

<p>Milwaukee County Department of Health and Human Services Division of Youth &amp; Family Services</p> <p><b>POLICY &amp; PROCEDURE</b></p>	<p>Original Date Issued: <b>05/13/2015</b></p> <hr/> <p>Last Revision Date: <b>05/25/2015</b></p>	<p>Date Last Reviewed: <b>11/03/2017</b></p> <p>Last Reviewed By: <b>DP</b></p>	<p>Section: <b>ADMINISTRATION</b></p>	<p>Policy No: <b>044</b></p>	<p>Pages: <b>Page 1 of 4</b></p>
<p><input checked="" type="checkbox"/> <b>Division of Youth &amp; Family Services (DYFS)</b></p> <p><input type="checkbox"/> <b>Detention Center</b></p> <p><input type="checkbox"/> <b>DYFS Services Network</b></p> <p><input type="checkbox"/> <b>Purchase of Service Agencies</b></p>	<p>Last Effective Date: <b>01/01/2018</b></p>	<p>Subject: <b>Division of Youth and Family Services Corrective Action Policy</b></p>			

**I. Policy**

Division of Youth and Family Services (DYFS) along with Milwaukee County Department of Human Resources is dedicated to developing, motivating and retaining a quality workforce within the division. The division is providing employees with a process for timely, progressive, and documented performance feedback and corrective action steps.

**II. Corrective Action**

Corrective action is a process of communicating with employees to improve unacceptable behavior or performance, documenting those discussions, and giving employees the opportunity to demonstrate improvement.

- A. An employee is not meeting the requirements of the job; i.e. following policies and procedures of DYFS.
- B. The performance evaluation process, coaching and counseling have not been effective at changing the employee's performance or behavior.
- C. A serious workplace rule violation or misconduct occurs.

**III. Procedure**

The Corrective Action Policy includes these progressive steps: **Counseling, First Warning, Final Warning, and Termination**. In each step, management warns employees of the seriousness of the unacceptable performance or behavior, specifies in writing what needs to change, and spells out the consequences if the change does not occur. Prior to taking any Corrective Action, management must consult with a Human Resource Business Partner to ensure consistency and adherence to the policy. *Note: depending upon the seriousness of the violation, management may skip one or more steps, up to and including **Termination**.*

**Counseling**

The goal of counseling an employee is to improve employee performance and correct inappropriate workplace behavior. It is critical that employees immediately demonstrate improvement in any areas where they are not meeting expectation. In a Counseling meeting, the manager talks with the employee to identify/understand the issue contributing to the performance deficiency and outlines the future behavioral requirements.

Supervisors and managers will give up to 30 days to demonstrate performance improvement and require immediate correction of inappropriate workplace behavior.as spelled out in the record of Counseling.

Failure on the employee's part to show immediate and sustained improvement could result in a **First Warning, Final Warning or Termination**.

### **First Warning**

A First Warning is given when coaching and counseling has not been effective or the seriousness of the behavior warrants moving directly to the First Warning step. The purpose of the First Warning is to:

- A. Outline for the employee specifically what performance or behavior is unacceptable.
- B. Advise the employee what performance or behavior must change and future expectations.
- C. Tell the employee that failure to correct the issue(s) will result in further corrective action.

First Warning is issued only after the manager has met with the employee and has consulted with the Human Resources Business Partner. With Human Resources assistance, the manager documents the discussion on the First Warning form, employee will acknowledge receipt, and a copy will be given to the employee. A copy will so be placed in the employee's central personnel file.

### **Final Warning**

The next Corrective Action step is the Final Warning. An employee is issued a **Final Warning** when he/she did not demonstrate immediate and sustained improvement after the **First Warning** was issued, or the severity of the workplace misconduct or behavior merited skipping to this step. This is Milwaukee County management's final step in getting the employee's attention regarding the seriousness of the work issue.

The purpose of the **Final Warning** is to:

- A. Reinforce for the employee specifically what performance or behavior must change.
- B. Employees will be told what performance or behavior is expected immediately.
- C. Employees will be informed that continued failure to correct that behavior or performance will result in **Termination**.

A **Final Warning** is issued after the manger has met with the employee and has consulted with Human Resource Business Partner. With Human Resources help, manager documents the discussion on the **Final Warning Form**. The **Final Warning** is given to the employee and a copy is put in the employee's central personnel file.

### **Termination**

The final step in the Corrective Action is **Termination**. *In some cases, the seriousness of the employee's behavior or misconduct merits moving directly to this level.* A Termination recommendation is made only after consultation with Human Resource Business Partner and the Department Head. Management works with Human Resources to prepare and submit the paperwork (**Written Charges**) to the Personal Review Board within 3 days of the **Termination**.

An Employee is placed on an unpaid **Suspension** while the Personal Review Board rules on the **Termination**. In that case, the employee is sent home from the worksite indefinitely without pay pending discharge from the Personnel Review Board. Management will work with the Human Resource Business Partner to ensure the proper paperwork is completed. The Human Resource Business Partner is responsible for ensuring that management informs Payroll of the date of the employee's last day at work pending the

Personnel Review Board's ruling. The Human Resource Business Partner is required to notify Benefits that the employee is in an unpaid status pending Personnel Review Board review.

#### IV. Performance Improvement Plans (PIP)

At any time when an employee's performance is not up to standard, a performance improvement plan can result. The intent of a PIP is to address and rectify specific behavioral and/or performance issues that have been identified for the employee.

##### PIP Process

- A. All PIPs will be reviewed weekly with the immediate supervisor and updated according to the employee's performance.
- B. PIPs can be a minimum of 30 days up to 90 days.
- C. Successful completion of the PIP will be determined by the evaluation of the employee's performance by the immediate supervisor and DYFS Management.
- D. Successful completion of the PIP will not negatively impact future professional evaluations/opportunities.
- E. Unsuccessful completion of the PIP can result in termination. At any time as a result of the employee's failure to rectify the issues identified, termination can ensue.

##### Circumstances that would warrant a PIP can include:

- A. Any employee that scores below 3 in the overall score on the Performance Evaluation.
- B. Any patterns of behavior/performance that do not meet department expectations, e.g. patterns of attendance/reliability issues, concerns with documentation, behavioral concerns, etc.

#### V. Probationary Employees

Probationary employees are employees who are new to their Milwaukee County job. Probationary employees are generally those who have worked less than 6 months/1,040 hours excluding overtime, but this varies by position. Any performance or behavioral issues that surface during this initial period of employment should be addressed quickly. There is no need for corrective action during probation, nor should management wait until the new employee has been working for almost 6 months to address the issue.

Managers should immediately discuss any probationary employee performance issues with their Human Resource Business Partner. Working with Human Resources and using the **Probationary Employee Performance Evaluation Form**, managers will document a probationary employee's performance no later than 3 to 4 months into employment. The completed **Probationary Employee Performance Evaluation Form** should be put in the employee's central personnel file.

If the review shows serious performance concerns, Termination of employment may be appropriate. The probationary employee's manager should compile a list of reasons why such action should be taken, collect any other related performance documents, and discuss the case with the Human Resource Business Partner. A recommendation to terminate the employment of a probationary employee does not have to be reviewed by the Personnel Review Board.

##### Confidentiality

All Supervisors/Managers are expected to maintain strict confidentiality while administering corrective action to employees. All Supervisors/Managers should be conducting meetings to talk about such matters in a private area, where other employees cannot overhear the discussion.

Reviewed & Approved By:



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**Mark Mertens, Division Administrator**