

CORRECTIVE ACTION GUIDELINES INTRODUCTION

The PCSA believes that a clear, effective, corrective action program is a positive means of maintaining a fair, productive environment for all employees. The agency is committed to the philosophy of a corrective action program whereby reasonable efforts are made to change an employee's behavior. The PCSA views discipline as a way to send a strong message to an employee regarding inadequacies in performance and/or the inappropriateness of specific behaviors. In most cases, discipline is a corrective measure, to be used when performance coaching and informal corrective steps have not produced the desired or agreed upon results. Based on the severity of the offense, there are instances when performance coaching and progressive discipline will be bypassed to more appropriately deal with the offense, e.g., the severity of the offense may warrant starting at the step of termination.

GUIDELINES

- To help ensure that discipline is appropriate, the following guidelines will be followed with respect to any situation where discipline is a possible outcome.
- Employees should have forewarning or foreknowledge of the possible or probable disciplinary consequences of the conduct at issue.
- The conduct at issue should be reasonably related to; The orderly, efficient, and safe operation of the agency's business, The performance that the agency might properly expect of the employee.
- The PCSA will determine that the employee did in fact violate a policy, procedure, directive, or order of management before taking disciplinary action.
- Investigations will be conducted fairly and objectively.
- Disciplinary action will only be taken if there is substantiation of the alleged infraction or misconduct.
- The agency will apply its policies, procedures, directives, orders, and penalties even-handedly and without discrimination, to all employees.
- The degree of discipline will be reasonably related to; The seriousness of the employee's offense, The record of the employee in his or her service with the PCSA.

CAUSE FOR DISCIPLINE

The following lists are intended to be used as examples of violations which will result in disciplinary action. These lists are to be utilized as a guide in identifying the level of a particular infraction. The listed reasons for discipline or discharge are merely illustrative, not exhaustive, of the reasons for such action. The PCSA retains the discretion to determine when and under what circumstances discipline and discharge are appropriate. In recognition of the fact that each instance may differ in many respects from somewhat similar situations, The PCSA retains the right to treat each occurrence upon its individual merit.

Group I Offenses

First Offense: Verbal Reprimand of record
Second Offense: Written Reprimand
Third Offense: Up to three (3) days suspension without pay
Fourth Offense: Four (4) to 15 days suspension without pay
Fifth Offense: Termination

- Infractions which are relatively minor in nature and which cause only a minimal disruption to the agency.
- Discourteous or disrespectful treatment of others or their property, including other employees, clients, or members of the public.
- Failure to observe established departmental rules or supervisor's instructions.
- Failure to observe agency procedures.
- Unsatisfactory work and /or failure to maintain required standards of performance, e.g., productivity, accuracy, completeness.
- Failure to keep work current based on agency procedures.
- The use of abusive language, including racial, ethnic, or sexist remarks.

Group II Offenses

First Offense: Up to three (3) days suspension without pay
Second Offense: Four (4) to 15 days suspension without pay
Third Offense: Termination

- Infractions which are of a more serious nature than Group I Offenses.
- Absence from duty without required approval or appropriate notice.
- Threatening, intimidating, or coercing others.
- Interfering with employees or agency operations.
- Failure to keep court scheduled appointments related to agency activity.
- Failure to follow specific directives of supervisor.

- Making false or pejorative statements concerning an employee, the PCSA, or its operations, except that all employees are expected to report any incidents or conditions that they believe to be contrary to the safety or well-being of children or not in the public interest, with such reports being directed to PCSA management, the PCSA ombudsman, or other appropriate officials.

Group III Offenses

First Offense: up to and including termination Second Offense: Termination

- Infractions which are of a more serious nature than Group II Offenses.
- Failure to complete educational requirements as established in a pre-employment contract.
- Failure to provide or arrange for routine or required services or activities for clients.
- Sexual harassment of other employees, clients, or persons doing business with the PCSA.
- Being under the influence of, use of, sale of, or possession of alcohol or any illegal drug or controlled substance while on duty.
- Absences from assigned duties or absence from duty without notice for a single work day and without significant, extenuating circumstances.
- Falsifying testimony, records or deliberately withholding significant information.
- Theft, abuse, or deliberate damage or destruction of property or equipment belonging to a client, employee, or PCSA or in its custody.
- Assaulting others.
- Possession or use of firearms, explosives, or other weapons on agency property or during one's work hours without proper authorization.
- A felony conviction for an employee.
- Violation of generally accepted behavior standards for public employees or (if applicable) for professional social workers.

SUSPENSION ALTERNATIVES

If a suspension results from a Group I or II offense and if the PCSA determines that it is appropriate, a suspended employee may be required to work through a period of suspension. In such instances, the employee shall receive his normal rate of compensation. A suspension served in the above-noted manner shall have the same impact as a normal suspension with regard to the application of the PCSA's disciplinary policies and procedures for future incidents.