

College Procedure: 400.6 - Performance Development and
Policy Reference: Discipline
400 - Employee Ethics and Conduct
Responsible Department: Human Resources
Approval Authority: Cabinet
Procedure Owner: Vice President, Human Resources
Effective Date: 11/15/2012

Version Number: 3
Legal Counsel Reviewed (yes/no): No
Legal Reference(s):
Scope: College-wide

Reason for Procedure

This procedure explains the processes involved in employee performance development and discipline.

The Procedure

Performance Development:

Should an employee's performance be rated unacceptable by the immediate supervisor, he/she may recommend that the employee be placed on a Performance Development Plan (PDP). Determination of placement and the length of time of (not less than 30 calendar days or more than six months) will be made by Human Resources in consultation with the appropriate administrative staff. Notification of placement shall be given verbally and in writing. A copy signed by the employee will be placed in the employee's official personnel file.

Specific recommendations to reach acceptable levels of performance will be in writing. A time schedule will be included to determine progress. This progress will be reviewed with the employee throughout the performance development experience.

If the employee is failing to demonstrate progressive growth, or within five days prior to the conclusion of the PDP, the supervisor will prepare a written evaluation which will be discussed with the employee. The evaluation will be forwarded to Human Resources with a recommendation to restore the employee to regular status or to terminate employment.

Probationary Period:

An employee's first 90 days of employment are on a trial basis and are considered a continuation of the employment selection process. The 90-day probation period provides Kirkwood an opportunity to observe and evaluate the capacity of the employee, which includes and not limited to the employee's ability to satisfactorily perform the essential functions of his or her job. The probationary period also allows observation and evaluation of the employee's work habits and conduct, including attendance and the employee's relationship with customers, coworkers and management. During this probationary period, Kirkwood may terminate employment at any time effective immediately.

Employee Discipline:

Violation of employment policies, procedures or standards will be dealt with on an individual basis considering all the circumstances involved. Additionally, the impact on students, co-workers and the community, as well as the general image of Kirkwood, will be considered in disciplinary actions. There may be incidents, which are deemed serious enough that immediate suspension or termination will take place. In other circumstances, the procedures listed below will be followed.

Prior to any of the steps taking place, the supervisor must schedule a meeting with Human Resources and the appropriate Cabinet member will be notified. Within one week of a verbal reprimand, the supervisor will inform the Human Resources and the appropriate Cabinet member.

Verbal Reprimand

The immediate supervisor gives reprimands. This will be documented by the supervisor and filed in the departmental office. If the situation requires an immediate verbal reprimand, the supervisor will notify Human Resources following the reprimand.

Written Reprimand

Formal notice will be provided to the employee stating that if corrective action is not taken on a particular problem or deficiency within a certain time, a recommendation for suspension from work will be made. A copy of this written reprimand will be forwarded to the Human Resources office to be placed in the employee's official personnel file.

Suspension

Human Resources in partnership with the supervisor are authorized to suspend an employee for investigation of charges against the employee or for disciplinary purposes. Suspension without pay may be used for disciplinary purposes provided no discharge proceeding has been initiated.

Discharge

Before any employee is discharged, a meeting between the supervisor(s), the employee and Human Resources will be held to review the situation. The supervisor is responsible for notifying their Cabinet member of the pending discharge.

Employees covered by a negotiated agreement, receive performance development and disciplinary documents as outlined in the Master Contract Agreement.

References

Definitions

Term	Definition
Term 1	
Term 2	
Term 3	
Term 4	

Revision Log

Version Number	Date Approved	Approved by	Brief Description of Change
1	11/15/2012	Jim Choate, Vice President, Finance	
2		Mick Starcevich, President	New template 5/10/2017
3		Cabinet	Procedure template 7/18/2019