



Standards of Performance

This guide is intended to provide an overall standard practice for employee Coaching Notices and Levels of Discipline. Contingent with the needs of each department and operational requirements, it may be determined that the impact of certain actions are more serious and require a higher level of responsive action than what is described in the below table of examples or that mitigating circumstances exist that require review. Managers/supervisors will partner with Human Resources personnel in determining the appropriate level of coaching and/or discipline as related to the offense(s) in order to ensure that college-wide standards of performance are uniformly enforced.

Formal documentation is to be completed and submitted for approval via the Workday Performance Management task. Refer to job aid provided here:

http://inside.collin.edu/workday/job_aids/Coaching%20and%20Discipline%20Job%20Aid%20FINAL%2010252021.pdf

Board Policies Manual: <https://pol.tasb.org/PolicyOnline?key=304> Related

Policies:

CDE — Accounting: Financial Ethics : [Policy Code CDE – Accounting: Financial Ethics – Collin College Board Policy Manual - Policy Online \(tasb.org\)](#)

DH Local - Employee Standards of Conduct : [Policy Code DH – Employee Standards of Conduct – Collin College Board Policy Manual - Policy Online \(tasb.org\)](#)

DH (Exhibit) – [Policy Code DH – Employee Standards of Conduct – Collin College Board Policy Manual - Policy Online \(tasb.org\)](#)

DM Local - Termination of Employment : [Policy Code DM – Termination of Employment – Collin College Board Policy Manual - Policy Online \(tasb.org\)](#)

DMAA - Term Contracts: Termination Mid-Contracts : [Policy Code DMAA – Term Contracts: Termination Mid-Contract – Collin College Board Policy Manual - Policy Online \(tasb.org\)](#)

DIAB — Freedom from Discrimination, Harassment, and Retaliation: Other Protected Characteristics: [Policy Code DIAB – Freedom from Discrimination, Harassment, and Retaliation: Other Protected Characteristics – Collin College Board Policy Manual - Policy Online \(tasb.org\)](#)

DBD - Employment Requirements and Restrictions: Conflict of Interest: [Policy Code DBD – Employment Requirements and Restrictions: Conflict of Interest – Collin College Board Policy Manual - Policy Online \(tasb.org\)](#)

Table of Coaching Notice and Discipline Examples

| Performance Improvement/ Level of Discipline | Purpose | Offenses (not all inclusive) | Occurrences | Impact | Active Issuance Date |
|---|---|---|---|---|----------------------|
| Coaching Notice | Supervisor provides performance and/or behavior feedback needing improvement; establishes expectations with employee. | Tardiness/absenteeism, failure to follow dept. procedures/directions, unacceptable performance; low quality product, unprofessional conduct. | <p><u>First offense:</u> Written or verbal coaching notice is appropriate to complete with employee.</p> <p><u>Repeated violation of the same offense:</u> Recommendation to move forward to a Level I Discipline. See below.</p> | Minor impact on department. Constructive feedback for individual employee. | 2 years |
| Level 1 | Supervisor discusses issue with employee and details the expected improvement and clear expectations by appropriate timeline/deadlines. | <p><u>Group I:</u> Tardiness/absenteeism, failure to follow dept. procedures/directions, insubordination, unacceptable performance.</p> <p><u>Group II:</u> Disruptive behavior/disruption in the workplace, insubordination, policy violation, unauthorized operation of tools, machinery, or equipment.</p> | <p>2 – 3 occurrences of the listed offenses. (Group I)</p> <p>1 occurrence of the listed offenses. (Group II)</p> | Repeated offense; negative impact to students, department, employees, other stakeholders; prior history considered. | 3 years |

