OVERVIEW:

Clemson University’s 2020 Road Map outlines a key goal of attracting, retaining and rewarding top talent. The effective management of conduct at the University supports this goal by enabling supervisors and employees to address behavioral (disciplinary) issues in an effective and timely manner.

This document outlines the supervisor’s role in the discipline process, including a detailed explanation of the steps taken to address issues that arise when employees fall short of expected conduct.

The discipline process has four components: oral reprimand, written reprimand, suspension, and termination. When possible, disciplinary action should begin with an oral reprimand, but, in keeping with the nature and severity of the conduct under review, it may start at any step in the process.

At all levels of the discipline process, advice and support is available from the Office of Human Resources (OHR). Supervisors are encouraged to contact their Human Resources (HR) partner or OHR Employee Relations unit to discuss concerns regarding employee misconduct.
DEFINITIONS:

An **oral reprimand** is a verbal conversation between the employee and supervisor and may be appropriate for addressing a minor offense. The supervisor provides a timeframe for corrective action and any follow-up meetings/discussions deemed necessary. It is suggested that supervisors provide follow-up written documentation to the employee on information conveyed in an oral reprimand.

A **written reprimand** may be appropriate when a formal oral reprimand has been issued but has failed to bring about a change or when the nature or severity of an offense warrants initial disciplinary action stronger than an oral reprimand.

**Suspension** is the enforced leave of absence **without pay** for disciplinary reasons or pending investigation of claims or charges against an employee.

**Termination** is taken to separate an employee involuntarily from employment. It is generally the final step in the discipline process but may be taken at any time if an offense is so severe that immediate separation from the University is warranted.

PROCESS:

The steps of the discipline process are outlined below.

**Step 1: Identify and assess the misconduct.**

When a supervisor learns of or observes a behavior requiring corrective action, it is the responsibility of the supervisor to 1) identify the issue and the impact on the employee’s job, the department, and the University; and 2) review the employee’s work history to determine if there are prior disciplinary actions.
Step 2: Contact the Office of Human Resources.
Supervisors should contact their division’s HR partner or the Employee Relations unit in the Office of Human Resources for guidance and assistance in assessing the situation and determining and documenting the appropriate disciplinary action to be taken. Depending on the severity of the misconduct, Employee Relations may conduct an investigation prior to finalizing recommendations for disciplinary action.

Step 3: Draft the disciplinary action.
The supervisor in conjunction with Employee Relations drafts the recommended disciplinary action: oral reprimand, written reprimand, suspension or termination. The supervisor schedules a meeting with the employee to review the action. The Employee Relations unit is available to attend any disciplinary meeting, but must be present when suspension or termination has been recommended.

Step 4: Issue the disciplinary action.
The supervisor meets with the employee to issue the disciplinary action. This meeting focuses on reviewing the situation, describing the expectations for future performance or behavior and reviewing the next steps. After the employee has signed the documented discipline action, the supervisor keeps a signed copy of the action and sends the original to OHR’s Employee Relations unit.
PROCEDURES:
For step-by-step instructions, please view the User Instructions:
Discipline: Overview of Managing Misconduct for Supervisors

For a quick summary of the steps, please view the Job Breakdown:
Discipline: Overview of Managing Misconduct for Supervisors

RELEVANT POLICIES:
Employee Performance Policy
Discipline Policy
Discipline for “Non-covered” Employees Policy
Grievance Policy and Procedure

RELATED DOCUMENTS:
Oral Reprimand template
Written Reprimand template
Suspension template*
Termination template*
Disciplinary Action Report
Supervisor Checklist

* Drafted in conjunction with Employee Relations

RELATED TOOLKITS:
Supervisor’s Guide to Managing Misconduct
Supervisor’s Guide to Managing Substandard Performance

GLOSSARY:
Glossary