conduct; the severity, frequency, and degree of deviation from expectations; whether the employee's conduct is part of a pattern; whether the conduct is of such a nature that an opportunity for remediation would be reasonable; and whether the employee previously was given an opportunity to address the area of concern. The leader also must consider whether a particular course of action is in the best interest of the College and its students.

Examples of developmental actions may include, but are not limited to, the following:

- A. Counseling and coaching.
- B. Written reminders regarding expectations, rules, procedures and/or deadlines (letter of expectations).
- C. Performance Improvement Plan (PIP) identifying areas of improvement.

Examples of disciplinary actions may include, but are not limited to, the following:

- A. Corrective Action Notice identifying areas of improvement and a statement of consequences
- B. Final Corrective Action Notice with a statement of consequences if expectations are not met, and the employee may not apply for other positions within the College
- C. Disciplinary suspension; demotion.
- D. Termination.

NOTE: All terminations must be approved by the Chancellor after approval from the leadership team and communications with the Human Resources Department.

**3. JOB ABANDONMENT / INVOLUNTARY RESIGNATION**

An employee who is absent for three (3) consecutive scheduled workdays without approval and without notifying their leader (No Call / No Show), is considered to have abandoned their job. This applies to an employee during the normal course of employment, as well as the scheduled return from vacation or leave of absence.

The College may consider extenuating circumstances when evaluating a No Call / No Show. For instance, if the employee is in a serious accident and not able to notify leadership, the College has the right to exercise discretion.

**4. SUMMARY**

Although progressive corrective action shall be employed in most instances, nothing in this guideline precludes the College from implementing an immediate termination or other discipline without first pursuing progressive measures.

The responsible leader or administrator, in conjunction with Human Resources, shall determine whether certain performance deficiencies or acts of misconduct warrant measures outside of progressive discipline.

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