INTERNATIONAL MUNICIPAL LAWYERS ASSOCIATION

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Personnel Section Meeting

Peter Letzmann
Attorney at Law
Kentwood, MI

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PROGRESSIVE DISCIPLINE

Peter A. Letzmann, Esq.
248-705-9901
peter@letzmann.com

Steps:

- Consider the cost and inconvenience of replacing an employee
- Authority and extent of permissible discipline
- Clear and meaningful job description
- Orientation, including discipline policies and procedures
- Appropriate training
- After first infraction, coaching and or retaining – non punitive (documentation)
- After second infraction, "verbal reprimand" (documentation)
- After third infraction, "written reprimand" (documentation)
- After fourth infraction, "final written warning" (documentation)
- After fifth infraction, suspension without pay (documentation)
- Pre-termination review
- Last chance agreement
- Termination
- Post-termination activities. What could have been done so termination could have been avoided?

Additional "Take aways."

- Train all regarding non-punitive discipline
- Duty to report is not "snitching"
- Create a paper trail; that can be used as evidence and will be read by many.
- Interview and hearings; how not to lose a case by what you say
- Provide role-playing opportunities for those who are involved in the process

Reference and resource:

- Progressive Discipline Handbook, The Smart Strategies for Coaching Employees, Marjorie Mader-Clark and Lisa Gueri (Nolo Press)