

Georgia College & State University

A Supervisor's Guide to Prohibitions and Penalties For Faculty and Staff

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INTRODUCTION

Authority for setting behavior and performance standards is derived from the State of Georgia, the Board of Regents of the University System of Georgia, Georgia College and federal laws, rules and regulations. These regulations provide that Georgia College shall determine and describe in writing those activities that are inconsistent, incompatible or in conflict with the employees' duties and responsibilities. The regulations require that a copy of the list of such activities must be provided to each employee. We provide this list to employees by issuing the "Prohibitions and Penalties" as a supplement to the employee handbook.

This manual is intended as a guide to clarify existing rules. It cannot include all of the various infractions and violations that could conceivably develop. It is, however, comprehensive enough to cover the majority of situations that experience reveals are a source of concern. Since this manual typifies the range of offenses generally occurring, it should serve as a useful guide for supervisory personnel.

IT'S YOUR JOB AS A SUPERVISOR

One of your major contributions to Georgia College ("GC") is the development of an environment that fosters cooperative and effective work relationships. The establishment of an environment that allows your employees as individuals and as a group to voluntarily put forth their best effort begins with you. The effectiveness of Georgia College's programs depends largely on how well you – and other supervisors – measure up to this responsibility.

Each employee represents a substantial investment by Georgia College in terms of recruitment and training. To protect this investment GC, through you, must make every effort to help each employee become and remain an efficient, productive, and satisfied worker. This places on you the responsibility of seeing that each of your employees knows:

- The policies and regulations that govern their work.
- The objectives of their job and the unit in which they work.
- The duties and responsibilities of their position.
- The accepted methods for performing these duties.
- The work performance standards for the job.
- How well they are meeting their own work performance standards.
- How they can improve their work and develop their knowledge, skills, and abilities.
- What is considered proper conduct on the job.
- What disciplinary action will occur for violations of regulations or misconduct.

WHAT IS DISCIPLINE?

Unfortunately, the term “discipline” has taken on a disagreeable and negative meaning in today’s society. There is a tendency to think of discipline entirely in its most limited sense: as an action taken against an employee who has been guilty of some violation of good behavior. This is sometimes called “corrective action”. While this is one use of the term, “discipline” also has a broader and more positive meaning.

The word “discipline” comes from the Latin word “disciplina” which means “instruction, teaching, and training”. Discipline, therefore, should be thought of in terms of instruction and training, rather than in terms of punishment and penalties. The conduct of well-disciplined employees is the result of training that motivates employees to accept and work in accordance with established standards. Acceptable conduct is the result of proper working habits established and maintained over a long period of time. Having proper working habits gradually leads to greater, self-administered group discipline. In addition to preventing situations from developing that require “corrective action”, group behavior can also inspire an individual employee to excel in his/her performance.

The term *discipline*, as used in this guide, describes actions that correct and train employees to conform to Georgia College standards of performance and recognized standards of good conduct.

HOW TO DEVELOP PROPER BEHAVIOR

The following suggestions will help you as a supervisor to develop and maintain proper behavior in your staff. These suggestions are based on the belief that it is far more important for you to create and maintain good behavior than it is for you to develop a successful technique for handling corrective disciplinary cases. In other words, your emphasis and efforts should be on preventative (proactive) rather than corrective action (reactive).

1. **Let employees know what is expected of them.** Every employee should be aware of the rules and regulations that govern his/her employment with Georgia College through the orientation process conducted by the Office of Human Resources and through the employee's work performance standards.
2. **Set reasonable work objectives for your employees.** There is considerable truth in the statement that a supervisor can forget about corrective disciplinary actions if he sets reasonable work objectives for his employees and keeps them vitally interested in reaching these objectives. One approach is through work performance standards. The understanding of work performance standards by employees will go a long way toward preventing many instances of misconduct. When these standards of conduct have been followed long enough to become automatic, you will find that corrective disciplinary actions will take less of your time. This will give you time to develop, among your employees, the enthusiasm for the job and the satisfaction from the job that is so essential to full, long-term production.
3. **Create a favorable working atmosphere.** Create a working environment that will encourage your employees to do their best work. A good working environment involves not only physical conditions, but also personal and other intangible relationships. Remember that a word of commendation and praise for a job well done is just as essential to the maintenance of proper discipline as is the correction of an employee who has been guilty of misconduct.

