

## Discipline Road Map



Hire Right! - Hiring the correct person for the job is the best way to start.

New employees are required to serve an original probation. This probationary period is your opportunity to set up a new employee for success. If things aren't working out, check the appropriate Labor Contract or Rules and work with your HR partner to determine next steps. You might be able to extend their probation period before you end their employment. However, if the new employee is still unable to get on track, it might be better for you and the employee to end the working relationship now. The employee will not have a "black mark" on their record, and you can move forward to finding someone who is a better fit.

After the employee has finished the original probation, you **MUST** continue to manage this employee. Using performance management techniques like completing regular performance evaluations, daily huddles, weekly one-on-one meetings and monthly staff meetings can help you keep up with the work of your team. Regular, supportive engagement with your team can foster a productive, trusting relationship.



If there is a performance problem or policy violation that needs to be addressed, it should be handled quickly and fairly. Meet with the employee and let them know that there's a problem. Most employees will appreciate the feedback and self-correct. Make an informal note about the meeting documenting your conversation; describing the problem with specific dates and times; the employee's response; and the solution to the problem. Be sure to follow-up with an email to the employee reiterating your expectations.

If the employee violates the same policy again or the performance problem still continues, contact your HR partner. Using an informal process is most likely the next step- performance improvement plans and supervisory counseling are not considered discipline and can be used in order to correct minor, recurring problems.



In unusual circumstances, informal processes do not correct the problem. If any of the folks you supervise have continuing performance problems or the policy violation is egregious in nature, go directly to HR or your leadership team. In certain situations, you may need to work with your agency legal department or DAS-Employee Relations to determine the best route to take.



Always keep in mind that most State of Nebraska employees have due process rights and a property interest in their jobs. That means that they have a right to explain their side of the situation and following the discipline processes laid out in the applicable labor contract or rules is absolutely necessary.

Following the principle of progressive discipline is extremely important. Before determining what level of discipline to impose, you must consider the seriousness of the violations; any previous, recent discipline; and how other employees in similar situations have been disciplined in the past.

If you have any questions as you work through any policy violations or performance problems that may arise, please contact your agency HR partner or leadership team. If you need further assistance or advice, please contact the DAS-Employee Relations Team:



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