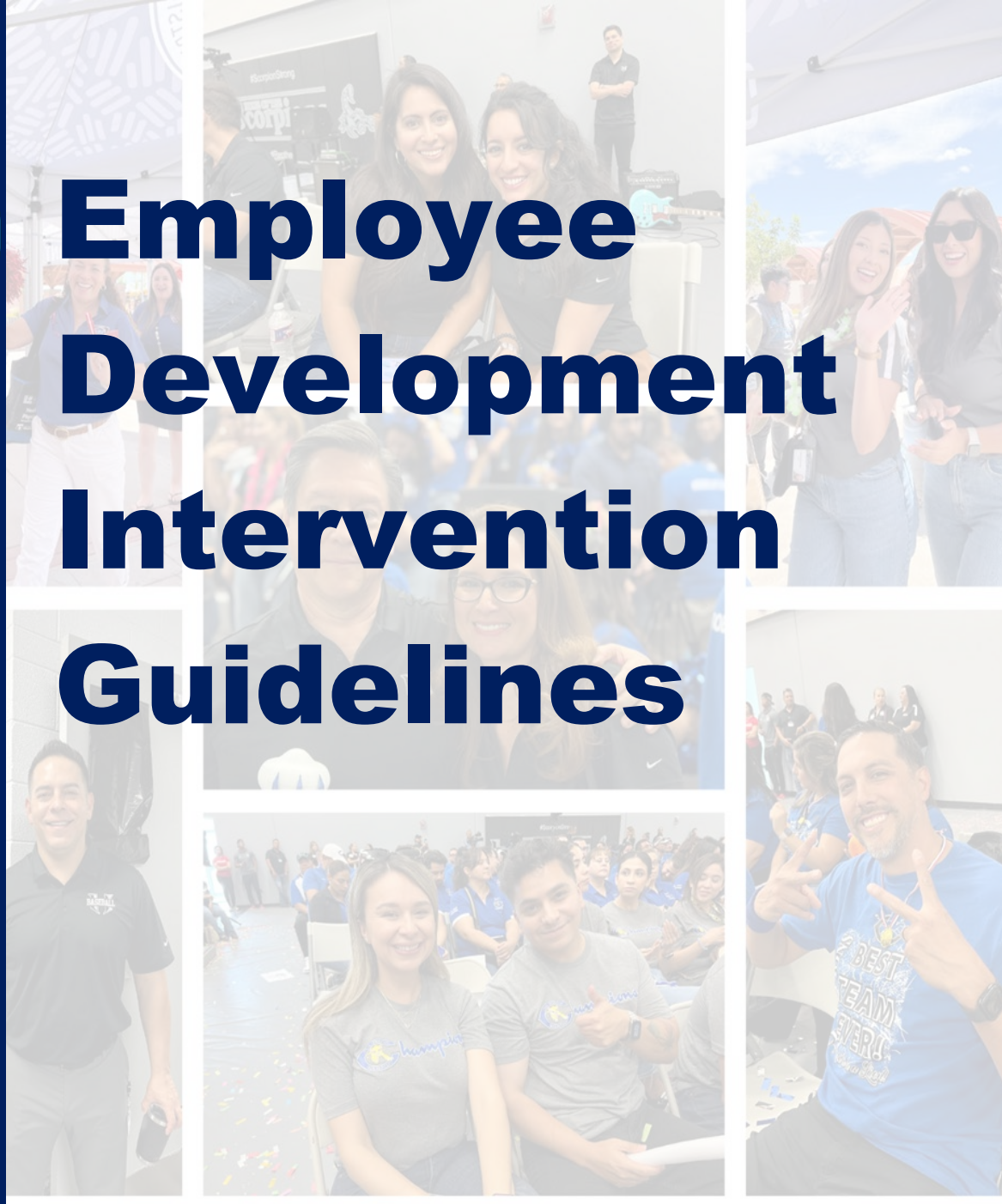
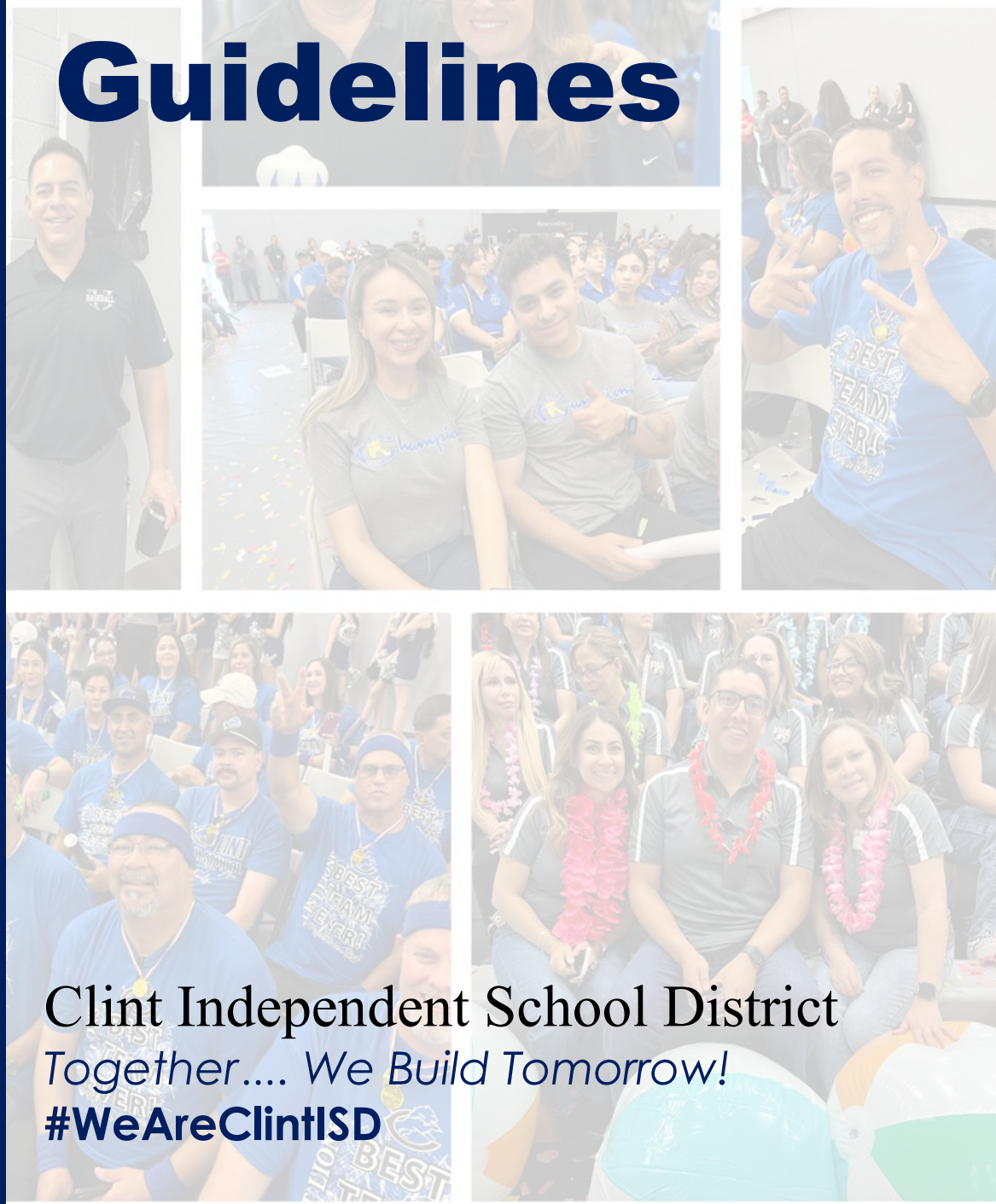
Employee Development Intervention Guidelines





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14521 Horizon Boulevard
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Clint Independent School District

Together…. We Build Tomorrow!

#WeAreClintISD

Public Notification of Nondiscrimination

It is the policy of Clint ISD not to discriminate on the basis of race, color, national origin, sex, religion, handicap or age in its employment practices as required by Title VI of the Civil Rights Act of 1964, as amended; Title IX of the Education Amendments of 1972; and Section 504 of the Rehabilitation Act of 1973, as amended.

For information about your rights or grievance procedures, contact the district's Title IX Coordinator at 14521 Horizon Boulevard, El Paso, Texas, 79928, 915-926-4000 and/or Section 504 Coordinator at 14521 Horizon Boulevard, El Paso, Texas, 79928, 915-926-4000.

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Please do not hesitate to confer with the Department of Human Resources regarding procedures, recommended guidelines or follow-up of any personnel problem identified on your campus or department.

PURPOSE:

The District Development and Intervention Guidelines provide proactive resources for District administrators on how to effectively assist rather than punish employees while addressing infractions. Employees are expected to follow all district policies and procedures exhibiting good citizenship and work habits.

These guidelines will also provide for recognition of satisfactory and exemplary job performance by employees as well as providing a framework to address violations and breaches of district policies, procedures and practices by employees.

