

HACAP Disciplinary Process

Instructions for Supervisors

Purpose: The Disciplinary process aligns with HACAP's Policy #502- Disciplinary Action – which states “The primary purpose of discipline under HACAP policy is to correct unproductive or inappropriate activity. It is the policy of HACAP to administer fair and reasonable methods of disciplinary action for those employees whose job performance or behavior does not meet the standards of HACAP.”

Successful implementation of the policy involves using timely and consistent steps to address undesirable work behavior, unacceptable job performance, or other disciplinary concerns. The disciplinary process begins with coaching but is not necessarily linear; the appropriate coaching or disciplinary step is based on the seriousness and circumstances of the concern.

Informal coaching, formal coaching, and every disciplinary action must be documented. All disciplinary actions must focus on measurable performance or observed behavior.

1. Informal Coaching

- Meet privately with the employee as soon as practical after the concern is identified.
- Describe the specific behavior or performance concern, including relevant dates, examples, and your expectations.
- Ask for the employee's perspective and identify any needed clarification, support, or training.
- State the required improvement, the timeframe for improvement, and how progress will be measured.
- Explain that continued or repeated concerns may lead to formal coaching or disciplinary action.
- Document the date, concern discussed, employee response, expectations, assistance offered, and follow-up date.

2. Formal Coaching

- Use formal coaching when informal coaching has not produced sustained improvement or when the concern warrants a more structured response.
- Follow the Formal Coaching Instructions form that is found in Core Documents to create/write your formal coaching plan.
- After you have presented the formal coaching plan to the employee, give them an opportunity to respond and ask questions.
- The formal coaching plan must include required actions, deadlines, and follow-up dates, as well as employee and supervisor signatures and date. The employee signature verifies that the coaching plan has been reviewed with them by their supervisor.
- Give the employee a copy of the coaching plan. The supervisor keeps the original copy.

***If an employee's performance or behavior shows no improvement based on the requirements and deadline of the formal coaching, supervisors can move to disciplinary action.*

3. Submit the 'Request to Discipline' Form

Before any disciplinary action is taken, the supervisor must complete and submit the "Request to Discipline" form located in Core Documents. The supervisor must provide all supporting documentation with the Request to Discipline. Email the information to HResources@hacap.org

Human Resources will notify the supervisor if the request to discipline is approved or denied. If approved, HR and the supervisor will determine the date, location, and time for the disciplinary meeting. Once determined, HR will send the supervisor a Meeting Notice that the supervisor needs to give the employee. Employees should have at least 24-hour notice of the disciplinary meeting. All employees have the right to have non-attorney representation at the disciplinary meeting.

4. Disciplinary Action

Verbal Reprimand

Use a verbal reprimand for a minor disciplinary problem or as a further notice to the employee when undesirable work behavior or unacceptable job performance continues after coaching.

A copy of the verbal reprimand should be given to the employee and be kept by the supervisor. Human Resources receives the original copy.

Written Warning

Issue a written warning for a serious disciplinary issue. A written warning may be issued without prior coaching or a verbal reprimand when warranted by the seriousness of the infraction, including conduct that could potentially jeopardize the safety of the employee, co-workers, or clients; actions detrimental to the agency; egregious non-compliance; or flagrant violation of HACAP policies and procedures.

A copy of the written warning should be given to the employee and be kept by the supervisor. Human Resources receives the original copy.

5. Final Written Warning with Performance Action Plan

Human Resources will consult with the supervisor after a written warning has been given to the employee to determine if the situation is appropriate for this final disciplinary action.