



# DISCIPLINARY ACTION

## Soft Skills and Hard Conversations

Supervisor Roundtable  
April 15, 2026



**DISCIPLINARY DISCUSSIONS**



Fear vs Love from Michael Scott

# 5 KEY PRACTICES FOR LEADERS TO CONNECT & INSPIRE THEIR TEAMS

## 1. RADICAL CANDOR & FEEDBACK



- Give clear, timely feedback
- Ask for feedback on your leadership

## 2. HUMAN-FIRST 1-on-1 MEETINGS



- Ask "How are you doing as a person?"
- Discuss long-term career growth

## 3. PROVIDE CLEAR CONTEXT & WHY



- Connect individual tasks to company goals
- Explain the reasoning behind decisions

## 4. INTENTIONAL RECOGNITION & INCLUSION



- Celebrate small & large wins publicly
- Ensure diverse voices are heard in meetings

## 5. GRANT AUTONOMY & SUPPORT



- Focus on outcomes, not micro-management
- Provide resources & remove roadblocks

# PREP - ANNUAL PERFORMANCE REVIEW

The power of  
Continuous  
Check-ins

It is a  
**SUMMARY,**  
not a  
**SURPRISE.**





WEBER STATE  
UNIVERSITY

# DOCUMENTATION

Timely, Objective, Factual



The Informal Incident Log



Emails - Chats - Texts



PREP Reports



Formal Disciplinary Action

# PROBATIONARY RELEASE

(6-MONTHS)

PPM 3-8



[weber.edu/humanresources](http://weber.edu/humanresources)



WEBER STATE UNIVERSITY  
Human Resources

## Probationary Release Form

Name of Employee \_\_\_\_\_ Department \_\_\_\_\_

Name of Supervisor \_\_\_\_\_ Date of Hire \_\_\_\_\_

Release Date \_\_\_\_\_ Last Day of Pay \_\_\_\_\_  
(Two weeks notice, or pay in lieu of notice, required.)

Reason for Release:

NOTICE TO EMPLOYEE: This action is taken in accordance with WSU Policy 3-8, Probationary Period.

Signature of Supervisor \_\_\_\_\_

Signature of AVP for HR or designee \_\_\_\_\_

Distribution: 1 copy to supervisor, 1 copy to employee, 1 copy to Human Resources

**DISCIPLINE**  
(STAFF EMPLOYEES)  
PPM. 3-33

<https://www.weber.edu/ppm/>

Whenever feasible, staff employees should be given an opportunity to improve their performance before sanctions are imposed.



Sanctions may include, but are not limited to, the following...

# PROGRESSIVE DISCIPLINE

Oral

Written

Suspension w/o Pay

Dismissal

[Weber.edu/humanresources](http://Weber.edu/humanresources)



## Weber State University Reprimand and Discipline Form

Type of Reprimand:  Verbal  Written  Suspension  Discharge

Name of employee: \_\_\_\_\_ Department: \_\_\_\_\_

Name of Supervisor: \_\_\_\_\_ Date of Disciplinary Action: \_\_\_\_\_

Summary of the activity or problem for which the employee is being disciplined (include date or time frame during which the problem occurred):

Summary of the expected correction to the problem for which the employee is being disciplined (include time frame for correction):

If action is for how many days \_\_\_\_\_ hours \_\_\_\_\_

Signature of Supervisor \_\_\_\_\_

Signature of employee (certifying receipt) \_\_\_\_\_

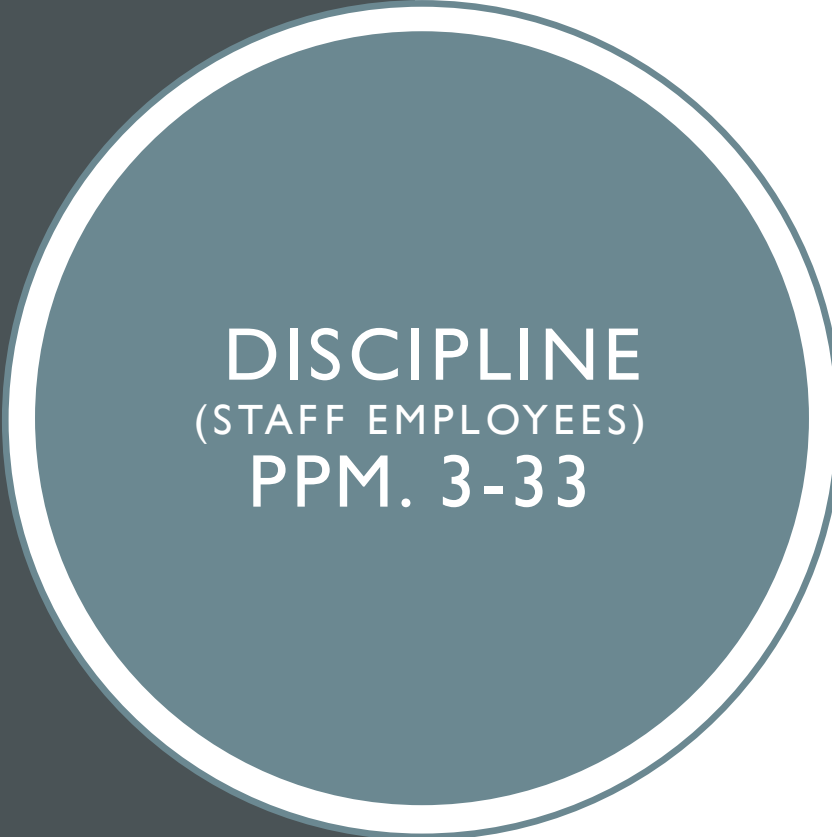
Signature of Next Level Supervisor (dismissal only) \_\_\_\_\_