A FOCUS SHOULD BE ON THE FOLLOWING:

- Modify or alter unacceptable behavior.
- Document expectations and provide clear direction.
- Provide for a standard of behavior as provided by Policy DH (Local) and the Educator Code of Ethics, which are part of Board Policy.
- Establish a chronology for changing inappropriate behaviors.
- Provide for feedback on commendable or exemplary behavior.
- Performance concerns or a significant lack of student progress attributed to the educator.

EMPLOYEE DEVELOPMENT AND INTERVENTION GUIDELINES DEFINED:

- Employee Development & Intervention Guidelines provides the District Administration with a uniform model to deal with employee counseling, discipline and documentation.
- Employee Development & Intervention Guidelines is an opportunity to encourage the employee to correct behavioral deficiencies.
- The uniformity of the Employee Development & Intervention Guidelines shall allow for employee conduct to be corrected and the need to hire and retrain new employees will be reduced.

WHAT THIS IS NOT:

- Employee Development & Intervention Guidelines are **NOT** to be used as a tool to harass, intimidate, bully or punish the employee.
- Employee Development & Intervention Guidelines are **NOT** a means to force the employee to resign.

SCOPE OF EMPLOYEE DOCUMENTATION & INTERVENTION PROTOCOL

The district reserves the right, in sole discretion, to determine appropriate discipline in individual cases consistent with state and federal Law. Nothing in these procedures shall be regarded as conferring any right, contractual or otherwise, upon an employee or imposing any limitation upon the district regarding discipline of any particular severity or disciplinary action in any particular sequence.

Each instance of inadequate work performance or misconduct is to be judged individually, and the employee's administrative supervisor shall initially determine the discipline or intervention to be applied based on the severity of the infraction, the employee's previous work record, and precedent in similar cases.

Corrective intervention may be used to deal with unsatisfactory performance or misconduct of any employee; however, emphasis will be to provide the employee with the opportunity to become aware of and correct the deficiency and to restore the employee to the status of a productive member of the district.

Administration acknowledges that, on occasion, the Documentation and Intervention Guidelines may not be followed due to unforeseen circumstances. In such a case, the administrator shall confer with the Department of Human Resources for guidance.

GUIDELINES

The following are suggestive guidelines to assist the supervisor in determining appropriate disciplinary and intervention strategies:

STEP 1 – VERBAL COUNSELING

The first step is an opportunity for supervisors and employees to informally discuss work related problems. This session should be designed to help the employee in a friendly manner and to improve performance and behavior by clarifying the standards and expectations required. This session should stress the employees' good points, but also outline the steps necessary for correction. A written record of the sessions created and maintained by the supervisor. (See Exhibit A).

➢ KEY COMPONENTS OF THE COUNSELING SESSION:

- **Counsel the employee as soon as possible after the violation:** The longer the supervisor waits to counsel the employee the higher the possibility of the employee and other employees to repeat the same violation.

- **Hold the discussion in private:** Praise publicly, reprimand privately. Holding the meeting in private will reduce the chances of possible distractions and interruptions, and the employees will not be embarrassed in front of their peers. Under no circumstances should disciplinary action be used to degrade the employee in the eyes of his/her peers or other employees.

- **Talk to employees in a low-key manner, be friendly but firm:** By getting upset and raising your voice or talking down to the employee you will only put the employee on the defensive. By keeping a low-key manner, the employee will be more open to your comments and will not be as likely to feel that you are out to get them.

➢ STEPS FOR COUNSELING AN EMPLOYEE.

1. State the behavior or performance issue clearly and specifically.

2. State in clear and specific terms what is now expected from the employee.

3. Make sure the employee understands what the problem is and what your expectations are before the discussion ends.

4. State your confidence in the employee's ability to correct the problem.

5. Set up a follow-up meeting with the employee and recognize improvements or counsel on further performance issues.

REASONS FOR COUNSELING OR WRITTEN WARNINGS VIOLATIONS

Counseling is warranted when violations of this nature occur. The written warning violations are the same as counseling reasons or violations except they are repeated violations. Listed below is a non-exhaustive list of violations that warrant either a counseling or written violation, depending on the severity of the infraction.

- Failure to call in absence
- Chronic tardiness
- Unexcused absences from scheduled staff meetings
- Preparing to quit work before the appointed time
- Leaving the assigned work area without authorization
- Staying late or leaving early without following the proper procedures
- Prolonged or excessive breaks
- Interfering with the work of others
- Malicious mischief, horseplay, wrestling or other misconduct
- Neglect of work, avoiding work or working *too slowly*
- Careless use of District property
- Unsatisfactory work or failure to maintain required standard of performance
- Use or possession of another employee's equipment without permission
- Poor housekeeping in work area
- Contributing to or creating an unsafe work area
- Failure to follow safety rules or procedures
- Failure to work cooperatively with other employees
- Failure to comply with directives
- Speeding or other minor violations while operating a motor vehicle on District business
- Unauthorized posting or removal of notices or signs from official bulletin boards
- Unauthorized use of telephones, including cellular and radios
- Failure to wear passenger restraint while traveling in a motor vehicle on District business
- Dressing inappropriately for work assignment
- Use of inappropriate language, profanity

STEP 2 – VERBAL WARNING

The second step in employee discipline includes identification of the problem and information sharing between the manager and the employee. The employee receives verbal notice of unacceptable behavior, and a warning that similar behavior may result in discipline. If no similar offense occurs, no further disciplinary action or intervention will be taken. The verbal warning will be documented. (See Exhibit B).

➢ THE WARNING INCLUDES:

- Employee's name
- The date of the warning
- Specific offense
- A specific statement of expected performance (Verbal Directives)

➢ STEPS FOR PROVIDING VERBAL WARNING TO AN EMPLOYEE:

- Identify the violation of campus/district policy clearly and specifically.
- State in clear and specific terms what is now expected from the employee.
- Direct the employee to correct the problem. Make sure the employee understands what the problem is and what your expectations are before the discussion ends.
- Set up a follow-up meeting with the employee and recognize improvements or provide for additional redirection.

STEP 3 – WRITTEN WARNING

Step three is often the turning point in the disciplinary and intervention process. It is the more formal step in employee discipline, which includes stating the problem and noting repetition over time. This action constitutes written notice that the behavior is clearly unacceptable. The employee is provided with an opportunity to demonstrate that the behavior will cease to exist or is not likely to occur in the future.

It is recommended that the process **be repeated** with stronger consequences each time a violation occurs. Language may be added that will adversely affect the employee's employment status with the district as the documentation and intervention process necessitates and depending on the severity of the infraction. (See Exhibit C).

➢ THE REPRIMAND INCLUDES BUT IS NOT LIMITED TO:

a. ***Employee's Name***

b. ***The date of the meeting***

c. ***What did the employee do?*** Clearly identify the specific conduct deemed deficient and describe the conduct in complete and explicit terms using plain language. Include dates, names, places, events, witnesses, etc. Supplement general statements with specific examples to provide proper factual foundation. The document should be a self-contained record; it should be fully understood by a third person unfamiliar with the employee's unsatisfactory conduct. A third person should be able to understand what the employee did to create the problem based upon reading the document, without having to refer to any other information source.

d. ***How did the behavior violate a performance expectation or rule?*** Include the rules, authority, and or expectation relating to the deficient behavior, such as school or department administrative procedures, district policy, job descriptions, Code of Ethics, written administrative memos, instructions, or directives. Often, it will be necessary to translate the problem into a recognized performance expectation, especially when the unsatisfactory behavior is not directly tied to a clearly defined written standard or expectation. This type of behavior may involve attitude and cooperation, job efficiency and accuracy, and adequate job skill levels. Examples include discourteous conduct, poor professional judgment, job carelessness, and disruptive behavior. Where the inappropriate behavior has previously occurred, a notation should be made of the prior violation and resulting action. Include references to previous counseling session(s) and verbal warning meeting(s).

e. ***What is the impact of the employee's conduct?*** Cite the adverse effect of the employee's conduct on school/department/district operations and other people especially where negative public notoriety occurs. Examples include lack of dependability; unnecessary shift of duties to other employees; lack of continuity and consistency; unnecessary expenditure of supervisory time; interference in normal procedures causing delay in the completion of work; possible exposure to personal injury and district liability; destruction or damage to property and repair costs; and lack of compliance with required timelines.

f. ***What does the employee need to do to improve?*** Provide specific suggestions and/or directives for the employee to meet job requirements. Outline directions regarding the proper behavior or level of performance expected in the future. It is important to be clear and unequivocal and to include the effective timelines and the consequence or consequences if the employee fails to comply (e.g., further disciplinary action will occur that may result in dismissal, etc.) In other words, the employee must know what must be done to correct the deficient performance or behavior and when and what will happen if the performance is not corrected. The description of the behavior must be unambiguous, easy to understand, and as complete as possible. Identify any assistance that the employee may require to meet job requirements such as additional training, equipment, etc.

g. ***What rights does the employee have in connection with the disciplinary action?*** The employee has the right to receive a copy of any document(s) including letter of reprimand that could lead to an adverse personnel action prior to their placement in the employee's official personnel file. The employee may in turn submit a response to these documents that must be included in the employee's personnel file. The employee also has the right to review his/her personnel file and obtain copies of all materials contained within it. When preparing a letter of reprimand for a Chapter 21 contract employee, state at the bottom of the letter that a copy will be placed in the official personnel file and the employee may submit a response within ten (10) working days. The employee may request a conference with the appropriate administrator to discuss the reprimand.

h. ***Identification of probationary period (if appropriate).***

i. ***Signature of employee acknowledging receipt, or notation of refusal to sign.***

➢ STEPS FOR PROVIDING WRITTEN WARNING TO AN EMPLOYEE:

1. Meet with the employee and inform him/her of the violation and/or area of concern. Be specific and reference District policy.

