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CHAPTER 9 – DISCIPLINE

Section 9.00 – Discipline

Self discipline or maintaining a disciplined work environment may be viewed as conditioning which corrects, molds, strengthens, and perfects. This quality can be found in competent employees who wish to conform to desirable patterns of conduct and who are capable of performing their duties promptly, efficiently, and unflinchingly. Obedience and order promote efficiency within an organization, and facilitate the coordination of effort. Poise and confidence advance high morale within the organization and encourage public trust.

Police supervisors must deal courageously and directly with personnel problems. They should not be reluctant to contend actively with any situation, since hesitation will weaken discipline. The end result of the supervisor's lenience will be a loss of respect rather than achievement of personal approval. To promote the positive aspects of discipline, the supervisor must be alert at all times, to recognize and ensure credit for quality performance over and above the high standards set for police service.

Although there must be abiding mutual trust among employees, dedication to the organization should transcend individual loyalties. Failure to disclose information about a fellow employee who violates the law and/or the rules and regulations is damaging to all members. Therefore, to advance the organization, proper performance must be encouraged and transgressions corrected. The reputation of the entire Police Department may be affected by the behavior of a few employees. When necessary, discipline must be administered promptly and equitably, in order to be effective.

Section 9.01 – Purpose

To clarify for employees that the City of Raymore is committed to a clear and structured corrective action process to improve and prevent a recurrence of undesirable behavior and/or performance issues.

***Section 9.02 – Applicability and Guidelines**

All employees of the City of Raymore, regardless of employment status or type of appointment are subject to progressive disciplinary action. Whenever employee performance or conduct falls below a desirable level, supervisors are to inform employees. The City reserves the right to combine or skip steps depending upon facts in each situation and the nature of the offense. The level of disciplinary action may also vary. The Human Resources Manager may be consulted prior to taking formal disciplinary action to ensure consistency of action across the organization. All disciplinary action will be documented.

Section 9.03 – Personnel Incident Report

Supervisors will complete a Personnel Incident Report (PIR) form detailing all the facts of the incident and a disciplinary recommendation. This document will be forwarded through the chain of command prior to discussing discipline with the member,

Section 9.04 – Steps for Progressive Disciplinary Action.

Pre-disciplinary procedure: Prior to the decision to discipline an employee as outlined below, the employee shall be given:

- A. Oral or written notice of the undesirable behavior or performance concern
- B. An explanation of the City's evidence; and
- C. An opportunity to present his/her side of the events.

***Section 9.04 – Levels of Discipline**

Disciplinary action can be administered at any level depending on the behavior or infraction of the rules that may occur. See *Administrative Policy 400.9 – Standards of Conduct and Discipline*. The following describes the levels of discipline that are available to supervisors.

- A. Verbal Counseling - An informal conversation between a supervisor and an employee regarding minor behavior or performance modifications that need to be made. Supervisors are encouraged to keep notes of verbal counseling that they may provide to employees so that should further discipline be necessary in the future they have a record of the date when verbal counseling occurred and what was discussed.
- B. Performance Improvement Plan: A Performance Improvement Plan is a management instrument utilized to provide guidelines for improved employee performance. During a specified length of time, the employee is required to fulfill a set of conditions or improve work performance or on-the-job behavior. Failure to meet the requirements may result in additional disciplinary action up to and including termination. An employee may be placed on a Performance Improvement Plan in conjunction with another form of disciplinary action. An employee is not eligible for any salary increase during this period. Although the Performance Improvement Plan is normally set for a specified period, the employee is not guaranteed employment for duration and may be terminated either during the period or after its completion with or without cause or notice.
- C. Written Reprimand - A written reprimand is documented formal notification of the employee's unsatisfactory performance or other violation of the City's policies and procedures and/or other City or departmental policies.
- D. Suspension - A suspension is the removal of an employee from the workplace for a specified period of time with or without pay. The length of suspension will reflect the severity of the employee's misconduct.
- E. Demotion - A demotion is the placement of an employee into a lower job classification as a result of disciplinary action or poor job performance. The

employee being demoted must possess the qualifications for the classification to which he is being demoted.

F. Termination - A termination is the permanent removal of any employee from the City's employment.

***Section 9.05 – Routing**

Documentation of disciplinary action from suspension to termination shall be forwarded to the Chief, who will make a recommendation and forward to the City Manager, who will initial and forward to the Human Resources Manager for placement in the employee's personnel file.

***Section 9.06 – Appeals**

Appeals shall follow the procedure laid out in *Administrative Policy 200.6 – Grievance Policy*.