

Administration employees are assigned administrative and management responsibilities or professional duties. Administration employment is at will and can be terminated at any time in accordance with USF Regulations and this procedure. There is a high level of expectation for appropriate professional behavior for Administration employees. Progressive discipline may be applied in situations of unacceptable behavior, but there may be fewer steps and the time allowed for improvement may be reduced. An ER Consultant can assist in determining the appropriate action to take for a specific situation.

Counseling

At the first indication of a problem, prior to issuing a formal disciplinary notice, the supervisor should counsel an employee on appropriate behavior and document such counseling in writing. Documentation can take the form of a memorandum to the employee from the supervisor, with "Counseling Memo" or "Documentation of Counseling" as the subject, which describes the problem behavior and outlines necessary corrective action and/or future behavioral expectations. However, if the employee has previously been counseled about the behavior or the behavior warrants discipline after just cause has been established, an appropriate level of discipline should be administered.

Discipline

Reasons for just cause include, *but are not limited to*, those described in the USF Progressive Steps for Disciplinary Action. Inability to perform assigned duties and/or substandard performance of assigned duties on a continuing basis may be considered just cause for incompetence.

Disciplinary actions may include written reprimand, disciplinary demotion, disciplinary reduction in pay, and dismissal. Oral reprimand and suspension are not generally used for Administration employees; however, they can be options if warranted by the type of misconduct.

Written Reprimand – May be the first step of discipline for an Administration employee if counseling has not helped the employee improve or if the problem behavior is at a level that warrants discipline without initial counseling. It formally places the employee on notice that corrective action must be taken.

- The reprimand must be approved by the dean/director/designee.
- The document (see Written Reprimand Sample Format) should be signed and dated by the supervisor and employee (as acknowledgment of receipt). If the employee refuses to sign, a notation of the refusal must be noted on the document.
- The original is provided to the employee, a copy is forwarded to HR for the employee's official personnel file, and a copy is maintained by the department.

Dismissal – Separating an employee from the university. It is the most severe form of discipline and is either the initial step in the case of a major behavioral infraction or the final step in the progressive discipline process. The following steps must be taken before dismissal can occur:

- A written request to dismiss the employee is submitted to HR, with approval from the dean/director/designee of the employee's college/division. The request must include any pertinent documentation to support the action.
- HR reviews the documentation to determine if there is just cause for dismissal. If so, the dean/director/designee is delegated the authority to notify the employee in writing of the proposed action. The employee is given 10 calendar days from date of receipt of the notification to respond in writing to the proposed action.
- The employee is typically placed on administrative leave or annual leave during the 10-day response period.
- If the employee provides no compelling reason for dismissal not to occur, HR authorizes the dean/director/designee to notify the employee in writing that the dismissal action will be taken and the effective date.