

# Progressive Discipline

A system of increasingly significant measures that are utilized to provide feedback to employees to correct unacceptable job performance or conduct. Consider this process like a road map.

Progressive Discipline provides your employees the opportunity to correct their unacceptable performance/behavior. *The goal of progressive discipline is not termination but to better your employees.*

## Stop #1: Verbal Counseling

- Used to address performance deficiencies when they begin.
- For positive reinforcement, this should be a continuous and ongoing conversation.
- Documentation is key. Send an email to the employee recapping your discussion and the expectations moving forward.

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## Stop #2: Written Counseling

- **Counseling memo**- Written document outlining performance deficiencies and unacceptable behavior that is issued to the employee, signed by the employee, and filed in the departmental files.
- **Notice of Improvement Needed (NIN)**- Used to identify poor, substandard, or unacceptable performance of any essential function, learning goal special assignment, agency, or unit objective that fall below the Contributor level. A detailed improvement plan must be included.
- Although written counseling is considered informal corrective action and stays in the departmental file, a counseling memo or NIN can be used to support future formal disciplinary action.

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Not sure which route to take? When it comes to progressive discipline always contact your [HR Consultant](#).

## Stop #3: Formal Corrective Action & Discipline

- For Classified Employees
  - Written Notices (Group I, Group II, Group III)- Used when counseling has failed to correct the unacceptable job performance or conduct, or when an employee commits a more serious offense. Refer to policy [1317 Classified Employee Standards of Conduct and Performance](#).
- For Administrative & Professional Faculty
  - Refer to policy [1335 Administrative & Professional Faculty- Terms and Conditions of Employment](#).

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Do you feel like you need more training? Sign up for the What Every JMU Supervisor Needs to Know series starting in March. [Click here for more information.](#)

Stay tuned for the upcoming changes to the performance evaluation process.