Employees should feel free to offer suggestions for improvements in working methods and to bring grievances to you when they arise. You should realize that the existence of grievances among your employees is not necessarily a reflection on your skill as a supervisor. What really counts is the willingness of your employees to bring their grievances to you and your open-mindedness and fairness in handling the problems.

4. **Communicate continually with your employees.** Keeping the information flowing between you and your staff is critical to a successful working relationship and fosters a comfortable working environment. If disciplinary issues arise, they need to be brought to the employee's attention immediately to avoid future problems. If open communication has already been established, any potential disciplinary action will not be as difficult to address.

PROPER DISCIPLINE IS BEST FOR ALL

The vast majority of employees at Georgia College are competent, conscientious and efficient. In an organization the size of GC, however, it is not surprising that there would be a few employees who willfully, thoughtlessly, or unwittingly violate the accepted standards of good behavior or who do not turn out a satisfactory day's work. Unfortunately, the actions of these employees reflect unfavorably on Georgia College.

If such instances are permitted to go without reprimand or correction, they will undermine the morale of other employees and lower confidence and respect of the public in all of our employees. Accordingly, it is in the best interest of all GC employees to see that inefficient or problem employees improve their performance or are separated from service.

You, as a supervisor, are charged with the responsibility for promptly taking corrective disciplinary action when it is appropriate for employees under your direction. It is also your responsibility to promptly bring instances that require such action to the attention of your Personnel or Human Resources Department. The administration of prompt, fair, and effective corrective disciplinary action is just as essential to effective operations and good employee relations as is the commendation of employees for work well done.

If you, as a supervisor, take steps to correct behavior or take steps to terminate the service of uncooperative or incompetent employees, you will increase the respect you receive from your employees. You will also raise the prestige of all Georgia College employees by demonstrating that merit is essential for continued employment.

WHEN OTHER METHODS FAIL

Proper discipline cannot be maintained and appropriate corrective disciplinary actions cannot be taken if you neglect your responsibility as a supervisor. Employees expect and want uniform adherence to recognized standards of conduct, and they respect the supervisor who maintains these standards.

When corrective disciplinary action seems necessary, you will want to keep in mind the following points:

1. **Get all the facts and act promptly.** It is important that corrective action be taken soon after an employee's action. This does not mean you should act before you have all the facts and have weighed them. It means you should act as soon as you have all the facts, have weighed the evidence, and have decided what to do on the basis of those facts. The longer the corrective action is delayed the more unjustified and unfair it will seem to the employee and co-workers. Be sure you get the employee's perspective and objectively assess discrepancies before taking any action. Avoid the impression you have made up your mind prior to hearing the employee.
2. In deciding what corrective disciplinary action to take, or recommend you must:
 - Consider all the circumstances surrounding the situation.
 - Consider the seriousness of the employee's conduct in relation to the employee's particular job and employment with Georgia College.
 - Consider what the department has done to help prevent this type of behavior.
 - Consider the type of corrective disciplinary action for the type of offense involved. (Refer to Prohibitions and Penalties)
 - Consider the proposed disciplinary action in light of its training value, rather than strictly as a punishment or reprisal for the offense.
 - Consider what corrective disciplinary actions the department and Human Resources Department has taken in similar instances.
 - Consider the employee's previous conduct.
 - Consider the probable cause of the employee's behavior.
 - Consider what corrective action will most likely eliminate the cause and prevent a reoccurrence.
 - Consider the employee's possible reaction to the corrective action.
3. Above all else, **be fair and impartial in arriving at the corrective action you decide to take.** Nothing will do more to undermine the morale of your employees and their confidence in you than the feeling that you are being arbitrary, unfair, or partial in your treatment of them. Be aware of the actions that really upset you personally as these feelings may affect your objectivity.

