Guidance & Counseling

Guidance and counseling follows up coaching. You do it because you have already given corrective feedback and have suggested ways to correct the problem. The employee in question has failed to heed that advice. Discipline is a way of declaring "That correction needs to occur. If it doesn't, there will be consequences." Documentation is critical. You never know when you may need it to back up your actions.

Typical Excuses for Avoiding Discipline

1) It is an unpleasant task.
2) Supervisors like to be seen as a friend.
3) They have had past problems with the employee in question.
4) Disciplinary situations have been ignored in the past.

Employees in Need of Disciplinary Measures

1) Those with a negative or critical attitude.
2) Those who are habitually late.
3) Those who are outright insubordinate.
4) Those who take pride in doing as little as possible.
5) Those who ignore proper policy and procedures.
6) Those who come to work in order to socialize.
7) Those who are argumentative.

Preventive Discipline

1) Training should mold employee behavior and aim to prevent problems before they occur.
2) Policies and regulations are only worthwhile if the employee understands them.
3) If these policies and regulations are not enforced, they may as well not exist.
4) Make your expectations clear from the very beginning.
5) Clearly explain the disciplinary process and consequences.

The Process

1) Observe the violation.

2) React quickly and pinpoint the violation.

3) Make sure you collect the facts and do not jump to conclusions.

4) Meet with the employee and listen to their explanation.

5) Decide on an action and implement that action.

6) Document the situation. Use the Employee guidance and counseling form.

Things to Remember

1) Disciplining is a private affair.

2) Hold your temper; stay in control and be calm.

3) Confine your remarks to the issue at hand.

4) Be clear about the problem.

5) Focus on the future. Consider and discuss how the problem can be avoided from now on.

6) The single largest mistake you could make is to not document the process.

7) Be consistent! There should be no exceptions to rules and procedures.