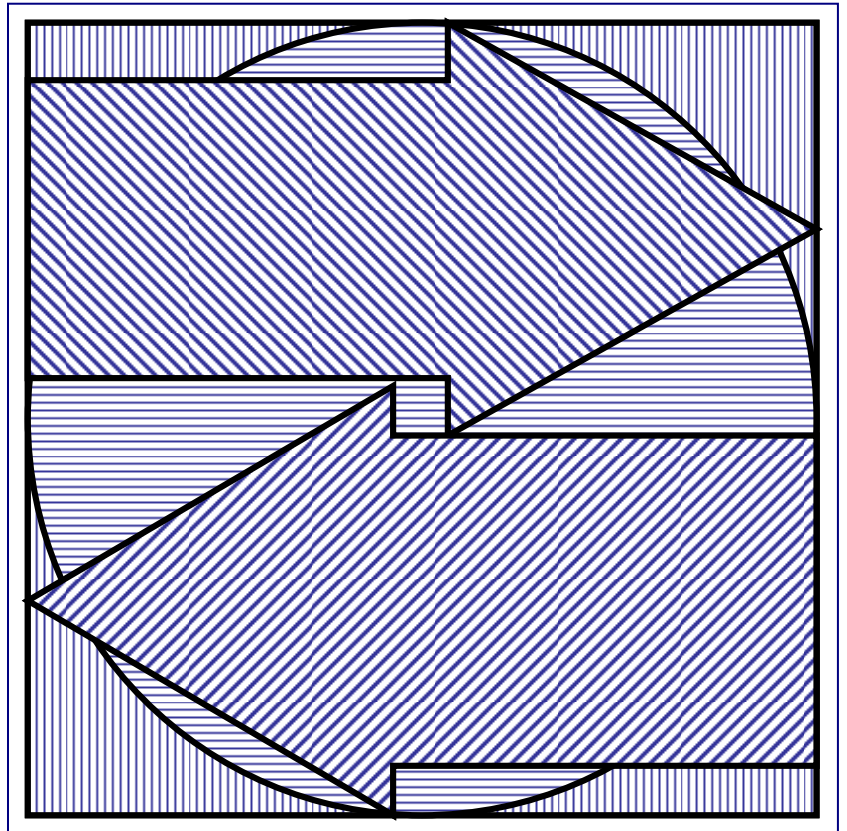


state of montana

**discipline
handling
guide**



**state human resources division
department of administration**

july 8, 2008

STATE OF MONTANA
Discipline Handling Guide

contents

c o n c e p t s

discipline and effective supervision

what is discipline?	1
what are my supervisory responsibilities?	1
how do these relate to supervisory practices?	2
how should I deal with problem situations?	2

the progressive discipline process

what is progressive discipline?	3
what are the progressive discipline steps?	3
what about employee assistance?	3

critical concepts of discipline

how has the employment environment changed?	4
what is just cause?	4
what is due process?	6
what about due process rights <i>before</i> discharge?	6
what about documentation?	7
what are informal documents?	8
what are formal documents?	8
how do formal documents relate to informal documents?	9
a note about confidentiality.	10

p r o c e d u r e s

informal disciplinary actions

why use informal disciplinary actions?	11
coaching	11
oral warning	12

formal disciplinary actions

what are formal disciplinary actions?	13
written warning	13
<i>example of written warning</i>	14
suspension without pay	15
exempt employees and suspension without pay	16
suspension <i>with</i> pay	16
disciplinary demotion	17
<i>example of suspension without pay notice</i>	18

p r o c e d u r e s

(c o n t i n u e d)

<i>example of a disciplinary demotion notice</i>	19
discharge	20
<i>example of discharge letter</i>	21
the wrongful discharge from employment act	22
conducting disciplinary meetings	
what is the purpose of a disciplinary meeting?	23
how do I prepare for a meeting?	23
any additional preparation pointers?	24
what about the meeting itself?	25
what does “Weingarten” mean?	25
employee assistance	
what is employee assistance?	27
what do you mean by “personal problems”?	27
how do I approach employee assistance?	28
what should I do?	29
what should I avoid?	29
a final word	30
appendix	
full text: wrongful discharge from employment act	32
coaching form	34
written warning form	35
suspension form	36

This guide is designed to provide assistance to state supervisors and managers in administering disciplinary action. This guide is not state policy or administrative rule. It is not binding on any agency; it does not establish practice or set precedent.

The administrative rules covering discipline handling can be found at ARM 2.21.6505 et seq., and at Policy 3-0130, Montana Operations Manual, Volume III.

Montana Operations Manual, Vol. III, and Guides on line at <http://hr.mt.gov/hbpp/policiesguides.mcp>