SUGGESTED GUIDE ON CORRECTIVE DISCIPLINARY ACTIONS

Various kinds and degrees of corrective disciplinary actions are suggested in this guide as an aid toward securing greater uniformity and more appropriate actions in disciplinary matters. Because Georgia College is a large and complex organization, it is impossible to develop any “magic formula” that will automatically determine the proper corrective disciplinary action to be taken in every situation. Each situation must be considered on its own merits and circumstances.

The suggested range of actions indicated for a specific offense should not be interpreted to mean that a disciplinary action is necessarily unreasonable if it falls outside the minimum and maximum limits of the range indicated (as outlined in the Prohibitions and Penalties). The circumstances surrounding a particular situation may well justify a more or less severe action than those included within the range indicated. In such case, the supervisor should explain their reasoning on the measure of penalty issued.

Nothing in this guide should be construed as constituting a waiver of Georgia College’s prerogative to administer corrective disciplinary action in any order that may be warranted.

Types of Corrective Disciplinary Actions

It is expected that all corrective disciplinary actions have been preceded by ongoing communication between the supervisor and the employee in an effort to correct the situation, unless of course there was no way of anticipating the employee's offense from his/her previous conduct. It is also expected that there are up-to-date Work Performance Standards in place and those standards have been communicated to the employee prior to any action taking place.

Oral Warning/Verbal Counseling Sessions

Oral Warning/Verbal Counseling Sessions are meetings held between the supervisor, one who regularly directs the employee's daily activities, and employee to discuss general work performance and specific areas in need of improvement. Frequently, problems which are recognized EARLY can be solved by an informal discussion. Privacy and sufficient time devoted to the meeting are essential. It is generally helpful to prepare for the counseling session by outlining specifically the problem areas and developing concrete suggestions for improvement.

A positive approach to the discussion, coupled with constructive counseling, serve as key elements to the verbal counseling session. Documentation of the session on the appropriate counseling form or in a diary is strongly urged. This provides a basis for follow-up at your next meeting with the employee, and gives you a source of documentation if the problem persists and you need to take further action.

Before the meeting, thoroughly investigate the incident by gathering all the facts about the offense and evaluate them. Include in your investigation and subsequent discussion what rule was violated, who was involved, when and where it occurred, who witnessed the incident and what the employee's past record is. During the meeting be sure to allow enough time for a thorough discussion of the incident. Listen to the employee and evaluate his/her explanation. If the employee denies there is a problem, explain your concern and reiterate to the employee specifically what you expect from him/her. Make sure the employee understands your expectations and ask the employee what he/she will do specifically to solve the problem. Explain that this is an oral warning, that he/she will receive a **Letter of Direction**¹ regarding the outcome of the meeting, and that you are confident the problem will not occur again. After the meeting, complete the Letter of Direction, give a copy to the employee, and keep a copy for yourself in the office personnel file of the employee. If you need to take further action the letter will be valuable in showing a history of problem performance and corrective action. Follow up on the employee's performance and give feedback on improvements. If the employee does not improve, initiate another oral warning or proceed to a written reprimand.

¹ A Sample Letter of Direction located in the Appendix on page19.

Written Reprimand/Written Warning

When the verbal counseling sessions/verbal warnings are not effective, you must proceed to the next level in progressive discipline, Written Reprimand or Written Warnings. Written Reprimands are issued by the employee's supervisor(s) whose responsibilities include taking formal corrective disciplinary actions. (This supervisor may or may not be the same person as mentioned in the oral warning section.)

A warning should always precede a less than good performance evaluation in order to demonstrate to the employee the consequences of a lack of improvement. If possible, it is best to reference the problem using the same terminology as on the performance evaluation form. A written warning may also be issued if the employee has committed a significant infraction requiring more serious corrective action than counseling.

Warnings should be constructive in both tone and intent but differ from counseling in that the employee is put on formal WRITTEN notice that unless improvement is shown, disciplinary action will be taken. **Remember, if the incident/misconduct is serious enough to warrant a written warning, it is serious enough to put in writing.**

In the body of the statement, be sure to include the following:

- The date of the incident (or knowledge of)
- The specific rule(s) violated or the performance problem that occurred
- Reference the previous oral discussion(s) or any other counseling the employee received about appropriate performance
- A statement outlining the specific improvement in performance and behavior needed and a time limit in which the improvement must occur
- A statement regarding progressive disciplinary procedures/guidelines if the performance/behavior does not improve.