Signature of AVP or HR or designee (dismissal only) \_\_\_\_\_

Distribution: Oral Reprimand - 1 copy to supervisor, 1 copy to employee  
All other actions - 1 copy to supervisor, 1 copy to employee, 1 copy to Human Resources

NOTICE TO EMPLOYEE: This action is taken in accordance with W SU Policy 3-33 on Discipline. Further action under that policy will be necessary if the problem is not corrected. You have the right to appeal any action you feel is not justified. Your appeal must be received according to the provisions of WSU Policy 3-31 within 7 calendar days of this action.


**CLEAR, CONCISE & TIED TO POLICY**



DISCIPLINE  
(STAFF EMPLOYEES)  
PPM. 3-33

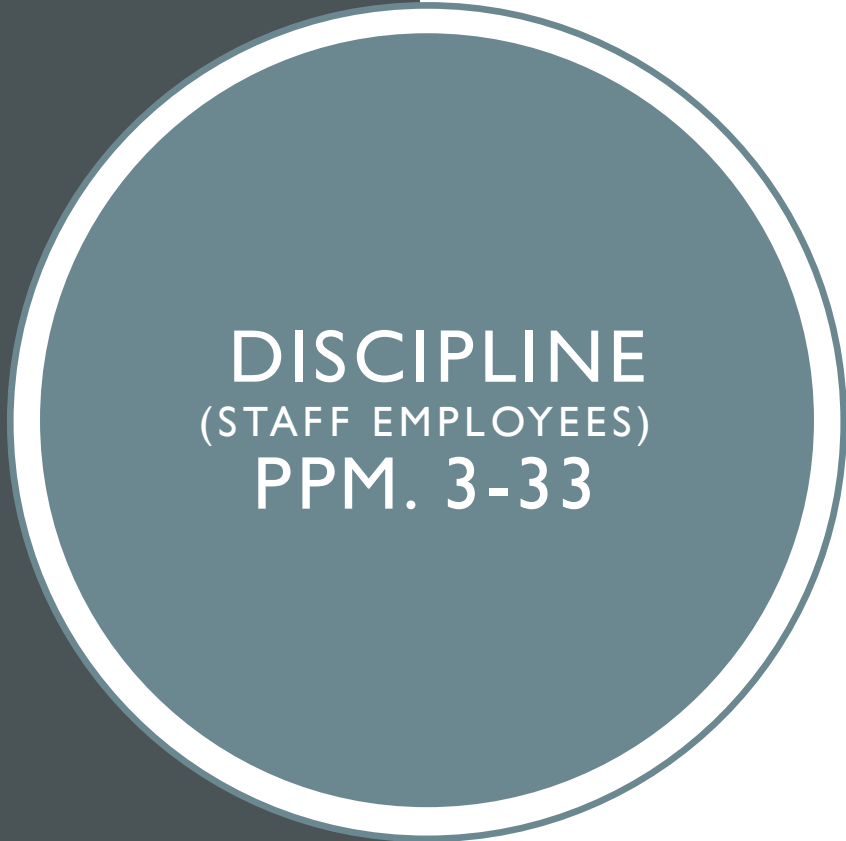
## IV. C. Employees in Non-Probationary Status

The imposition of sanctions, including the dismissal of a non-probationary employee for cause, may result for any of the following job-related reasons under circumstances that demonstrate the inability or unwillingness of the employee to meet his or her responsibilities to the University.



**DISCIPLINE**  
(STAFF EMPLOYEES)  
**PPM. 3-33**

1. Negligence
2. Incompetence
3. Excessive absence or unauthorized absence without leave, including failure to report to work and leaving work without proper approval.
4. Misuse of University property and funds
5. Disorderly conduct
6. Fraud or falsification of employment application
7. Unsuitability to job requirements
8. Use of alcohol or drugs, or being under the influence thereof while working



DISCIPLINE  
(STAFF EMPLOYEES)  
PPM. 3-33

9. Insubordination

10. Unjustified interference with the work of others

11. Violation of applicable statutory requirements or University regulations relating to employment practices, including but not limited to regulations prohibiting discrimination or harassment because of race, color, ethnic origin, religion, sex, age, handicap, or other legally impermissible behavior

12. Conviction of a crime by a court of competent jurisdiction

13. Violation of other generally accepted standards of conduct, where such violation creates substantial inefficiency and/or an unacceptable work atmosphere at the University

# PERFORMANCE IMPROVEMENT PLAN (PIP)



(Date)

(Employee Name)

(Employee Title)

Weber State University

Dear (Employee Name),

As part of assessing your performance in recent months, there are identified areas of improvement that I believe require specific correction and accountability. In an effort to support you in your role, I am implementing a performance improvement plan, **in conjunction with an oral/written warning (outlined in PPM 3-33)**. This performance improvement plan, **will continue for the next (2-6) months** and will provide you documentation of performance and the opportunity to satisfactorily address these areas of improvement.

