I. Purpose

The goal of Performance Counseling is to turnaround unsatisfactory job performance and/or unacceptable conduct and to preserve the employee’s employment with Clark Atlanta University (CAU). This is one of the primary responsibilities of management.

II. Policy Provisions

A. Step One
   Verbal Counseling

Step Two
   Written Counseling
   (The employee will have up to 60 days to correct behavior depending upon circumstances. However, this assumes the employee is demonstrating a good faith effort to improve performance and/or behavior.)

   Performance Improvement/ Disciplinary Action Plan (Attached)

Step Three (Optional)
   Final Counseling (All terminations should be approved by Human Resources.)

Step Four
   Termination

B. Because unsatisfactory job performance and unacceptable conduct have different levels of seriousness, a manager may decide that a level of counseling different from that which normally would apply under the steps described above would be more appropriate. Counseling may be initiated at an intermediate level, or a step of counseling may be bypassed. Under certain circumstances, a step in the corrective action process may be skipped. Reasons for such a decision include but are not limited to:

1. The severity of and conditions under which sub-standard performance/conduct occurred
2. Whether the unacceptable behavior violated more than one rule of conduct
3. The quality of the employee’s overall job performance
4. The employee’s demonstrated progress and willingness to make improvements in performance or behavior as needed

C. The performance counseling process described above will not be followed when:

1. Management is of the opinion that remedial efforts are unlikely to be successful
2. The employee is still within the new-hire introductory period
3. The employee has engaged in misconduct, which falls so far below the expectations of CAU that employment cannot be continued
4. When the employee refuses to commit to the outlined success steps or fails to demonstrate a good faith effort to improve performance or behavior
II. Policy Provisions, Continued

D. Examples of conduct which may be cause for immediate discharge include but are not limited to the following:

1. The sale, purchase, use or possession of alcohol, illegal drugs, or any other controlled substance by employees on CAU premises or while conducting CAU business
2. Deliberate or willful falsification or alteration of CAU records or documents
3. Verbally or physically harassing, coercing, intimidating or threatening a co-worker, supervisor or customer
4. Insubordination, which is defined as refusal to obey a manager’s instructions or willful disobedience when directed to perform work
5. Possession of a firearm, explosives or other deadly weapons including the conversion, or threatening conversion, of any tool or other object into a weapon with the intent to use it in the work place
6. Unethical or illegal conduct in the course of employment
7. Reckless disregard or willful violation of any safety or security rules where such disregard or violation endangers the safety of any person or the property of CAU, customer or employee
8. Fighting, provoking or initiating a fight or the use of threatening, abusive, intimidating or coercive language or gestures during work hours or while on CAU premises
9. Gross neglect of duties or job responsibilities
10. Gambling in any form during work hours while on CAU premises
11. Absence from work without notice (job abandonment)
12. Obtaining other employment during a leave of absence
13. Other serious misconduct
CAU Employee Performance Counseling Report

Date:

To:

From:

Subject:

This memorandum serves as a written record of the discussion that you and I are having today regarding your job performance. Your job performance has deteriorated as follows:

Your performance is not acceptable and must improve immediately. In the next ___ days, beginning today, your progress will be monitored closely. Exceptions are as follows:

You and I will meet at the end of ___ days to review your progress. If significant improvement is not shown at the end of ___ days, your employment with CAU will be terminated. However, if little or no progress is being made or other unacceptable behavior occurs, you may be terminated at any time prior to the end of ___ days.

Please sign below. Your signature on this document is an acknowledgement that this matter has been discussed with you and you have reviewed this document prior to inclusion in your personnel file. Your signature is not an indication of agreement or disagreement of the deficiencies that are outlined in this document.

/       /
Employee Signature       /Date Manager Signature       /Date

Employee Comments:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

CAU Human Resources

June 2014
CAU Employee Disciplinary Notice

Employee Name: ___________________________  Employee Manager: ___________________________
Employee Department: ______________________  Location: ________________________________

Steps:  □ Informal Warning  □ Final Warning
□ Formal Warning  □ Termination

1. **Statement of the problem:**
   (Violation of rules, standards, practices or unsatisfactory performance.)

2. **Prior discussion or warnings on the subject:**
   (Oral, written, dates.)

3. **Statement of CAU policy regarding this subject:**

4. **Summary of performance counseling action to be taken:**
   (Include dates for improvement and plans for follow-up.)

5. **Consequences of failure to improve performance or demonstrate corrective behavior:**

6. **Employee Comments:**

   ________________________________ /   ________________________________ /
   Employee Signature             /Date                              Manager Signature     /Date

   Distribution: Employee- Manager- original to personnel file.

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