Discuss all of these points with the employee in a private setting, allowing plenty of time for the employee to respond. Evaluate the employee's explanation taking into consideration previous oral warnings. If the employee denies there is a problem, explain your concern and tell the employee specifically what you expect from him/her. Also explain that within the next three (3) business days, you will complete a **Letter of Warning**² and have him/her sign it. If the employee refuses to sign the form, state this fact on the form and obtain the signature of a witness. Also advise him/her that a copy of the written reprimand will go in the employee's permanent personnel record.

After the formal discussion, follow up to see that the employee has improved his/her performance/behavior. Provide positive feedback to the employee for any improvement. If performance/behavior has not improved, consult with the Human Resources Department for further action.

²A Sample Letter of Warning in the Appendix located on page 20.

****Suspension Without Pay***

A suspension without pay is a serious disciplinary action which imposes a monetary penalty or fine on the employee by depriving him/her of pay during the period of suspension. It is most often imposed for a specific and serious breach of agency policy or practices. It may be warranted for a violation after warnings and a letter of reprimand have been issued, or it may be given for a serious violation of a work rule without any prior progressive discipline. The period of suspension shall not exceed 30 calendar days (refer to Prohibitions and Penalties).

Due to the significance of a suspension, the Human Resources Department must review all disciplinary action involving a recommendation of suspension **prior** to the action. Considering the severity of a suspension and depending on the circumstances that surrounds the alleged infraction/misconduct, mitigating factors will determine if a meeting with the employee prior to the official suspension is warranted. In the event the infractions are not deemed severe and there is no eminent threat, a meeting prior to the first suspension can be granted. The first suspension is generally a suspension with pay. In this meeting you should describe the performance problem and review past discussions. Make sure the employee understands the purpose for the meeting and ask the employee to respond. Explain what disciplinary action you must take and why you believe you must take it. Explain specifically the performance/behavior you expect from the employee and ask the employee to commit to meet your expectations. Emphasize your belief that the employee can improve. At this time you shall advise the employee what he/she is being charged with and advise once the internal investigation is complete, he/she shall receive an official letter sent via USPS certified mail/return receipt requested of the date, time, and location for when they should appear for the final meeting for the resolution of the charges.

There are some circumstances that will warrant an immediate suspension without a meeting as previously mentioned. In such circumstances, you will advise the employee he/she is suspended immediately pending an investigation regarding the charges. You shall also advise the employee he/she shall receive an official letter sent via USPS certified mail/return receipt requested of the date, time, and location for when they should appear for the final meeting for the resolution of the charges.

At the official suspension meeting you shall advise the employee of the outcome of the initial investigation. You, as a supervisor, shall have a **Letter of Suspension**³ ready for the employee to sign. The employee can either accept or reject this decision. If the employee refuses to sign the document, state this fact on the form and obtain the signature of a witness.

After the suspension, follow up on the employee's performance making sure to praise the employee for any improvement. If the employee has not improved, consult with the Human Resources Department for further steps. If the employee refuses to sign the document, state this fact on the form and obtain the signature of a witness.

³ A Sample Letter of Suspension located in the appendix on page 22.

**Demotion*

Demotion is another serious form of disciplinary action which involves reducing an employee's job level due to problematic performance at the higher level or for specific misconduct offenses. Refer to the Prohibitions and Penalties for offenses that may result in demotion. If the employee refuses to sign the form, state this fact on the form and obtain the signature of a witness. Please consult the Human Resources Department prior to taking any action.

***Dismissal*

Dismissal is normally the last step in the disciplinary process and comes after all other remedial measures have been exhausted. A dismissal terminates the employer/employee relationship completely when all other efforts to correct performance deficiencies have failed. There should be a recorded history of corrective efforts, generally involving most of the progressive discipline steps, before termination becomes a logical course of action. Under some circumstances, dismissal is used for some first offenses of the most serious nature. Refer to the Prohibitions and Penalties for offenses that may result in dismissal. Please see the section⁴ of this manual regarding dismissals for protocol and procedures for dismissals.