Below are the areas of concern I believe need to be addressed during this **performance improvement plan**:

1. Add concern area #1
2. Add concern area #2
3. Add concern area #3

To reiterate goals for our area, here is what I would like to see occur during **this period**:

1. Add goal/where performance should be by end of PIP for concern area #1
2. Add goal/where performance should be by end of PIP for concern area #2
3. Add goal/where performance should be by end of PIP for concern area #3

To support you in accomplishing the above goals and/or changes, here are my commitments to you:

1. Add support provided for concern area #1 to achieve goal and/or changes
2. Add support provided for concern area #2 to achieve goal and/or changes
3. Add support provided for concern area #3 to achieve goal and/or changes

As we implement this performance improvement plan, I would like to coordinate a meeting schedule with you to discuss progress on each of these goals. These meetings are to provide me with updates on your progress on the above goals as well as provide you feedback I receive from various campus stakeholders critical to your success. These stakeholders include **(stakeholder list)**. **Include meeting schedule – monthly, semi-monthly, weekly, etc.**

I hope this time will enable you to address these critical issues. Please know that I am committed to your success in your position, but should your performance not improve to satisfactory levels by the established deadlines above, further corrective action (up to and including termination) will occur.

Sincerely,

(Supervisor Name)

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# FACULTY COMPLAINTS

PPM 9-11  
through  
PPM 9-14

Dr. Theresa Kay  
Faculty Ombuds



# TOP TIPS FOR DELIVERING HARD FEEDBACK OR DISCIPLINE



## 1. PREPARE THOROUGHLY

- Focus on data & facts
- Anticipate reactions



## 2. BE DIRECT & CLEAR

- State the issue immediately
- Avoid the “compliment sandwich”



## 3. EMPHASIZE CONTEXT & IMPACT

- Explain the “Why” and “How it affects others.”



## 4. LISTEN TO UNDERSTAND

- Give space for their perspective
- Avoid defensiveness



## 5. AGREE ON THE PATH FORWARD

- Set clear expectations & deadlines
- Schedule follow-ups



# 1.The Opening

## 2.The Impact

### 3.Safety Net/PPM

#### 4.Next Steps

- Attendance:** An employee is 20 minutes late daily but is the "nicest person on the team."

- The Shadow Manager:** An employee is undermining the supervisor's decisions in group chats.

- The "Good Enough" Performer:** An employee does the bare minimum to not get fired, but their low energy is draining the team's engagement.

# HELPFUL RESOURCES

## **Meagan Thunell**

AVP for Human Resources

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## **Leslie Simpson**

Employee Relations & Performance Review Specialist

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## **Marisa Salazar**

Leave Coordinator – ADA/FMLA

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## **Alex Babilis**

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**WEBER STATE UNIVERSITY**  
Employee Engagement & Success

Cindy Reinhard  
Jen Evans



Scheduled In-Person/Zoom Training



Consultation



Customized In-Person Training



Creating LEARN WEBER online courses

# LEARN | WEBER

Empowering Campus, One Skill at a Time

Cindy Reinhard  
Jen Evans

← LEAD | WEBER

Catalog > LEAD | Weber

Search in LEAD | Weber

Search by course name...

Subcategories

0 subcategories

Filter by

Course type

Language

Status

Tags

Sort by

Alphabetical

View as

Grid

8 courses



**A Guide to Effective Meetings**  
Online course

Enroll



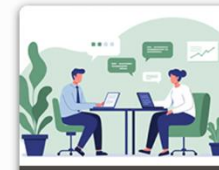
**Becoming the Boss: A Guide for New Managers**  
Online course

Enroll



**Communicating Change**  
Online course

Enroll



**Effective Feedback Strategies**  
Online course - 12m

★★★★★ (0)

Enroll



**Hourly Supervisor Training Series**  
Curriculum

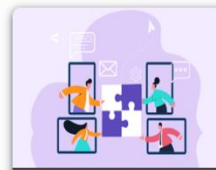
Enroll



**How Great Leaders Solve Problems**  
Online course - 28m

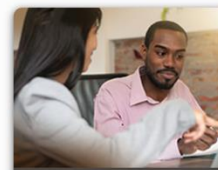
★★★★★ (0)

Enroll



**Leading Successful Remote Teams**  
Online course - 12m

Enroll



**Performance Management: Giving Feedback**  
Online course - 1m

★★★★★ (0)

Enroll


# SELF CARE



- Friends
- Family
- Favorite Activities
- Exercise
- Mindfulness
- Reading
- Movies
- Night in/out



Q & A



Become the kind of leader that  
people would follow voluntarily;  
even if you had no title or position.

Brian Tracy