2. Give the employee an opportunity to explain his/her side of the situation.

3. Explain to the employee your intent to issue a written warning.

4. Prepare a document that identifies the violation of campus/district policy and clearly and specifically state the issue to be addressed.

5. Restate clear, well defined written directives as represented on the document to be provided on how to eliminate the problem and identify consequences for failure to follow directives.

6. Provide a copy of the written warning to the employee with signatures affixed to the document. **If the document is used for TTESS purposes, the employee must receive a copy of the memorandum within ten (10) working days of the appraiser's knowledge of the occurrence.**

7. Place a copy of the reprimand in the employee's cumulative file in your office.

8. Set up a follow-up meeting with the employee and recognize improvements or provide for additional redirection (See Exhibit D). During this meeting, restate clear, well defined written directives.

You may want to implement a job performance improvement plan at this step before moving forward with suspension or termination of the employee. (See Exhibit E). Use TTESS guidelines for professional employees. (See Exhibit D) website: http://www.tea.state.tx.us/eddev/TTESS/index.html

STEP 4 - SUSPENSION

If verbal, written warnings, and improvement plans fail to bring about a change in conduct, the supervisor may recommend that the employee be suspended with/without pay depending on Board Policy. For a recommendation to be made by a supervisor to suspend an employee, sufficient reason must be established that determines that continuous and repetitious misconduct has occurred.

➢ THE EMPLOYEE MAY BE SUSPENDED IMMEDIATELY BY THE SUPERINTENDENT OR WITH SUPERINTENDENT'S APPROVAL WITHOUT RECEIVING A PRIOR WARNING OR REPRIMAND, FOR REASONS INCLUDING, BUT NOT LIMITED TO THE FOLLOWING:

- The employee engages in an act or conduct that threatens the safety, health or well-being of the employee or other person.
- The employee is insubordinate.
- The employee has engaged in an act or acts detrimental to the interest of the district, including but not limited to gross negligence, fraud or an act or conduct that involves falsification of records or other information provided to or used by the district or other dishonesty.
- The employee has destroyed or there is an imminent danger that the employee will destroy District property.
- A serious violation of the employee "Code of Ethics."
- Disobeying orders of a supervisor.
- Disorderly conduct.
- Discourteous treatment toward the public.
- Reporting for work or working while unfit for duty which includes mental or physical condition and physical appearance.
- Use of tobacco products while on District property.
- Creating a hostile workplace.
- Sleeping during work hours.
- Willful disregard of District rules, regulations, policies or procedures.
- Failure to report equipment that is malfunctioning, damaged or defective.

- Negligence resulting in damage to a District vehicle or a person while on District business.
- Use of profane or abusive language.
- Malicious mischief, horseplay, wrestling or other misconduct.
- Repeated absences that disrupt service to other employees.
- Refusal to work at assigned location.

➢ ADDITIONAL CRITERIA FOR RECOMMENDING EMPLOYEE SUSPENSION, INCLUDE BUT ARE NOT LIMITED TO:

- Continuous repetition of infractions.
- Suspension pending an investigation.
- Severity of infraction or instance of misconduct.
- Violation of law.
- Violation of administrative procedure and policy.
- Violation of Code of Conduct.
- Reasons for "Cause" for non-renewal as defined in Policy DFBB (Local).

➢ STEPS FOR SUSPENDING AN EMPLOYEE:

1. Prepare a document that identifies the violation of campus/district policy and clearly and specifically state the issue to be addressed and submit all relevant documentation for consideration by the Director of the Department of Human Resources (Complete Exhibit F).
2. Give the employee an opportunity to explain his/her side of the situation. All due process and contractual procedures will be practiced
3. The Director of the Department of Human Resources will review the recommendation and provide for an administrative decision on the action to be taken.
4. After approval is granted, meet with the employee to provide notice of suspension and provide for acknowledgment of receipt of the document. Suspension letter must be signed by the Superintendent of Schools.
5. A copy of the document will be provided to the employee with signatures affixed.
6. Place a copy of the suspension (See Exhibit G) in the employee's cumulative file in the supervisor's office with a copy sent to the Department of Human Resources to be filed in the employee's file.

7. Set up a follow-up meeting with the employee. If the district determines no misconduct occurred, the district shall immediately return the employee to work and the employee will receive a letter of exoneration.

8. If the district determines that misconduct occurred, the process for termination, dismissal, or reprimand of the employee will be initiated by the Human Resources Department as directed by the Superintendent.

Suspension may be given if the employee did not correct a performance issue after written warnings have been issued or if the severity of the violations warrants immediate suspension.

Upon approval for suspension from the Human Resources Department or Board of Trustees when applicable and after appropriate due process, the duration of the suspension is to be without pay. During this time frame the employee shall reflect on the reasons for the suspension and decide whether or not they are willing to return to work and correct the behavior or performance issue.

➢ BELOW IS A CHECK LIST FOR SUSPENSION

- Consult with the Department of Human Resources.
- Fill out the Suspension Recommendation (Exhibit F) completely; specifying suspension and having the supervisor, and the employee sign the document.
- The report and all cumulative data will be provided to Chief of Human Resources for approval and signature.
- The Department of Human Resources may facilitate a meeting with employee and their immediate supervisor to inform the employee that they are being suspended; give clear and specific terms as to why they are being suspended.
- After the Department of Human Resources approves and obtains the required signature, they will provide copies to the employee, the supervisor, and place a copy in the employee's personnel file.
- Schedule a meeting with the employee upon their return to discuss what decision they have made regarding their behavior.

STEP 5 – Termination/Dismissal

The final action in the employee disciplinary process, step five, leads to the end of employment which results after repeated failure of the employee to correct the problem. Termination is viewed as the most significant and drastic employment disciplinary action taken by any administrator. Because the employee will be losing his/her job, and the possibility of litigation arising from such action, it is extremely important that employee termination or dismissal not be done in haste, and only after a thorough investigation of the situation has taken place. Any decision regarding recommendations for termination should be made in a calm and impartial manner. Assurance should be made that:

- The employee did in fact commit the act.
- Substantial evidence of guilt is present.
- The employee was aware or should have been aware of the consequences.
- The employee's entire work record and history has been considered.
- Rules are applied consistently and uniformly for all employees.
- Document witnesses and provide for consistency of all evidence presented in support of the decision to terminate.
- The recommendation of dismissal or termination is reasonably related to the penalty or offense.

Employee termination or dismissal must be taken with great caution. The manner in which an employee termination case is documented is a reflection of the administrator's supervisory capability. In most cases, termination or dismissals lead to further litigation such as: discrimination complaints filed with Equal Employment Opportunity Commission, wrongful discharge complaints filed in federal or state Courts and other related lawsuits. It is in these venues that the strength of your documentation is tested. In almost all cases, the district appeal process is the beginning to what usually evolves into a lengthy, laborious, tedious and draining process.

These strategies are recommended before any decision to terminate or dismiss an employee is undertaken by an administrator:

- **Where an employee's conduct or performance is unacceptable, consider whether the employee was adequately warned of the consequences of such conduct or performance. Instruments such as Growth Plans, Conference Forms, Verbal Warning Documents and finally written reprimands are essential to establishing a chronology to demonstrate persistent and consistent misconduct.**
    - To what extent have you or other supervisors made any effort to inform the employee about the rules and regulations, the reasons you find his/her behavior inappropriate or unacceptable and the consequences of not correcting the inappropriate or unacceptable behavior?
    - While an employee is presumed to have adequate warning of the consequences for violating the rules and regulations, did management take the extra step to ensure that the employee was aware of the rules?
    - There were adequate warnings for inefficiency, simple negligence or other behaviors unacceptable given in the appropriate form (i.e. informal employee counseling, oral or written instructions).
- **As the Supervisor responsible for imposing discipline, investigate the situation before proceeding with the disciplinary process unless immediate action is necessary; obtain all available facts before taking any action.**

- Investigate responsibly.
- Avoid over-reaction. Consider, seek out, and listen to all sides of the story. Where possible, obtain statements from employees or other people who were witness to an incident. If verbal or written statements are obtained from witnesses, ensure the persons swear or affirm that what they have said or written is true and accurate to the best of their knowledge.
- In exceptional cases, immediate action may be necessary. In such cases, the employee could be suspended immediately. An investigation should be conducted immediately.
- Review all policies associated with the employment status of the employee. Policies regarding suspension, termination and cause should be reviewed and included in a summary document regarding your recommendation to terminate or dismiss.

