

Progressive Discipline Guidelines

Progressive Discipline is a disciplinary system that has a range of responses to Team Member performance or conduct problems that get increasingly severe. The Discipline ranges from mild to severe, depending on the type and frequency of the problem. When possible, rather than punishing our Team Members, strive to correct negative or below our standards behavior through coaching.

- **Step 1: Noticing the behavior**
 - Action/behavior is wrong
 - What happened?
 - Ask the Team Member (if appropriate)
 - Get back to work
- **Step 2: Gather information**
 - Look in Team Member file and search the Manager Workbench for any past issues the Team Member may have in the Manager Log
- **Step 3: Call Dennis and , Mari**
 - Describe the situation and background
 - Be detailed with dates and documents
 - Other circumstances
 - Give your opinion
 - Decision made together: Coaching, Verbal, Written, or Suspension pending...
- **Step 4: Prepare for the conversation**
 - Look at the Team Member Handbook and bring to the meeting
 - Establish meeting time and place

Before coaching a Team Member, it's important to recognize if the Team Member has behavior issues or issues of "personal comments". Making a clear distinction between these two types of issues will assist with coaching the Team Member.

- Behavior issues include but are not limited to tardiness, not following procedures, grooming and hygiene issues, etc. When coaching Team Members on these types of issues, be sure to do it privately, politely, and end on a positive note. Provide a clear understanding of your expectations and reach an understanding that the Team Member will correct any issues presented.
- Issues of "personal comments" are best handled by using the 5 Step Conflict Resolution. Be sure to provide factual feedback and reach an understanding between all parties involved.

Coaching can be done by stepping aside or having a seat. Be sure to speak privately, politely, and positively. Present the situation by starting with, “I noticed...”. Listen to their explanation or anything else the Team Member has to say. Discuss the standards and be sure to refer them to the Team Member Handbook. Tell them what is expected and reach a clear understanding. It is not necessary to document as a coaching session with a Team Member in their personal file, however, it is important to make a note of it in the Manager Log.

Verbal Warning – 2nd coaching with written documentation in file

If a Team Member has already been coached on an issue and does not show any signs of improvement, the Team Member must be given a Verbal Warning. The verbal warning should be handled like a 2nd coaching session:

- Speak privately, politely, and positively
- Present the situation, “I noticed...”
- Listen!
- Discuss the standards
- Review what was previously coached
- Tell them what you expect and what’s next?
- Let them know this is their verbal warning

Written Warning - Documentation done with Team Member & witness present

Team Members that continue to show no signs of improvement after having had a Verbal Warning will then be given a Written Warning. This must be done by the Restaurant General Manager, and the DO must be notified. The written warning must be performed with the Team Member and another Manager as a witness. Set a time to revisit the Team Member’s performance at a later date.

- Print and prepare the written warning
- Sit with the person and another Manager
 - Speak privately, politely, and positively
 - Present the situation, “I noticed...”
- Why is this reoccurring?
 - Listen!
 - Discuss the standards
 - Tell them what you expect and what’s next?
- Finish the written warning
- Give a copy – place original in their Team Member file

Written Warning - Pending

If a Team Member fails to show any signs of improvement after several coaching sessions and warnings, the Team Member must receive a written warning pending either suspension or termination, depending on their particular case. This must be done by the Restaurant General Manager, and the DO must be notified prior to giving this warning to a Team Member.

- Print and prepare the written warning
- Sit with the person and another Manager
 - Speak privately, politely, and positively
 - Present the situation, “I noticed...”
- Why is this reoccurring?
 - Listen!
 - Discuss the standards
- Tell them what’s next – “A decision will be made” The Team Member should not work until a choice has been decided upon. “
- Finish the written warning
- Give a copy – place original in their Team Member file

Termination

If the result of a “written warning – pending” is in fact termination, please keep the following in mind:

- Make a decision – RGM and DO, Mark and Angel must all be in agreement
- Terminations must NEVER be a surprise
- Sit with the person and another Manager
- Begin the conversation with “As you know...anything to add?”
- Follow that with “due to your actions... we have decided...”
- Thank the Team Member for their time, sincerely!
- All the ways to Manage your Team Members