

Progressive Discipline Timing Guidelines for Performance and Attendance*

Communication of Issue Signify job responsibilities & where improvement is needed.	1 Week	Additional Follow-up (10 min) Provide positive feedback, if the employee is performing, or ask the employee what he/she will do to improve, if issues continue.	1-2 weeks	2-4 Coachings (20-30 min) If issues continue, reiterate the objective, create a plan for execution, including providing resources and your expectations (action plan)	1-3 months	Letter of Improvement (See Coaching & discuss further discipline)	1-3 months	Written Warning (See coaching & discuss lack of improvement & further discipline)	1-3 months	NCA/NFA Suspension (See coaching & discuss lack of improvement & possible future action, up to and including discharge)	1-2 months	NCA/NFA Discharge
--	--------	---	-----------	--	------------	---	------------	---	------------	---	------------	--------------------------

**These guidelines only are a recommended framework for timing of progressive discipline for certain policy violations. The timelines and levels set forth in these guidelines are neither mandatory nor binding and are not intended to create contractual rights or obligations regarding timing of progressive discipline or the level of disciplinary action which may be imposed on an employee. These guidelines have been made available for exemplary purposes only.*

Instructions: Within the week of noticing issues, the supervisor should have a discussion with the employee. Within 1-2 weeks from the initial discussion, the supervisor should provide feedback to the employee. If the issue continues, the supervisor should provide 2-4 coachings (the number depends on the frequency and severity of the issue) beginning with week 3 through the next 1-3 months. The formal levels of discipline would follow the same format.