Corrective Action

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Workshop Objectives

- Principles and Rules
- When to Use
- Process
- Investigation
- Documentation
- Role Play
## What is Corrective Action?

### Coaching & Counseling
- Performance Improvement
- Informal
- Listen
- Coach
- Positive Feedback
- Follow-up

### Corrective Action
- Performance Improvement
- Individual
- As Needed
- Practice, Policy, Law
- Review Violation
- Formal Meeting
- Consequences
Counseling

- Conduct the whole counseling session in a “low-key” manner. Be friendly, yet firm. Heated discussion should be done in private.
- Tell the employee the purpose for the discussion.
- Try not to be mechanical or read from a piece of paper. Seek the input from the employee about the cause of the problem.
- Where possible jointly identify a solution to the problem; otherwise, identify your desired solution.
- Let the employee know that possible disciplinary action may follow if the problem is not corrected.
- Try to get a commitment from the employee to resolve the problem.
- Schedule follow up with the employee.
The Employee needs:

- to know what is the problem
- to know specifically what he needs to do to fix the problem
- to have a reasonable time to fix the problem
- to know the consequences of reoccurrence
Principles of Corrective Action

- Fair
- Consistent
- Progressive
- Due Process
Steps in Corrective Action Process

- Verbal/Oral Warning
- First Written
- Final Written
- Termination
Process

- Investigate
- Document
- Plan Meeting
- Explain
- Listen
Investigate

- Who, what, where, when, why?
- Precedent
- Special Circumstance
- Witnesses
- Motives
- Supporting Documents
Process

- Investigate
- Document
- Plan Meeting
- Explain
- Listen
Benefits of Documenting

- Assists with recalling the event later.
- Focuses the problem
- It can show a pattern of behavior
- Reduces the potential of misunderstanding
- Provides written evidence for the next supervisor
Corrective Action Letters or Memos Should Include:

- Date.
- Included dates of prior conferences or attempts to correct the behavior.
- Detailed and factual summary of current incident.
- Incorporation of the individual’s side of the story.
- Statement about any investigation and the conclusions reached from it.
- Reference to applicable laws, policies, practices.
- Specific directives as to future conduct.
- Employee signature and date acknowledging receipt.
Be Accurate
Be Focused
Be consistent
Be Objective
Provide Copy
Signature
General Pointers

- Individual Story
- Timeliness
- Seriousness
- Communicate
- Risk Assessment
- Grievance Process
- Suspension
- Privacy / Confidentiality
- PIP- Performance Improvement Plan
Performance Improvement Plans (Growth Plans)

- Execute plans early in the contract period.

- For contract personnel, try to have plans developed and given to employees before the start of the winter holiday.

- Unless directed by PDAS rules, do not use the TINA PDAS document for a growth plan.

- Include remediation activities, if appropriate.

- Be descriptive in evaluations. When possible, use concise, factual descriptions of the situation rather than using subjective or generic terms.

- Realistic expectations but not easily attainable tasks and avoid jargon.
Top 10 Reasons Why Non-Renewals and Terminations Fail

1. There is an appearance that corrective action is ‘personal’ or ‘unfair’ in nature; The ‘pile-on’ effect.
2. Violation of PDAS timeframes.
3. Lack of documentation; limited written feedback during poor performance period.
4. Growth plan not implemented or implemented too late.
5. Growth plan was not rigorous enough.
6. Corrective action does not include steps to improve performance.
7. Corrective action does not support performance evaluation documentation.
8. Limited or no evaluation performance documentation from 3rd parties (e.g., parents, specialists).
9. Disparate treatment (i.e., treating people differently when they are in similar circumstances).
10. Lack of documentation.
Exercise #1

- **Role Play:**
  Employee, Jennifer Lopez, has violated your attendance policy for the second time.

- **Present plan based on 4 rules**
Exercise #2

- **Role Play:**
  Employee, Tom Cruise, told an inappropriate joke that offended his female coworkers.

- **Present plan based on 4 rules**
Exercise #3

- **Role Play:**
  Employee, Vicent Young, brought tobacco products into the workplace.

- Present plan based on 4 rules
Exercise #4

- **Role Play:**
  Employee, Rick Perry, did not vacuum all the required classrooms that day.

- Present plan based on 4 rules
Summary

- Coaching/Counseling v.s. Corrective Action
- Principles and Rules
- When to Use
- Process
- Investigation
- Documentation
- Q & A