

Subject: Discharges

P-700.05

- A. Policy. It is the policy of the club that discharges be conducted in accordance with established procedures.
- B. Discussion
1. Discharges result from the failure of an employee to meet club standards of performance and conduct. Because of the many legal ramifications associated with inappropriate and poorly documented discharges, it is the policy of the club that all discharges:
 - a. Have the General Manager's approval.
 - b. Be thoroughly documented with reasons supported by Staff Notes, Records of Employee Counseling, Performance Reviews, Employee Development Plans, and other written records. Further, an Employee Separation Document, [CRI Form 117], must be properly filled out and turned in to the Personnel Administrator
 - c. Should not come as a surprise to the employee, except for immediate discharge for serious misconduct. In other words, the supervisor must have spent time discussing the problem(s) with the employee prior to arriving at a discharge decision.
 - d. In all cases of discharge the manager or supervisor must have the Personnel Administrator and one other witness present during the discharge meeting.
 2. Reasons for Discharges. Other than layoffs, there are two reasons to discharge an employee – misconduct or unsatisfactory work performance.
 - a. Misconduct
 - (1) Misconduct is the most prevalent reason for discharge and is defined as failing to conduct oneself according to the rules, regulations, policies, procedures, and standards of the club.
 - (2) In most cases of misconduct, the employee will be counseled regarding his offending behavior and a written record will be made of the incident. Should he repeat the offending behavior or have other similar conduct problems, he will be written up again. If the problem continues, the supervisor should consider discharging the employee. In all cases, the General Manager must approve the discharge and the supervisor must have solid evidence of corrective counseling and disciplinary reports to support a decision to discharge.
 - (3) In the case of serious misconduct such as theft or fighting on the property, an employee may be discharged without the progressive steps of counseling and writing disciplinary reports, though the supervisor should always give the employee an opportunity to present

his version of what happened. Supervisors should consider any mitigating circumstances in the employee's version before deciding to seek a discharge.

b. Unsatisfactory Performance

- (1) Discharging an employee for unsatisfactory performance occurs less frequently and is a more involved process. The crux of the matter is that we, as the employer, should show a good faith effort to work with an employee who is having trouble meeting his work requirements.
- (2) Evidence of this good faith effort is proper training, retraining as necessary, and solid documentation that the supervisor has worked with the employee to try to help him improve his performance. Such documentation would include Staff Notes, Records of Employee Counseling, Performance Reviews, records of meetings, an Employee Development Plan and timetable for the employee to improve his performance, and written warnings to the employee that he is not meeting performance expectations.
- (3) No employee will be discharged for unsatisfactory performance without at least one written warning that specifically describes the items of unsatisfactory performance and includes an action plan for improvement. Again, no discharge will take place without the express approval of the General Manager.

C. Discharge Procedures

1. Immediate Discharge

- a. If a supervisor decides to seek a discharge for serious misconduct, send the employee home immediately and inform him that he will be contacted in the next day or so. When sent home in this manner, the employee is in a temporary suspension with pay category.
- b. Present the matter to the General Manager at the earliest opportunity.
- c. Once the decision has been made to discharge, the supervisor should contact the employee and schedule a meeting. It is against State law in some jurisdictions to call an employee in on his day off to terminate him. Therefore, you should set up the meeting on one of his scheduled workdays.
- d. Submit the employee's final time sheet including a minimum of two hours pay for the day of the meeting. The time sheet must be approved by the supervisor and sent to the Controller with a request to prepare the employee's final paycheck.
- e. At the scheduled meeting, inform the employee of the decision to discharge, collect any club property, uniforms, and keys he may have in his possession, and present him with his final paycheck.
- f. If the decision is made not to discharge the employee, he should be scheduled to return to work at the earliest possible date. He will not have missed any pay in this instance since he

was temporarily suspended with pay. Make sure the episode is documented and apply any disciplinary action that is approved.

2. Other Discharges

- a. In all discharges where there has been a series of misconduct or unresolved unsatisfactory performance, the supervisor should present to the General Manager the documentary evidence that the employee has been counseled, been given adequate warning, and been given reasonable time to improve.
- b. Once the approval to discharge has been received, set up a meeting with the employee on his next scheduled workday to inform him of the decision, turn his final time sheet in to the Controller with a request for a final paycheck. At the meeting, collect any property, uniforms, and keys, and present him with his final paycheck.