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| Level 2 | Supervisor discusses issue with employee and details the expected improvement and clear expectations by appropriate timeline/deadlines. | <p><u>Group III:</u> Disruptive behavior/disruption in the workplace, insubordination, policy violation, tardiness/absenteeism, unacceptable performance, unauthorized operation of tools, machinery, or equipment.</p> <p><u>Group IV:</u> Conflict of interest, misconduct, disrespectful conduct.</p> | <p>2 – 3 continued occurrences of the listed offenses. (Group III)</p> <p>1 occurrence of the listed offenses. (Group IV)</p> | <p>Repeated offense; blatant, serious action, progressive discipline.</p> <p>Note: Employees placed on a Level 2 will be ineligible for the General Pay Increase (Board approved) for the next fiscal year.</p> | 3 years |
| Recommendation for Suspension | <p>Designated HR personnel issue notice of suspension to employee during the duration and completion of an investigation.</p> <p>Length of suspension period to be determined based on the timeline and severity of the offense(s) under investigation.</p> | <u>Group V:</u> Fraud, unethical or illegal conduct, insubordination, discrimination, disparate treatment, unlawful hostile work environment, misconduct, obscene or disrespectful conduct, violence or threats of violence, policy violation, unauthorized operation of tools, machinery, or equipment. | 1 occurrence of the listed offenses, based on the need for investigation. (Group V) | Extremely insubordinate actions, conduct that threatens health or safety of self or others, history of progressive discipline/offenses. | 4 years |

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| <p>Recommendation for Termination (RFT)</p> | <p>Supervisor initiates RFT after employee has failed to meet expectations defined in progressive discipline plan OR the employee has committed offense deemed terminable.</p> | <p><u>Group VI:</u> Unapproved absence, tardiness/absenteeism, insubordination, unacceptable performance, misconduct, policy violation, unauthorized operation of tools, machinery, or equipment.</p> <p><u>Terminable Offenses:</u> Unethical or illegal conduct, discrimination, disparate treatment, hostile work environment, obscene or disrespectful conduct, violence, or threats of violence.</p> | <p>3 or more continued occurrences of the listed offenses. (Group VI)</p> | <p>Extremely insubordinate actions, conduct that threatens health or safety of self or others, history of progressive discipline/offenses.</p> | |
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Glossary of Offenses

Descriptions of offenses as provided are not absolutes or all inclusive. These general descriptions are intended to provide guidance in establishing standards or structure specific to typical workplace offenses or conduct matters that may require action.

| Type of Offense | General Description |
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| Conflict of Interest | Includes but is not limited to a personal, family, business or other interest that compromises or appears to compromise an employee's ability to act in the best interest of the College. Conflict of interests may occur in transactions and decisions related to finance, procurement; legislation that furthers personal business interests; secondary employment to include an employee's personal business; accepting gifts or gratuities from businesses or members of the public for services provided through performance of official duties; and others as identified in Policy DBD. Policy Code DBD – Employment Requirements and Restrictions: Conflict of Interest – Collin College Board Policy Manual - Policy Online (tasb.org) |
| Discrimination, Disparate Treatment or Unlawful Hostile Work Environment | As related to Board Policy DIAB — Freedom from Discrimination, Harassment, and Retaliation: Other Protected Characteristics. Policy Code DIAB – Freedom from Discrimination, Harassment, and Retaliation: Other Protected Characteristics – Collin College Board Policy Manual - Policy Online (tasb.org) |

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| Disruptive Behavior/Disruption in the Workplace | Characterized by behaviors that interrupts or interferes with the normal flow and function of work, business operations and communications. Verbally or written disruptive behaviors may include (but are not limited to) abusive communications that serve to challenge or resist managerial/supervisory authority; gas-lighting colleagues or leaders through gossip, insults, rudeness and criticisms serving to berate, intimidate or denigrate; or non-verbal behaviors that include (but are not limited to) physical aggression, lewd gestures, throwing of objects or violence directed towards inanimate objects, sabotaging of computer software, emails or secured data, etc. |
| Tardiness or Absenteeism | Tardiness and absenteeism involve a number of absences considered unreasonable and/or that fall above what the department would consider as a “normal” level. The operational business needs and the circumstances will often prescribe whether an absence is considered excessive. |
| Failure to follow departmental procedures/directions | This offense focuses on the ability of department managers and supervisors to direct employees and work. Management must demonstrate the employee was given proper, reasonable instructions and the employee improperly failed to follow the instructions or perform the assigned work regardless of whether the failure to act was intentional or unintentional. |
| Fraud | As related to Board Policy CDE — Accounting: Financial Ethics. Policy Code CDE – Accounting: Financial Ethics – Collin College Board Policy Manual - Policy Online (tasb.org) |