Please consult your Personnel or Human Resources Department prior to taking any action involving dismissals.

**If actions are recommended for a permanent employee, the hearing guidelines must be followed if the employee requests a hearing. Employees so affected will have a right to a disciplinary hearing prior to action being taken if the employee requests one.*

**Hearings are conducted before a single hearing officer if such hearing is requested.*

***A hearing before a hearing panel if such hearing is requested. The Human Resources Department coordinates all pre-disciplinary hearings.*

NOTE: The Human Resources Department must review all disciplinary actions involving a recommendation of suspension, demotion, or dismissal of a regular employee prior to the action.

NOTE: The Human Resources Department must consult with General Counsel's Office involving any recommendation of suspension, demotion, or dismissal of an employee prior to the action.

⁴ Dismissal section is on page 12.

WHEN IT IS NECESSARY TO DISMISS AN EMPLOYEE

(The following is provided as general information only.)

The “Dismissal Meeting”

Dismissing an employee is one of the most difficult responsibilities of a supervisor. So it is important that managers and supervisors give careful consideration to how employees are dismissed to avoid possible legal liability and to minimize the disruption terminations can have on an employer’s operations. By following proper procedures, a manager can help ensure that dismissals are carried out in a manner that complies with federal and state laws, maintains workplace security and safety, and protects departmental property.

As a general rule, it is inadvisable to dismiss an employee on Friday. The employee dismissed on a Friday will usually be distraught over the dismissal during the weekend. Since most businesses are closed on weekends, the employee will not utilize the weekend to search for another job, but rather will let a sense of injustice fester. This leads to the former employee contemplating legal action. Moreover, dismissing an employee at the end of the day is equally inadvisable. The goal in dismissals is to do everything to minimize the risk of a lawsuit. By dismissing an employee at the end of the day, the employee believes, that he/she has been used by the employer up until the last minute.

At the dismissal meeting, and after consulting with Human Resources, you will present the employee with either a General Release of All Claims or a Dismissal Letter. The General Release of All Claims is a resignation option in lieu of dismissal that is offered to the employee. This is usually a valid option since any personnel actions are part of a public record. If the employee is willing to submit a resignation in lieu of termination, a Waiver and Release should be signed by the employee. The Human Resources Department, in consultation with General Counsel’s Office, shall prepare the Waiver and Release. Instructions on how to present this to the Employee will be provided to the Supervisor.

If the Employee does not submit a resignation in lieu of dismissal and sign the General Release of All Claims, the appropriate personnel action may be taken and become effective immediately. The employee shall be given a **dismissal letter**⁵ setting out the parameters of the dismissal (when it becomes effective, requiring an “exit interview” at Human Resources and turning in all equipment, keys, identification cards and so on).

The Employee should also be informed of the right to a hearing and/or an appeal as set out in the Georgia College rules and regulations regarding employee discipline procedures. The Employee should make any such request within ____ days of the meeting.

⁵ A dismissal letter shall be tailored to each termination individually. Please seek guidance from either Human Resources or Legal Affairs as needed.

Where to hold the “Dismissal Meeting”

When deciding where to hold the “dismissal meeting,” one fact should be paramount in the employer’s mind: to lessen the employee’s discomfort, including any potential embarrassment or humiliation, and to increase the chance that the employee will quickly regain his or her composure and not fall apart. As a general rule, the interview should be private, held in a conference room or in some other area. Avoid the normal work area. Two employer representatives should be present during the dismissal meeting. Notification of dismissal should come from the employee’s manager or immediate supervisor. The “dismissal meeting” should cover such information as:

- How and why the employee is being dismissed;
- When the dismissal will be effective;
- Collecting departmental property (such as keys, credit cards, cell phones, pagers, etc.); and
- What benefits, including unemployment and health insurance (COBRA) will be available to the individual.

Conducting the Meeting

Supervisors should maintain a businesslike tone. When conducting the meeting, stay away from small talk. It is absolutely imperative that the employee be informed of the decision within the first few minutes. The decision must be explained briefly and clearly. Tell the truth. This is more easily stated than done. Do not gloss over the dismissal reasons.