There are times that a resignation may be more advantageous than dismissal or termination. The employee must understand that this option is strictly a decision made by the employee. The employee must choose to resign and must provide the district with a letter of resignation produced by the employee to the immediate supervisor or the Human Resources Department. The resignation must be free of coercion. The resignation, once approved and accepted, may only be rescinded according to District Policy.

District policy and all due process remain in effect. District policy will be reviewed before any recommendation for termination or dismissal is made to the Chief of Human Resources or the Superintendent.

➢ TERMINATION VIOLATIONS

Below is a partial list of violations that may result in termination. The following is not exhaustive but only used as a guide.

- Sexual Harassment
- Failure to maintain required licenses, certification, or registration
- Possession of a firearm or weapon on District property
- Insubordination by refusing to perform assigned work or complying with written or verbal instructions of supervisor
- Willful neglect of duties
- Failure to report to work or notify supervisor of absence for three consecutive days may constitute job abandonment
- Instigating or participating in any illegal walkout, strike, sit-down, refusal to return to work
- Gambling during work hours

- Possessing, selling, or being under the influence of controlled substances
- Being under the influence of alcohol during work hours
- Carrying or possessing firearms, explosives or weapons on District property without prior permission
- Fighting or attempting to injure other employees, supervisors, or the public
- Stealing, destroying, damaging, or concealing property of the district or another employee
- Dishonesty or dishonest actions such as theft, pilfering, and opening private areas assigned to others, making false statements, etc.
- Giving a false statement during an investigation
- Driving while under the influence of alcohol or drugs while on District business
- Use of abusive or threatening language toward a supervisor
- Job abandonment

Termination may be the result of the employee failing to correct the problem after going through all the steps of discipline or the employee committing a violation that requires immediate termination. Regardless of the reason for the termination the main focus at this point is not the counseling of the employee but following policy and the proper procedures.

➢ BELOW IS A CHECK LIST FOR TERMINATION

1. Consult with the Human Resources Department to review previous documentation.
2. Send all documentation along with a request for termination (See Exhibit H and Exhibit I) to the Department of Human Resources for review, denial, or approval of the case.
3. Upon approval from the Department of Human Resources and the Superintendent, the Department of Human Resources will facilitate a meeting with the employee and their immediate supervisor to inform the employees that they are being recommended for termination; give clear and specific terms as to why they are being terminated.
4. Fill out the Employee Disciplinary Report completely.

Clint Independent School District

Counseling Record - Exhibit A

Employee: _____ **SSN:** _____ **Date:** _____

Job Title: _____ **Campus or Department:** _____

General Nature of Discussion:

☐ **Performance** ☐ **Violations of Policy or Procedure**

☐ **Conduct** ☐ **Redirection**

☐ **Other** _____

Specific circumstances:

_____

_____

_____

_____

_____

Corrective action required: _____

_____

_____

_____

What follow-up action is planned? (Specify date if necessary)

_____

_____

_____

Employee comments:

_____

_____

_____

_____

_____
Employee's Signature/Date

_____
Supervisor's Signature/Date

_____
Witness' Signature/Date

Clint Independent School District

Verbal Warning Record – Exhibit B

Employee: _____ **Date:** _____

Job Title: _____ **Campus or Department:** _____

General Nature of Discussion:

☐ **Performance** ☐ **Violations of Policy or Procedure**

☐ **Conduct** ☐ **Redirection of Repeated Infraction**

☐ **Other** _____

Specific circumstances:

Corrective action required:

What follow-up action is planned? (Specify date if necessary)

Employee comments:

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

_____

Witness' Signature/Date

Clint Independent School District

Written Warning – Exhibit C

Employee: _____ **Date:** _____

Job Title: _____ **Campus or Department:** _____

General Nature of Problem:

☐ **Job Performance** ☐ **Violation(s) of Policy and or Procedure**

☐ **Conduct** ☐ **Repeated Infraction Previously Discussed**

☐ **Other** _____

Detailed statement of problem, (Reference previous warnings, if any)

_____

_____

_____

_____

Corrective action required: _____

_____

_____

_____

What follow-up action is planned? (Specify date if necessary)

_____

_____

_____

Employee comments:

_____

_____

_____

My signature means that the above referenced issue has been discussed with me. I understand that my signature does not necessarily indicate that I agree with its contents. I further understand that I have the right to respond within ten (10) working days.

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

_____

Witness Signature/Date

DISTRIBUTION: ☐ Employee ☐ Department/School File ☐ Personnel File

Clint Independent School District

Follow-Up Report – Exhibit D

Employee: _____ **Date:** _____

Job Title: _____ **Campus or Department:** _____

General Nature of Discussion:

☐ **Performance** ☐ **Violation of Policy or Procedures**

☐ **Conduct** ☐ **Redirection**

☐ **Other** _____

Comments by Supervisor (Also indicate if any follow-up action is necessary)

_____

_____

_____

_____

_____

Comments by employee:

_____

_____

_____

_____

_____

_____

My signature means that the above referenced issue has been discussed with me. I understand that my signature does not necessarily indicate that I agree with its contents. I further understand that I have the right to respond within ten (10) working days.

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

_____

Witness Signature/Date

DISTRIBUTION: ☐ Employee ☐ Department/School File ☐ Personnel File

Clint Independent School District

Job Performance Improvement Plan – Exhibit E

Name:	Position:	SS#
Campus/Dept:	Plan Prepared By:	Title:

Area In Need of Improvement: (complete one form per area)
GROWTH ACTIVITIES
Expectation(s):

List Activity(ies) for Improvement:	Date for Completion
1)	
2)	
3)	

I understand that the above activities are designed to improve my job performance, and I will abide by their completion date.

Employee Signature	Supervisor Signature	Conference Date

Clint Independent School District

Suspension Recommendation – Exhibit F

Employee: _____ **Date:** _____

Job Title: _____ **Campus or Department:** _____

A written recommendation will be made to the Superintendent that you be suspended for the following reasons:

1._____

_____

2._____

_____

3._____

_____

The following documents will be provided to the Department of Human Resources and the Superintendent for their review:

1._____

2._____

3._____

4._____

5._____

The Superintendent or designee will advise you of the decision to suspend as per District Policy. You will be called at the conclusion of the investigation and will be informed of the findings.

_____

Supervisor's Signature/Date

My signature means that the above referenced issue has been discussed with me. I understand that my signature does not necessarily indicate that I agree with its contents. I further understand that I have the right to respond within ten (10) working days.

_____

Employee's Signature/Date

DISTRIBUTION: ☐ Employee ☐ Department/School File ☐ Personnel File

Clint Independent School District

Recommendation of Non-Renewal or Termination – Exhibit G

Please submit this form and all supporting documentation to the Department of Human Resources when recommending non-renewal or termination of employee.

I am recommending the ☐ Non-renewal ☐ Termination of the following employee:

Employee: _____ Date: _____

Job Title: _____ Campus/Department: _____

Reason(s) for requesting non-renewal / termination:

1. _____

2. _____

3. _____

4. _____

_____ _____ _____

Administrator's/Supervisor's Signature Date Title Campus/Department

_____ _____

Superintendent's Signature Date

DEPARTMENT OF HUMAN RESOURCES USE ONLY

Date recommendation received:_____ Date of termination:_____

Recommendation is ☐ Approved ☐ Not approved (if not approved state reasons below)

1._____ 2._____

3._____ 4._____

Committee Member's Signature Title Date

Clint Independent School District

Employee Development & Intervention Protocol Checklist – Exhibit H

Employee: _____ **Date:** _____

Job Title: _____ **Campus or Department:** _____

Step 1: Counseling

Date of Session	Summary

Step 2: Verbal Warning

Date of Warning	Summary

Step 3: Written Warning/Job Performance Improvement Plan
(Letters, memorandums, other concerns)

Date of Written & Conference	Summary

Step 4: Suspension (Option depending on severity of infraction)

Date of Conference & Disciplinary Action	Summary

Step 5: Termination

Date of Conference & Action	Summary

Clint Independent School District

Outstanding Performance Commendation Checklist – Exhibit I

Employee: _____ **Date:** _____

Job Title: _____ **Campus or Department:** _____

Identify outstanding accomplishment(s), achievement(s), and/or performance:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

This commendation has been discussed with me:

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

DISTRIBUTION: ☐ Employee ☐ Department/School File ☐ Personnel File

Clint Independent School District

Template For Specific Incident Memorandum

Letterhead Stationery	
Date	TO: FROM: RE: [*State the subject of the memo above in neutral terms.*]
Allegation & Investigation	This memorandum is a follow-up to our conference on _____at which we discussed [*Choose one: "my concern about" or "my observation of" or "reports to me that you" or "allegations that you" and complete the sentence in the space below. If your investigation is based on other than your own observation, describe briefly in a second sentence what it encompassed.*]
Findings of Fact	As I noted at our conference, my concerns are based on the following: [*State below the findings of fact from your observation/investigation/conference in objective terms – follow the Sgt. Joe Friday Rule: "Just the Facts." Avoid judgmental terms like "unprofessional" and "inappropriate." If there are a number of findings, use bulleted sentences to set them apart*.]
Conclusions	Based on the above, I conclude that [*Complete this sentence below indicating whether or not there has been a violation of district policies, regulations, job description, handbook provisions, or previous directives. Cite them directly. Attach them if appropriate. If inconclusive with regard to whether there is a violation, so state and then use the opportunity to alert the employee to the importance of compliance.*]
Directives	In the future, it is necessary that you [*Complete this sentence below by setting forth your directives and including remediation activities if you find the matter remediable and believe such activities would help the employee comply with the directives*.] cc Human Resources Department/Personnel File
Opportunity to Respond	I have received a copy of this memorandum. I understand that my signature does not necessarily indicate that I agree with its contents. I further understand that I have a right to respond within 10 working days if I disagree.
Dated Signature	/s/_____Date_____

Clint Independent School District

Suspension/Administrative Leave Letter

(Name of Employee)
(Job Title)
Clint Independent School District
RE: Administrative Leave

Dear Mr./Mrs._____:

This correspondence is to provide you with notice of Administrative Leave with pay pending the outcome of an administrative investigation. Concerns have been brought to my attention regarding misrepresentation of facts to the supervisor while on school time and during duty hours. It is important that we obtain additional information before allowing you to return to duty.

