

# **OIL CAN HARRY'S**

## **Procedures For Employee Disciplinary Action**

## **Correcting Poor Work Habits or Performance**

Poor work habits or performance must be confronted quickly. Otherwise it can have a very unproductive, destructive impact on the overall operation of the store.

Before even beginning correcting or disciplining you must ask yourself:

1. Does the employee know what is expected of him/her?
2. Does the employee have all the equipment needed to do his/her job properly?
3. Have I done everything I can to help this employee succeed?

Your goal should be to bring the employee's performance up to acceptable levels.

1. Listen actively to find the cause of the unacceptable performance or habit.
2. Involve the employee in eliminating the problem behavior.

Bring the employee into the office or an area where it is just the two of you, nobody else needs to hear or know what is going on.

**STEP ONE:**

**Begin by describing the poor work habit or performance**

Example: You have been late two days in a row.

**STEP TWO:**

**Discuss possible causes**

Example: Why is this happening?

**STEP THREE:**

**Discuss ways to eliminate the poor work habit or performance.**

Example: What will you do to make sure you get to work on time?

**STEP FOUR:**

**Decide on specific actions.**

Example: So you will leave home 15 minutes earlier. Is that right?

**NOTE: Document the discussion and turn in to main office to be put in employee file.**

This is the beginning steps to correcting poor work performance or habits. At times this will get the employee back on the right track but there will be times that further action will need to be taken if so continue the disciplinary process.

To assure that valid and appropriate fair employment practices are followed managers and supervisors should:

Apply appropriate, equal, consistent disciplinary action to all employees.

Not assume the incompetence of any employee.

Insist that all employees meet the same performance standards.

Always show common courtesy and respect to all employees.

Discipline should be used to give the employee fair warning of unacceptable behavior or performance and also give him/her the opportunity to improve.

**All corrective and disciplinary actions must be documented to support termination of employment should it become necessary.**

## **WRITTEN WARNINGS**

### STEP ONE

**Describe the unacceptable performance and previous counseling.**

Example: John you were late to work again yesterday. We agreed last week that you would be on time from that point on. Isn't that right?

### STEP TWO

**Review the correct policy or behavior.**

Example: Everyone must be to work on time so the customers will be taken care of properly.

### STEP THREE

**Ask for reasons for the unacceptable behavior.**

Example: Why is this still happening?

### STEP FOUR

**Tell the employee what disciplinary action you must take and why.**

Example: John I am giving you a written warning about your being late again.

Other

employees must cover for you in your absence, and it makes it difficult to take proper care of our customers.

### STEP FIVE

**Agree on specific actions the employee will take and possible further disciplinary actions for insufficient improvement.**

Example: So you will be here on time and ready to work. Is that right?

John if you are late again you could be subject to further disciplinary action, which could include termination of employment.

At this point you have given the employee a verbal warning, a written warning and every possibility to improve his/her performance. If for some reason the employee continues with the poor performance or behavior it is time to either suspend that employee without pay (normally 3 days) or terminate this employee. If termination is the decision (must be approved by upper management) you would proceed as follows.

**Ask yourself these questions before recommending termination.**

1. Have I properly trained this employee?
2. Have I given this employee clear standards and expectations for performance?
3. Have I let this employee know that there is a problem with his/her performance or work habits?
4. Is there no obstacles to performance over which they have no control?

**Termination of employment**

**STEP ONE**

**Describe the continuing unacceptable performance and previous disciplinary actions.**

Example: John you were late to work again this morning. Last week I gave you a written warning that, if you were late again, you could be subject to further discipline, including termination.

**STEP TWO**

**Tell the employee his/her employment is being terminated.**

Example: Your employment is being terminated as of today.

**STEP THREE**

**Give the employee the specific reasons for the termination.**

Example: You failed to show up on time this morning even after two previous warnings.

**STEP FOUR**

**Recover the keys and any other store property.**

**STEP FIVE**

**Let the employee know his final paycheck will be mailed to him/her on next payday.**

Example: John we will mail your final paycheck to you on our next payday. Can I verify your mailing address.

Some of the most difficult terminations are the result of delays by the employer beyond the point at which the employee should have been discharged. A problem employee, or an employee is miscast in a role, is easier to discharge before he/she makes a substantial emotional investment in the job; before minor issues become major problems; before disappointments become disgruntlements.

**Preserve the employees dignity.**

Handle the termination with courtesy and understanding. Do not reveal concerns you might have if you suspect the employee might commit harm. If the indicators are there, be prepared for the worst (but not in ways visible to the employee); but treat the employee as if he/she were going to be reasonable. Terminate the employee in a way that shows you expect the employee to accept the news with maturity and dignity.

**Make the termination complete.**

Offering a gradual separation from the job just prolongs the discharge and the anxiety along with it. It also gives a dishonest or upset employee time to steal or create problems with other store personnel.

**Do not negotiate.**

Once the termination decision has been made, your meeting with the employee is solely to inform him/her of the decision. The employee may not accept the termination and want to discuss how to improve, change or correct behavior, find blame or start over. Rehashing contentious issues will only raise sore points. So keep the discussion brief and do not debate the issue further. Do not use the meeting to criticize the employee's performance or to lecture him/her. It is too late for that.

**Be direct.**

Some supervisors might be tempted to approach the termination delicately, thinking that it will be easier on the employee. Unfortunately, the employee might believe there is room for negotiation; or he/she may not even recognize the termination is taking place. The employee might say he/she understands that improvement in performance is necessary. The supervisor would then be forced to be direct. "No you do not understand. You are being discharged." That would cause the employee to feel foolish on top of all the other emotions that go with being discharged

**Do not tell the terminating employee the purpose of the meeting ahead of time.**

This is for the security and safety of those handling the termination. A forewarned employee who has a propensity for violence may take the time before the session to prepare for it.

**Time the termination meeting right.**

If conditions allow it, terminate the employee's employment at the end of the work week. He/she would have the usual time off, possibly making the transition easier.

**Choose the proper setting.**

The termination should take place in privacy and away from the store, if possible. If it is held in the manager's office there is no easy way to end the meeting if the terminated employee wants to keep talking. The person handling the discharge needs to be able to leave once it is no longer productive to stay. Also the terminating employee may be further embarrassed when forced to walk past other employees to exit the store. And the employee could decide to vent his/her anger at employees and customers in the store.