- Refrain from blaming others. Managers and supervisors should not attribute the decision to others in the department. Do not say: “I’m sorry, Frank, but John has decided you have to be let go” or even worse, “I’m sorry, you know if it was up to me, you wouldn’t be terminated.”
- Stick to the facts.
- Make the dismissal announcement objective.
- Avoid assumptions or subjective inferences.
- Avoid accusing an employee of improprieties in the dismissal announcement unless the employer can absolutely prove it.

The failure to tell an employee the truth about the reason for his or her dismissal can be fatal to an employer’s case should there be a lawsuit.

Supervisors must state clearly that this is a final decision. Often times an employee will buffer himself or herself from traumatic news by failing to hear or failing to understand the news. The supervisor must make it very clear that the employee is dismissed. Although, as a supervisor you may feel sympathetic, especially when the employee’s reaction is emotional, the supervisor should merely listen and avoid getting into a prolonged discussion with the employee.

Dealing with Arguments, Threats and Emotional Reactions

Employee reactions can run the gamut from anger to tears to dead calm. Loss of a job comes as a severe shock, even when the employee expected and had ample warning through the progressive discipline process.

The supervisor should never argue with the employee in an attempt to justify the decision. Supervisors should be courteous, confident, firm and unwavering. A supervisor should never apologize for the decision.

The employee who tries to get the supervisor to change the dismissal decision by asking what he or she can do to get the job back must be told that it is too late for this job, but can be advised on work behaviors the employee should try to improve for the next job.

An employee may bring up personal or financial issues and how losing his or her job will devastate the family. The supervisor should refrain from a “you should have thought of that before” but can point out that the employee had ample warning through the progressive discipline process.

If the employee begins crying, the supervisor should not attempt to get him or her to stop, but allow time for the employee to recover. The supervisor should show concern, perhaps offer a tissue or a glass of water, but not apologize.

If the employee reacts by shouting and cursing, the supervisor should state emphatically that the meeting will not continue until the individual calms down. Above all, the supervisor should not respond in kind but retain a normal tone of voice.

Dismissed employees often make threats that they have no intention of carrying out. If an employee threatens to go to a lawyer, a supervisor should not respond, or should merely make a neutral comment such as, “That is entirely your own decision.” Of course if threats include violence or other illegal acts, supervisors may wish to call a witness. If violence appears imminent, the supervisor should immediately call campus police.

Rejecting Probationary Employees

During a probationary period, an employee may be rejected for any lawful reason. Federal and State Laws prohibit discrimination in employment on account of:

- Race, color, ancestry, and ethnic characteristics
- Gender
- Religion
- National origin
- Pregnancy
- Disability
- Age

If you, as a supervisor, are considering rejecting an employee during the probationary period, please contact your Personnel or Human Resources Department prior to any action.

Pay and Benefits

Inform the employee to call his/her benefits office to arrange for continued insurance through COBRA. Inform the employee that his/her final paycheck will be received through the normal payroll cycle. If an employee is eligible for an annual leave payoff, he/she can expect payment in the next regular pay cycle following receipt of the complete record in the Human Resources Department.

The Federal Unemployment Tax Act regulates unemployment insurance. Unemployment benefits are financed by a tax on a certain portion of wages paid to employees. Generally the amount an individual is entitled to receive is 50 percent of weekly earnings up to a maximum amount prescribed by state law. Benefits typically continue for 26 weeks. In periods of high unemployment, however, extended benefits are normally available. There is an initial waiting period in most states before benefits begin, typically one week.

In order to be eligible for benefits, an employee generally must have lost a job through no fault of his or her own and must be ready, willing, and able to work. Workers who are fired for gross misconduct are generally not eligible for benefits. Dismissed employees may contact their nearest unemployment office to apply for unemployment compensation.

Employees Retirement System

The Human Resources Department is responsible for any notifications that must be made to the appropriate employee's retirement system. Inform the employee that he/she may contact Human Resources or the employee's retirement system directly for information pertaining to his/her own retirement account.