Pursuant to Board Policy (DFAA (Local), DFBA (Local)) effective immediately, you are on Administrative Leave with pay, pending the result of the investigation to be conducted by the Administration and the Department of Human Resources.

You are not to discuss this matter with anyone expect me or your campus representative. In addition, you are not allowed to be present at any District Campus, department, or property, unless you receive written authorization from me. I trust that you understand the importance of this matter.

Sincerely,

File:

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Employee's signature indicates that the memorandum has been received, not that the employee either agrees or disagrees with the content of the memorandum.

Clint Independent School District

Use of Profanity & Other Improper Language

TO: Employee
FROM: Director/Principal
DATE:
RE: Use of Profanity and Other Improper Language

You and I met with Mr./Ms. (Assistant Principal's Name), Assistant Principal and your representative, (name of representative), to review and discuss the written complaints of one of your student's parents. The complaint alleged that you had used profanity and referred to the students in your classes as "stupid." You emphatically denied this accusation. When Mr./Ms. (Assistant Principal) referred to a previous conference (date), where her notes and memory indicated your admittance to using such statements, you strongly denied such use and stated that you had never made any such admission.

In an effort to protect you from the actions of the parent, Mr./Ms. (Assistant Principal) and I stated that we would pursue the charges immediately, which we did during the next two hours. Mr./Ms. (Assistant Principal) interviewed nine of your students and I interviewed your aide, as well as the teacher and aide adjacent to your room.

We then met with you and your representative at (time) that same day to share our findings and determine how to best preserve your image from future action by the complaining parent. Mr./Ms. (Assistant Principal)'s report quotes seven of the nine students indicating your use of spelling out to (student name), several references to the phrase "_" and other phrases of "you kids." What the hell, is wrong with you?" and "damn it all-shut the hell up!" or "_ it….., use of the phrase "God it" and angry or sarcastic reference, in the presence of the students of "look at these dummies…"

During this discussion, you admitted that you had, in fact, "spelled out" in a very direct way, the word to (student name), but were unable to provide any context or rational explanation. By this admission, as well as my investigation, you were found to be in violation of Board policy DH(Local).

I then asked you to suggest how we might best respond honestly to the parent, without encouraging further negative reaction on her part. You and your representative were to report back to Mr./Ms. (Assistant Principal), during the first hour on (date).

The results of the interviews and our joint discussion indicate sufficient validity to the charge made by the parent to the degree that I must issue you a written reprimand, together with the following directives:

"Under no circumstances shall you use any form of profanity directed to, or in the presence of students, nor use any communication, verbal or otherwise, which would be abusive, demeaning or imply that your students are inadequate as human beings."

Should you be unwilling to carry out this responsibility, it may be necessary for me to pursue further disciplinary action. Should your conduct, as described above, repeat itself, you will be subject to further disciplinary action.

I am confident that you understand the importance of complying with the directives above-mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this district.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

Your signature on this memorandum does not indicate that you agree with its content. Your signature only identifies that you received a copy of this memorandum.

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Employee Absences

MEMORANDUM

TO:
FROM:
DATE:
RE: Employee Absences CISD Policy DEC (Local)

To date, you have accumulated thirteen (13) absences. Eleven and a half are coded as personal illness and doctor visits. Your absences prevent you from creating and delivering a high quality level of instruction to your students, which is why I am directing this memorandum to you to address your absenteeism.

Please be advised that the following is a chronology of your employment absences.

List all absences by naming the date, day of the week, and reason.

Based on the above-referenced chronology, as you can see, most of your absences are either on a Monday or Friday. The continuation of your absences is a concern for the District and should be a concern for you as well. If there is a medical issue that is causing your absences, I suggest that you see me immediately so that we visit with the District's Department of Human Resources to possibly effectuate an extended leave of absence under DEC (local).

Furthermore, please be advised that Board Policy DEC (local) mandates that I report to the Superintendent of Schools any absences in excess of 20 days in a school year. The Superintendent of Schools may take disciplinary action, including recommendation of your employment contract termination, per DEC (local) Board Policy.

Based on the foregoing, I will take action to limit your time away from the classroom as much as possible. You will only be required to attend the absolute necessary District business meetings or staff development meetings required by law.

I trust that you will improve your rate of absences. Failure to do so may result in disciplinary action, as stated above. Your attendance at work is vital to the operation of the campus, and, most importantly, essential for student learning.

If you wish to respond to this memorandum, you have a right to do so within ten (10) working days of the receipt of this memorandum.

Please do not discuss this matter with anyone, except me or your representative or as authorized by law. In particular, you are not to discuss this matter with any school employee, patron, parent student or staff member.

Your signature does not indicate agreement with the contents of this memo. Your signature indicates that you have received the memo.

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Attachment: CISD Board Policy DEC (Local)
Copy: Personnel File

Clint Independent School District

Employee Absences Non-Contracted Employees

MEMORANDUM

TO:
FROM:
DATE:
RE: Employee Absences

To date, you have accumulated forty-three (43) absences. Fifteen (15) are coded as personal business and nineteen (19) as personal illness or family illness, the rest are coded as none-duty days. Your absences prevent you from fulfilling your duties and it also disrupts the department's schedule, which is why I am directing this memorandum to you to address your absenteeism.

Please be advised that the attached document shows the chronology of your employment absences.

The continuation of your absences is a concern for the District and should be a concern for you as well. If there is a medical issue that is causing your absences, I suggest that you see me immediately so that we visit with the District's Human Resources Department to possibly effectuate an extended leave of absence under District policy.

Furthermore, please be advised that Board Policy DEC (local) mandates that I report to the Superintendent of Schools any absences in excess of 20 days in a school year. The Superintendent of Schools or designee may take disciplinary action, including termination of your employment with the District.

I trust that you will improve your rate of absences. Failure to do so may result in disciplinary action, as stated above. Your attendance at work is vital to the operation of the security department.

Please do not discuss this matter with anyone, except me or your representative or as authorized by law. In particular, you are not to discuss this matter with any school employee, patron, parent, student or staff member.

Your signature on this memorandum does not indicate that you agree with its content. Your signature only identifies that you received a copy of this memorandum.

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Attachment: CISD Board Policy DEC (Local)
Copy: Personnel File

Clint Independent School District

Abuse of Telephone Calls

TO: Employee
FROM: Director/Principal
DATE:
RE: Improper Conduct (Abuse of Telephone Calls)

I am presenting you with this written reprimand as disciplinary action for your improper conduct in abusing the privilege extended to you and other employees in making personal telephone calls during working hours.

On (date), you used the telephone during work hours to make personal telephone calls and I in- formed you then that you were violating the department/ campus rules. I orally warned you that if you did not correct your conduct, you would subject yourself to disciplinary action.

During your work hours, on (date), at about (time), you made personal telephone calls which interrupted your work. During the previous week, on (date), at about (time), you made personal tele- phone calls during work hours. On neither of those occasions did you ask my permission to make the telephone calls.

The making and receiving of personal calls during work hours disrupts the continuity of work. Each employee has the responsibility to follow rules. Preferential treatment cannot be accorded to any one employee nor can one employee abuse any privilege to the detriment of the other employees.

I am by this written reprimand giving you an opportunity to correct your improper conduct and observe school/department rules in the future. I expect you will refrain hereafter from abusing the privileges accorded you and fully meet the duties and responsibilities expected of you in your job. Should you fail to do so, you may subject yourself to further disciplinary action.

I am confident that you understand the importance of complying with the directives above mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

Your signature on this memorandum does not indicate that you agree with its content. Your signature only identifies that you received a copy of this memorandum

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Abuse of Working Hours

TO: Employee
FROM: Director/Principal
DATE:
RE: Neglect of Duty - Abuse of Work Hours

This letter constitutes in writing the particulars I discussed with you in my office this morning. The purpose of the meeting was to notify you of being reprimanded as an employee. I proceeded to inform you of the specific reasons for the reprimand, which follow:

1. Consistently reporting late for duty,
2. Numerous and lengthy "coffee" breaks,
3. Extended lunch periods, and
4. Extended periods of time away from your desk on non-duty matters.