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| <p>Insubordination</p> | <p>Involves intentional defiance of supervisory authority or lawful directives; refusal to obey a reasonable and lawful directive, instruction or job duty as assigned by a manager or supervisor authorized to issue such directives. Management must demonstrate three criteria to prove insubordination: a) a supervisor or manager in the organization made a direct request/instruction; and b) the employee received and understood such directive(s); and c) the employee refused to comply with the requests through their verbal/written refusals or non-compliance.</p> |
| <p>Misconduct</p> | <p>Misconduct results when the employee's actions are determined to be avoidable and the employee failed to exercise reasonable care or judgment resulting in a negative impact or the potential for negatively impacting the College's business operations and services, workplace or customer relations, or credibility. The employee has demonstrated the necessary knowledge, skills and abilities and received training, information, and resources to perform the duties but did not do so. The employee is capable of proper behaviors and actions but does not comport with reasonable expectations. Deliberate or intentional actions may be considered as willful misconduct such as falsifying information or dishonesty.</p> |
| <p>Unprofessional Conduct</p> | <p>Displaying disrespect towards managers/supervisors, colleagues, students, customers, or other stakeholders via the use of vulgar, mocking, or hostile language either verbally or in writing.</p> |
| <p>Policy Violation</p> | <p>Fact-finding supports that a policy or procedural violation occurred either intentionally or unintentionally. Department managers and supervisors must demonstrate that employees knew of the policy/procedure through means of direct communication between managers/supervisors and the employee, policy/procedure receipts, or through evidence that demonstrates the employee previously followed such policy/procedure.</p> |

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| Unacceptable Performance | <p>Poor performance is the inability to complete job duties or complete duties that meet with the supervisor's expectations.</p> <p>Managers/supervisors must demonstrate that employees were provided the resources, training, and sufficient opportunity to improve their job performance through feedback and supervisory guidance and oversight. Examples of unacceptable performance may include but are not limited to frequent mistakes; incomplete or poor quality of work products; inability or refusal to follow instructions provided; inability to cope with a reasonable volume of work to a satisfactory standard; demonstrating poor interpersonal skills; lack of commitment and drive; poor prioritizing and management of time/schedule; work avoidance through excessive visiting with other staff, personal phone calls or Internet use for personal purposes; customer dissatisfaction with service; waste of materials or resources.</p> |
| Unapproved Absence | <p>Unapproved absences involving three or more consecutive work days is normally grounds for discharge, particularly if the employee fails to advise or notify the supervisor of the need for the absence. An unapproved absence may also include leaving the workplace without prior authorization or notification to supervisor/manager.</p> |
| Unauthorized operation of tools, machinery, or equipment | <p>Involves using College equipment or property to satisfy a personal need. This may involve misuse of a college vehicle, credit card, computer, printer/copier, tools, office supplies and data owned by the college. Misuse may also include failure to operate equipment according to established instructions/procedures that may result in a preventable accident or equipment/property damage.</p> |
| Unethical or Illegal Conduct | <p>As related to Board Policy DH — Employee Standards of Conduct. Policy Code DH – Employee Standards of Conduct – Collin College Board Policy Manual - Policy Online (tasb.org)</p> |

Violence or Threats of Violence

Workplace violence is any physical action, verbal or written threat of physical violence, harassment, intimidation, or other threatening disruptive behavior directed towards colleagues, supervisors/managers, students, contractors/vendors, customers/public, or other stakeholders at the workplace. It ranges from threats and verbal aggression to physical assaults. Destruction of or acts of violence towards college property and equipment and verbal or written threats of violence (direct or indirect) are also acts of violence.