



LAKE COUNTY
BOARD OF COUNTY COMMISSIONERS
County Policy

Title: CORRECTIVE ACTION

Number: LCC-86

Cancel: Policy and Procedures
Employee Manual –
Section 29, Corrective
Action, and Section 30,
Grievance Procedure
(approved 9/07/1999)

Approved: 05/26/09

I. OBJECTIVE

To establish an equitable and consistent discipline administration program for employees of the Lake County Board of County Commissioners.

II. DEFINITIONS AND REFERENCES

- A. Corrective Action - Refers to supervisory action taken to address an employee's work-related performance or behavior.
- B. Employees - Refers to all employees of Lake County Board of County Commissioners (BCC) with the exception of the County Manager, County Attorney, Deputy County Attorney, Assistant County Attorneys, Department, Office and Division Directors and any other management or at will employees designated by the County Manager in writing.
- C. Employer - Refers to the Lake County Board of County Commissioners.
- D. Term or Condition of Employment – Adverse monetary action resulting from involuntary demotions, suspensions (including immediate suspensions) and terminations, with the exception of layoffs or furloughs or any changes in pay as a result of economic or budget conditions.

III. DIRECTIVES

- A. The County adheres to the concept of Progressive Corrective Action. Progressive Corrective Action is the process of using increasingly severe steps or measures to address employee performance or behavior issues. The underlying principle of sound progressive action is to use the least severe action necessary to correct the undesirable performance or behavior. If the performance/behavior does not improve after being provided reasonable opportunity, management may then progress to the next/higher level of corrective action.

The levels of progressive corrective action shall consist of verbal counseling, written warning, and formal discipline. Formal discipline includes suspension, involuntary demotion and termination.

In addition to being progressive in nature, it is important that the degree of corrective action be directly related to the seriousness of the offense and the employee's record; therefore, it is possible for steps to be skipped or repeated.

Progressive corrective action stresses coaching, counseling, and problem solving, but preserves the right of management to immediately suspend, demote or discharge an employee for what may be deemed serious misconduct.

- B. Corrective Action should be administered when there is legitimate reason to do so. An employee failing to live up to his/her responsibility to the County, whether willful or not, based on work-related conduct action or inaction, or reflecting willful disregard for the County's interest or any conduct which falls short of what an employer may reasonably expect and require of an employee, would all be considered legitimate reason for corrective action with appropriate due process, through a Pre-Determination Conference.
- C. The County provides employees with a process for which grievances (appeals) may be heard. The grievance process is to be used only to address actions affecting a term or condition of employment.
- D. In the event of a possible incident of serious misconduct that would potentially lead to termination, an employee may be placed on Corrective Action Administrative Leave with pay during the investigation period and time leading up to the Pre-Determination Conference.

In addition, immediate suspension may be imposed to remove an employee from the workplace when current retention of the employee is not in the best interest of the County.

E. Responsibilities

The goal of Corrective Action is to correct improper behavior so as to allow optimum working conditions for all employees, maximizing productivity and promoting efficient and effective delivery of government services. To accomplish this goal, the Corrective Action process requires both employees and management to fulfill the following duties and expectations.

All Lake County BCC employees are responsible to ensure the following:

- a. They adhere to the policies, procedures and expected standards of performance and behavior established for their position and work unit.
- b. Policies, procedures and standards are not deviated from or arbitrarily modified without prior consent and approval of management.

- c. Clarification is requested if an employee does not clearly and completely understand the policies, procedures and expected standards of job performance and behavior.
- d. Any difficulties encountered in following established policies, procedures, or standards are communicated to management in a timely manner.

Managers and supervisors are responsible to ensure the following:

- a. Employees adhere to the County's Policies and Procedures.
 - b. Communication of policies, procedures and standards is consistent and that employees are afforded every opportunity to obtain clarification.
 - c. Changes in policies, procedures and standards are communicated in a timely manner.
 - d. Employees are coached and guided in their performance and behavior to successfully accomplish job requirements and responsibilities, and a Performance Improvement Plan (PIP) utilized when appropriate.
 - e. Employee performance and behavior is consistently and objectively observed and documented. An employee should receive timely feedback regarding his/her performance and behavior.
 - f. The level of Corrective Action imposed is appropriate for the violation.
- F. The County Manager shall establish procedures to implement this policy.

IV. RESERVATION OF AUTHORITY

The authority to issue or revise this Policy is reserved to the Lake County Board of County Commissioners.

Welton G. Cadwell
Chairman, Board of County Commissioners
Lake County