The above are clear violations of our building rules, which state: (Quote Rules, Regulations)

You were warned of my concern about these matters on (date), when I verbally reviewed my expectations.

Since you have not heeded my previous warning to correct your neglect of duty, I am presenting you with this written reprimand as disciplinary action. I trust and expect you will take this opportunity to correct your neglect of duty thereafter. Should you fail to correct your abuse of breaks, lunch periods, and time-on-task, you may subject yourself to further disciplinary action.

I am confident that you understand the importance of complying with the directives above mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

Your signature on this memorandum does not indicate that you agree with its content. Your signature only identifies that you received a copy of this memorandum

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Coaching Stipend Removal

(To be retyped on District letterhead)

DATE

Via Certified Mail,
Return Receipt Requested
Or Hand Delivery

NAME
(ADDRESS)

RE: Discontinuation of Coaching Duties

Dear Mr./Mrs. :

Please be advised that the Clint Independent School District shall not employ you as a coach for the (date) school year. The District's DK (local) policy allows the District to discontinue non-contractual supplemental duties at any time, and the District has chosen to take action to no longer continue your assignment as basketball coach. Please be further advised that the basketball coach stipend you were receiving is not part of the District's contractual obligation. As such, there is no expectation of continuing in such assignment from year to year. The decision being made to remove you as coach is made in the best interest of the District.

Thank you for your time and attention to this matter.

Sincerely,

Name
Superintendent,

Cc: Department of Human Resources
Campus Principal

Clint Independent School District

Compliance With Professional Growth Plan

TO: Employee
FROM: Director/Principal
DATE:
RE: Progress Report on Compliance with Professional Growth Plan

Pursuant to the Professional Growth Plan issued to you on (date), I am enumerating the areas of compliance and areas of noncompliance follows:

-Domain III 6 presentation of subject matter;
-Domain IV 9 maintains supportive environment;
-Domain II 5 manages student behavior; and
-Domain I 2 evaluates and provides feedback on student progress during instruction.

Specifically, your significant failures to comply with your Professional Growth Plan are cited below:

-The presentation of subject matter is not presented in a manner which reflects the teaching of any TEKS essential elements.
-Your environment is not enhancing learning. You have been observed using negative feedback and personal criticism. You have not established a climate of courtesy and respect with your students.
-Lack of student management in your class has contributed to your instructional problems and your inability to control your students. In observing your class, it has been evident that positive rapport between teacher and students does not exist.
-Evaluation on proper feedback on student progress during instruction is lacking because often the students do not understand what is to be learned. There is a great deal of time wasted during the instructional period.
-Students displays are changed regularly, but not always every two weeks as previously directed.
-You were directed to attend a discipline management learning cycle workshop offered by the Instruction Department, and to report your attendance to this office. You have not complied.
-The PGP directed that you read four articles each semester from your attached list and to submit writ ten reviews tome. Nothing has been received by my office.

Accordingly, you are hereby directed to:

-Spend more time and effort in planning lessons which are to be presented to your class.
-Manage your classroom discipline in a professional manner and in compliance with your discipline management plan.
-Provide and maintain a supportive environment.
-Evaluate and provide feedback on student progress during instruction.
-Attend staff development sessions on discipline management offered by the Instruction Department by_____.

Read four articles each semester from the list attached to your Professional Growth Plan and submit a written review of each article to me by_____.

Failure to respond in a manner that is consistent with the standards expected of other professionals at this school will be deemed insubordination, which may result in my proposing to the Superintendent that your contract with the District be terminated for good cause.

I am confident that you understand the importance of complying with the directives above-mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this district.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

Your signature on this memorandum does not indicate that you agree with its contents. Your signature only indicates that you received a copy of this memorandum.

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Damaging School Equipment

TO: Employee
From: Director/Principal
Date:
RE: Damaging School Equipment

School equipment must be taken care of at all times to ensure that our District's taxpayer's monies are being efficiently used to the extent possible. You are reminded that when a (equipment name) was under your care during the (date) you were told to take care of such equipment. The staff at a meeting on (date), of which you were a part, was told to carefully take care of all equipment under their care.

During (date), you damaged (equipment name). You returned such equipment to me that is broken and cannot be used again. The value of the equipment is $_____.00.

Since you failed to heed my direction to not damage District equipment, in accordance with the District rules and regulations, I am presenting you with this written reprimand as disciplinary action. In the future, you are advised that should you return damaged equipment, the District will hold you responsible and may take disciplinary action against your employment.

I am confident that you understand the importance of complying with the directives above-mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

Your signature on this memorandum does not indicate that you agree with its content. Your signature only identifies that you received a copy of this memorandum

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Degrading Remarks Against Staff Member

TO: Employee
FROM: Director/Principal
DATE:
RE: Use of Degrading Remarks Against Staff Member

Recently, this office has become aware of specific incidents that are cause for the necessity to issue you an official written reprimand for improper conduct. This written letter of reprimand is presented to you as a result of your action in the following instances:

1. Your written memorandum to this office dated (date) with respect to departmental meetings.
2. Observation and documents (attached) with respect to your conduct at the staff development session conducted on (date).

Appropriate standards of conduct and behavior for professional staff personnel were violated when you chose to refer to a colleague as a "_____" in your memorandum to this office. Regardless of your concern about the manner in which the departmental meetings are scheduled or the lack of notification of changes, your reference to a colleague and the distribution of a written communication with such a reference has caused harm to the individual and is a clear violation of expected professional conduct.

Your conduct and behavior at the staff development session held at (name) or (date), was improper. You behaved in such a manner, as supported by observation and documentation that caused embarrassment and distraction to your professional colleagues.

The above conduct is in violation of Board Policy DH (Local) and will not be tolerated in the District. You are specifically directed to correct the above-mentioned behavior.

I am confident that you understand the importance of complying with the directives above mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

Your signature on this memorandum does not indicate that you agree with its content. Your signature only identifies that you received a copy of this memorandum

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Failure to Attend a Required Meeting

TO: Employee
FROM: Director/Principal
DATE:
RE: Neglect Of Duty - Failure To Attend Required Meeting

Your failure to attend the required monthly staff meeting on (date) was a serious error in judgment.

Monthly staff meetings have been scheduled since the beginning of the school year and have priority on your time unless you are specifically excused by me. You are to consider this letter as a written reprimand for your failure to attend the (date) staff meeting without being previously excused by me.

In the future, I expect you to have my approval in writing in advance of any meeting you miss. Failure to comply with this expectation may lead to further disciplinary action.

I am confident that you understand the importance of complying with the directives above-mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

Your signature on this memorandum does not indicate that you agree with its content. Your signature only identifies that you received a copy of this memorandum

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Failure to Report an Absence

TO: Employee
FROM: Director/Principal
DATE:
RE: Failure To Perform Duties Properly / Failure to Properly Report Absence

On (date), you failed to follow the established procedure for reporting your absence as outlined in the employee handbook.
This latest incident of (date) is a continuation of previous behavior on your part in this regard.

You have received prior verbal and written disciplinary action directly related to your failure to comply with established absence reporting procedures. Therefore, you are to consider this communication as an official written reprimand for your failure to comply with established procedures concerning the reporting of an absence from work.

Failure on your part to comply with the reporting procedures will result in further disciplinary action up to and including your dismissal from employment with the District.
It is the hope and desire of this office that you will take this opportunity to correct your previous behavior and that further action may become unnecessary.

I am confident that you understand the importance of complying with the directives above mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this district.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

Your signature on this memorandum does not indicate that you agree with its content. Your signature only identifies that you received a copy of this memorandum

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Failure to Report on Time

TO: Employee
FROM: Director/Principal
DATE:
RE: Neglect Of Duty - Failure to Report On Time

The established and published rules state that, "All employees shall be at their assigned work stations, ready to perform their assigned duties, at the regular time". This rule appears in the employee hand- book on page (#), and was discussed at our staff meeting of (date). You were issued a handbook on (date).

You are reminded that on (date) you were given a verbal warning by me stating that unless you re- ported on time you would be subject to further disciplinary action. I explained to you that tardiness of an employee interferes with the normal scheduling of our work place undue burden upon your fellow employees.

On (date), and (date) you were late again. Since you have not heeded my pervious warning to correct your promptness record by reporting to work on time in accordance with published policies and your duties and responsibilities required of your position, I am presenting you with this written reprimand as disciplinary action. Should you fail to correct your punctuality and observe the established and published rules and duties of your position, you may subject yourself to further disciplinary action, including termination of employment.

I am confident that you understand the importance of complying with the directives above-mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

Your signature on this memorandum does not indicate that you agree with its content. Your signature only identifies that you received a copy of this memorandum

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Instructional Directives Observation/Training

TO: Employee
FROM: Director/Principal
DATE:
RE: Instructional Directives (Observation/ Training)

In an effort to provide quality technical services to you, I have arranged for you to observe (grade/ subject) teachers at (name of) school. I have arranged for a variety of classes so that you will have a benefit of seeing effective instructional delivery systems in all areas that you teach.