TRAINING REQUIRED FOR SUPERVISORS OF EMPLOYEES

Supervisors of employees are required to attend training to familiarize themselves with the unique terms and conditions associated with state employment by the USG Board of Regents and Georgia College. The required training includes:

- Sexual Harassment Training
- Drug-Free Workplace Training
- Equal Employment Opportunity
- Report on Performance

Please contact your Personnel or Human Resources Department for further information.

APPENDIX

Sample Letter of Direction

<Month> <Day>, <Year>

<Title>. <FName> <LNAME>
<Job Title>
<Department>

Dear <Title>. <LName>:

This letter will confirm some of the points we discussed yesterday and will provide a written source of corrective suggestions. Please consider this a letter of direction. You should be aware that I will retain a copy in my supervisory file, but it will not be placed in your official Personnel file. Failure to complete this letter of instruction may result in disciplinary action, up to and including termination of employment.

As I mentioned, my concern(s) is with your ability to <area of concern regarding misconduct>. In order to improve in this area please consider the following:

1. <List here what steps have been established to improve the area listed above>

Your initial positive reaction to these suggestions was most encouraging. I anticipate good results as we continue working along these lines. I am requesting you to set up < weekly, biweekly, monthly>, beginning on <Date> meetings with me to see how things are progressing. Do not hesitate to call if you have questions.

Sincerely,

Bobby Joe
ABC Supervisor

c. Employee File

Sample Letter of Warning

<Month> <Day>, <Year>

<Title>. <FName> <LNAME>

<Job Title>

<Department>

Dear <Title>. <LName>:

This letter will serve as a **written warning** concerning the <specific issue/reason for written warning> which have been the subject of our ongoing review.

As I mentioned in our meeting <day and date of meeting>, your <Area of concern> has been unsatisfactory.

<List the reason(s) for the discipline>.

<State the facts, give specific examples, list witnesses, dates, etc., that verify the substandard performance/behavior. Explain the impact that this has had on operations>.

<Describe any past discussion, previous corrective actions (e.g. verbal warnings, coaching/counselin), etc., that are relevant to the current problem or similar in nature to the current problem.>

<Give the behavior and/or performance that must be achieved to be considered satisfactory. State outcomes to the extent possible with specific actions detailed only as necessary. Also, state that once the improved level of performance/behavior is achieved, it must be maintained.>

<List a statement in this section that indicates the consequences of non-compliance.>

You may want to consider further the confidential resources of the Employees Assistance Program. We have discussed this at some length and I hope you will take advantage of this opportunity. A copy of this letter will be placed in your personnel file. It is my sincere hope that we will be able to work constructively toward improvement.

Sincerely,

Bobby Joe
ABC Supervisor

c: Personnel file

I have received the original of this letter:

Employee Signature

Date

Sample Letter of Suspension

Month <Day>, <Year>

<Title>. <FName> <LNAME>

<Address>

<City>, <State> <Zipcode>

Dear <Title>. <LName>:

This letter constitutes official notice of your suspension <with or without> pay for <total number of days> working days because of <list misconduct infraction(s) leading to suspension>.

The effective dates of your suspension are <Beginning date> through <Ending date>, inclusive and you are expected to report back to duty on <Day, Month, Date, Year>. This action follows an investigation by *Investigator, Title*.

<State the facts, give examples, list witnesses, provide dates, etc., that verify substandard behavior. Explain the impact of such behavior on the work environment.>

<Describe any additional information that the employee provided in the pre-suspension meeting, any additional investigation that may have resulted, and any conclusions that were drawn from the additional information.>

<Describe any previous problems and corrective actions that are relevant to the current problem.>

<Give the behavior and/or performance that must be achieved to be considered satisfactory. State outcomes to the extent possible with specific actions detailed only as necessary. Also, state that once the improved level of performance/behavior is achieved, it must be maintained.>

<Include a statement in this section, which indicates the consequences of non-compliance and that failure to return to work on the date specified will result in discharge.>

You have a right to appeal this action under the University's Grievance Policy.

Supervisor Signature

Date

Sincerely,

Jane C. Doe
Director of Human Resources

c: Personnel File
Supervisor
other offices as required

I hereby acknowledge receipt:

Employee Signature

Date