You are hereby directed to report to the principal's office on (date) by (a.m./p.m.). The school is located at (school address). The teachers have produced successful experience and will be valuable resources to you. The principal of (school) is (name), and he/she will be expecting you and will intro- duce you to the teachers you are to observe.

In addition, you have been registered to attend workshops on the Lesson Cycle and Discipline Management provided by the Instruction Department. You are directed to report to the District Service Center at (time) on (dates) for these sessions.

Within five (5) working days of your attendance at these assignments, you are directed to submit a written statement to me outlining how you will incorporate the information/skills acquired into your instructional regimen.

Please understand that this service is being provided to help you meet the directives in the letter that you received on (date). If you wish to discuss this situation with me, please schedule an appointment and I will be happy to review your performance with you.

I am confident that you understand the importance of complying with the directives above-mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

Your signature on this memorandum does not indicate that you agree with its content. Your signature only identifies that you received a copy of this memorandum.

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Instructional Directives Miscellaneous

TO: Employee
FROM: Director/Principal
DATE:
RE: Instructional Directives (Miscellaneous)

Pursuant to the conference on (date) conducted in my office, I am enumerating the areas of concern and specific directives discussed herein, in order to avoid any misunderstanding or miscommunication. Specifically, the areas of concern were:

1. Your persistent refusal or reluctance to comply with the Professional Growth Plan jointly developed by you and me on (date).

2. Your persistent refusal or reluctance to reply to notes when requested, as evidenced by documents from me and (name).

3. Your unwillingness or inability to adjust teaching styles to increase student participation and successful involvement in the learning process. The lesson cycle has been aborted as evidenced by lack of teaching beyond the "drill and practice/ assignment giving approach." Absent from your teaching style is the interpersonal rapport with and among students necessary for the development of higher order thinking skills.

4. Your lack of judgment concerning the serious nature of the TTESS Appraisal System as evidenced in your lesson on(date), when I observed you and, in addition , a similar lesson on (date), when (name) observed you, and on (date)when (name) observed you.

5. Your lack of cooperation to opportunities for professional growth as evidenced by your unwilling- ness or inability to identify opportunities for growth in other development activities. This problem is compounded by your failure to promote independency of teaching peers rather that the outmoded and outworn model of independence.

6. Your lack of consistency in discipline management as compared with the usual and customary standards expected of teachers in similar positions as yours. The inconsistency is in the classroom climate as evidenced by frequent student off-task behavior and your failure to motivate students to do assignments in a thorough and timely manner.

7. Your lack of reasonable flexibility in interpersonal relationships with students. This lack of flexibility is evidenced by continued problems with students requiring intervention by me and my staff to an extent greater that is acceptable pursuant to standards for teachers in (name of school).

8. Your recurring difficulties in grading centered around continuing errors and problems exceeding ordinary standards expected of the faculty of the (name of school), including an unreasonable reluctance to motivate students to make up work missed. In addition, your failure rate exceeds the average of others in similar teaching environment with like students.

Clint Independent School District

Instructional Directives Miscellaneous

Continued…

We discussed each of these areas in great depth and you shared perspectives on each. Accordingly, you are hereby directed to do the following for the remainder of the (year) school year. Each of these directives has been explained to you previously.

1. Utilize the discipline management plan in a manner, which improves student behavior in your class- room.
2. Employ varied instructional strategies such as those introduced in the Reading Initiative last year. In- corporate the teaching of writing activities in daily lesson plans. Explain the writing process to students and work with them in a cooperative mode until they demonstrate proficiency.
3. Interact with other professionals to improve instruction. Review your own notes on observations of Mr./ Ms. (name)and Mr./ Ms. (name). Seek opportunities to incorporate new strategies into your teaching.
4. Review you PGP and take active steps to achieve directives in item one (1), four (4) and five (5) on a weekly basis. Continue weekly planning and review with the Assistant Principal with written reports to me. Review the literature related to learning and/or reading instruction and incorporate the new instructional strategy found in the reading per week in lesson plan, with written evaluation of the strategy provided to me each week.
5. Review your TTESS observations and remediate deficiencies so that your teaching performance meets standard expectations. Adjust your teaching style to increase student participation. Vary your instructional strategies to improve classroom management, presentation of subject matter, and classroom environment.
6. Improve the climate for learning in your room by making the room more attractive, instructional, and student friendly.
7. Develop a strategy to rectify the lack of student success in your classroom. Share the strategy with the students and parents, developing a positive, cooperative, supportive role with them. Strive for an appropriate and flexible structure.
8. Use grading percentages and the retest policy; reflect both in your grade book. Use objective-based tests, instead of detail/memorization. Increase the number of test grades and improve the quality of all grades given. Quality will improve if there is less emphasis on drill and practice and more time dedicated to promoting thinking and active involvement of each student's learning process.
9. Reply to notes and requests from supervisors in a timely manner (one day turnaround or as designated otherwise).
10. Review the attached documents form the handbook. Demonstrate your active support of our restructuring efforts.

Failure to follow these directives may constitute insubordination and may result in my recommendation to the District Superintendent to terminate your contract of employment with the District.

I am confident that you understand the importance of complying with the directives above-mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

Your signature on this memorandum does not indicate that you agree with its contents. Your signature only indicates that you received a copy of this memorandum.

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Insubordination Unexpected Absence

TO: Employee
FROM: Director/Principal
DATE:
RE: Insubordination (Unexcused Absence)

I am presenting you with this written reprimand as disciplinary action for your insubordinate conduct and disregard of your job duties in failing to report to work on (date). On that date, you missed your regularly scheduled hours of work without my permission and without being excused.

On (date), you indicated to me you would not be at work on (date). You did not ask to be absent, nor did I excuse you. I informed you that school/department needs required your presence on (date), but you said it was personal.

I explained to you that I could not excuse you and that the full crew was needed. I told you I expected you to report to (date). On about (date), you failed to report for work.

Your insubordinate conduct in showing disrespect to me, as well as to your job, interfered with the requirements in our school.

By this written reprimand, I am giving you an opportunity to correct your insubordinate behavior and to regularly work the hours for which you are scheduled and meet all the other responsibilities of your job. If you fail to do so in the future, you may subject yourself to further disciplinary action.

I am confident that you understand the importance of complying with the directives above-mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

Your signature on this memorandum does not indicate that you agree with its content. Your signature only identifies that you received a copy of this memorandum

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Leaving Students Unattended

TO: Employee
FROM: Director/Principal
DATE:
RE: Neglect of Duty - Leaving Students Unattended

I am giving you this written reprimand as disciplinary action for your neglect of duty in your teaching assignment.

The school rule, as stated on page (#) of the faculty handbook regarding this issue is as follows: (State School rule on not leaving students unattended.)

You were provided a copy of this handbook on (date), and it was discussed on (date), at a faculty meeting.

On (date), at (time) a.m./p.m. I came to room (#), your assigned room, and found no one in your room. Your students were making excessive amount of noise and creating disturbance for surrounding classrooms. Two of your students (name) and (name) were leaning out of the windows in your room. I found you in the teachers' lounge reading the newspaper unaware that your students had returned from their physical education class at the time scheduled. I stated to you my concern for the safety and well-being of your students if they were left unattended. You were given a verbal warning by me at (time a.m./p.m.), (date). I stated that unless you were able to be in your assigned classroom when your students returned from their class, you would be subject to further disciplinary action.

On (date), I went to your room following the afternoon recess period at (time). Once again, your students were in your room unattended. The door to the classroom was open and the noise being made by your students was disturbing nearby teachers. I found you at (time)in the (location). The reason you gave me for leaving your students is not acceptable, as this matter could have been taken care of at a time other than when your presence in your classroom to teach your students was essential to their safety and to the instructional program in this school.

It appears from your behavior that you have not corrected yourself and continue to neglect your duty. By this written reprimand, I am giving you an opportunity to correct your behavior and perform the duties and responsibilities required of you in your teaching assignment. Unless you correct your conduct and perform your duties and responsibilities properly, you may subject yourself further disciplinary action.

I am confident that you understand the importance of complying with the directives above-mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

Your signature on this memorandum does not indicate that you agree with its content. Your signature only identifies that you received a copy of this memorandum

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Leaving Work Before Quitting Time

TO: Employee
FROM: District/Principal DATE:
RE: Neglect Of Duty - Leaving Work Before Quitting Time

I am giving you this written reprimand for your neglect of duty. You violated the building rules by leaving work before the end of your regular shift and, therefore, did not meet the duties required of you in your position.

On two prior occasions during the past month, (date) and (date), you left your assigned task before the end of your shift. I warned you previously that you must remain on your job and continue to per- form your duties until your regular quitting time, equally with all the other employees in your building.

I reminded you of our building rules, which you have been given a printed copy, which provide: STATE THE RULES

Last (date), less than a week after the previous warnings given you, I observed you at approximately fifteen minutes before the quitting time of your shift. You had already cleaned up and prepared to leave the building. During that time prior to the end of your shift, you were not doing any work on your job tasks.

Because you failed to observe my previous warnings and you have refused to complete the duties required of your job, and to continue to perform your tasks until the regular quitting time, I am giving you this written reprimand as disciplinary action. I expect that you will take this opportunity to correct in the future your neglect of duty, observe the established building rules and fulfill all the responsibilities of your job. Should you fail to do so, you may subject yourself to further disciplinary action.

I am confident that you understand the importance of complying with the directives above-mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

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_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Leaving Work Without Permission

TO: Employee
FROM: Director/Principal
DATE:
RE: Neglect of Duty - Leaving Work Without Permission

On (date), you left your work responsibility at (time), without permission and before the regular dismissal time of (time), thereby violating our established policies and procedures stated in the employee handbook on page (#). You were given a handbook on (date), and this information was covered in a faculty meeting on (date).

During the week prior to (date), you were orally warned by me for leaving your duty area before (time), the normal dismissal time.

Because you left your work responsibility on (date), prior to the regular dismissal time without permission, I am giving you this written reprimand as disciplinary action for your neglect of duty and violating established District policies and procedures.

I trust and expect you will take this opportunity to correct your neglect of duty thereafter. Should you fail to correct your conduct and perform fully your responsibilities of your job in the future, you may be subject to further disciplinary action.

I am confident that you understand the importance of complying with the directives above mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

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_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Failure to Perform Duties Not Completing Assigned Tasks

TO: Date
FROM: Director/Principal
DATE:
RE: Failure To Perform Duties Properly Not Completing Assigned Tasks

As principal/director, I have repeatedly asked you to perform basic tasks related to your job of (position).
Three of these request have been:
1. (LIST)
2.
3.

To date, you have failed to comply with these reasonable requests.

When questioned by me about these matters, your responses have ranged from excuses to your response of (date), when you informed me that the tasks assigned were "not one of my priorities."

These are clearly situations of procrastination on your part when I have been reasonable in my re- quests on the timelines for accomplishing tasks. These continuing problems restrict your effectiveness on the job and the effectiveness of others.

Because of the seriousness of these matters, I am presenting you with this written reprimand for failure to perform your duties properly in a timely manner. By this reprimand, I am giving you another opportunity to correct your behavior and perform your duties and responsibilities to your assignment as a (position). Your continued unwillingness to perform your as- signed duties and responsibilities properly may subject yourself to further disciplinary action.

I am confident that you understand the importance of complying with the directives above-mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

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Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Voluntary Salary Decrease

Voluntary Salary Decrease Acknowledgement Form

This acknowledgement form must be signed by the employees who have voluntarily reduced their salaries for the current school year by either requesting and receiving a transfer or applying for and being accepted for a position that actually pays less than the formerly held position or will result in a lower salary because of other aspects of the position, including, but not limited to, a lesser number of work days.

This acknowledgement is for the express purpose of documenting the voluntary nature of any reduction in salary for a District employee. Sign and return this form to the Department of Human Resources within ten (10) days of receipt. Any questions or concerns should be directed to:

_____at:_____

I, _____, have previously held the position of _____.

My position for the _____school year will be_____

because of the following:

- Voluntary requested transfer to this position
- Application and acceptance to this position
- Other:_____

I acknowledge the fact that this new position carries with it a lower salary than my previously held position, and that I have accepted this position with full awareness and understanding. I also acknowledge the fact that Clint I.S.D. is not now, nor in the future, responsible for the monetary effects of my decision to move to this position.

_____ _____

Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Sleeping on the Job

TO: Employee
FROM: Director/Principal
DATE:
RE: Neglect Of Duty - Sleeping On The Job

I am giving you this written reprimand as a disciplinary action for your neglect of duty on (date), when you failed to fulfill the duties and responsibilities required of you in your job.

On (date), at about (time), you were observed by me sitting in the (place). Your eyes were closed, your chair was tilted backwards, and your legs extended onto a wooden box. Under those circumstances, you were not tending to building needs for which you are responsible from (time) to (time), as indicated in your work schedule and job description. When questioned by me about the situation, you admitted that you were neglecting your duty.

By issuing this written reprimand, you are being given an opportunity to correct your neglect of duty so that you will in the future fulfill all of the responsibilities and duties of your job. Should you fail to do so, you may subject yourself to further disciplinary action.

I am confident that you understand the importance of complying with the directives above-mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

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Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Summarizing Concerns Over An Extended Period

TO: Employee
FROM: Director/Principal
DATE:
RE: Summarizing Concerns Over An Extended Period

In addition to our conference on (date) conducted in my office, I am enumerating the areas of concern and specific directives discussed herein, in order to avoid any misunderstanding or miscommunication. Specifically the areas of concern are:

1. Your persistent inability, refusal or reluctance to efficiently and effectively follow through general behavior management, instructional delivery and classroom design strategies recommended by either myself or the instructional specialists as evidenced by documents dated (list of dates). Your lack of timely compliance, consistent quality, and independent functioning in your role as an elementary classroom teacher is an even more critical issue at this time in view of the support that has been provided to you: (select/ modify/ add/ delete as appropriate).

   - Enabling you to continue teaching at the (grade/subject) level as requested by you on (list date);
   - $300.00 supply money provided by the PTA at my request;
   - $200.00 supply money from Awards money;
   - Extra materials provided by ;
   - Your participation in the Enhancing Teacher Effectiveness Program;
   - Your participation in a variety of workshops;
   - Your observation of (grade level) teacher at (other school);
   - Ongoing meetings with the principal and specialists;
   - Ongoing grade level meetings; and
   - Extraordinary support from other teachers within the building.

2. Your non-compliance with grading requirements as stated in our employee handbook on pages (#'s 3, 4, and 28) of the policy section and as discussed in our staff meeting on (date). Deficiencies in the amount of grades recorded and/or the instructional targets being measured were documents by District staff on (list dates).

3. Your ongoing non-compliance with SBDM requirements specifically in the areas of effectively maintaining the classroom calendar and word wall were documented by district staff on (list dates).

4. Your apparent over dependence upon others for serious planning as well as routine decision making. Although we are fortunate to have many willing co-workers and specialists, it is my observation that no other teacher in my career as an educator has required the frequency or depth of assistance as you have during this school year. I am referring to comments such as,"_____". I am referring to situations such as (name) working late in the evening with you completely rearranging your classroom and (name) again providing intense support in the area of room design on (date).

5. The level of instructional assistance required by you to maintain a minimal satisfactory learning environment for the students has become a burden on your colleagues and administrators.

Clint Independent School District

Summarizing Concerns Over an Extended Period

Continued…

We discussed each of these areas in great depth, and you shared perspectives on each. I have considered all aspects of our discussion, including your perspective. Accordingly, you are hereby directed to do the following for the remainder of the (year) school year:

1. Uphold all policies stated in our staff handbook;

2. Consistently follow through on instructional strategies included our (year) School Improvement Plan;

3. Provide a thematic, print-rich, stimulating learning environment for every child in your classroom on a daily basis. Learning centers must serve an instructional purpose and must reflect at least one change of activities per center every week;

4. Follow through on recommendations made by me and specialists within the time frame attached to each directive;

5. Demonstrate sound, independent, professional judgment regarding your students on a daily basis; and

6. Implement the building behavior folder on a consistent basis as a means to positively manage students in the classroom.

Please be reminded that this personnel matter is considered confidential and should not be discussed among other staff members, students and/or parents.

Failure to follow these directives may constitute insubordination or reflect inability to satisfactorily perform as an elementary classroom teacher. Failure to follow these directives may, therefore, result in my recommendation to the District Superintendent to terminate your contract of employment with the District.

I am confident that you understand the importance of complying with the directives above-mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

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Employee's Signature/Date Supervisor's Signature/Date

Clint Independent School District

Taking School Equipment From Work Without Permission

TO: Employee
FROM: Director/Principal
DATE:
RE: Taking School Equipment From Work Place Without Permission

School equipment cannot be used away from the building without permission from the principal/director. You are reminded that when a (equipment name) was taken home by you during the summer of (year) you were told not to take equipment home. The staff at a meeting on (date), of which you were a part, was told not to remove anything from the building with- out prior approval from me.

During the summer of (year), you again removed a (equipment name) from the building without per- mission.

Since you failed to heed my direction forbidding the removal of equipment from the building without permission, in accordance with the District rules and regulations, I am presenting you with this written reprimand as disciplinary action.

I am confident that you understand the importance of complying with the directives above-mentioned. Failure to follow these directives may result in adverse action towards your continued employment with this District.

If you disagree with the contents of this memorandum, you may submit a response to me within ten (10) working days of your dated signature.

Your signature on this memorandum does not indicate that you agree with its contents. Your signature only indicates that you received a copy of this memorandum.

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Employee's Signature/Date Supervisor's Signature/Date



Clint Independent School District

Department of Human Resources
14521 Horizon Boulevard, El Paso, TX 79928
(915) 926-4066
www.clintweb.net