

Organization and Human Resource Consulting

Corrective Action Process for CCS Employees¹

What is Corrective Action?

Human Resources policy 8.15 (hr.osu.edu/policy) outlines the corrective action process for Ohio State employees. Classified Civil Service (CCS) staff serve under the provisions of Section 124.34 of the Ohio Revised Code. This code clearly outlines progressive steps to take when a CCS employee is not meeting performance expectations. The following corrective action steps must be followed:

1. **Verbal counseling** – This is a one-on-one conversation, discussed confidentially, where performance issues are addressed and expectations are clearly stated. The outcome of this conversation is agreement on what the supervisor and the employee will do differently so that the employee can be successful in meeting expectations. Time frames for improvement should be clearly defined.

Documenting that this verbal counseling conversation took place, and the agreements made, helps to make sure there is no misunderstanding between the supervisor and the employee and will help in the corrective action process if the employee’s behavior does not change after this conversation.

See the tip sheet, “Holding a Conversation to Improve Performance” ([insert URL link](#)) for more detailed information. Unit Human Resources Professionals can also be very helpful in preparing for and conducting verbal counseling sessions.

2. **Written reprimand** issued by the supervisor - The purpose is to provide sufficient structure and clarity so the employee will be successful in changing his or her behavior and will thereby meet performance expectations. The supervisor should meet with the employee to deliver the reprimand and have a conversation to improve performance.

Unit Human Resources Professionals can be very helpful in preparing and delivering written reprimands. Written reprimands should include:

- a. The employee’s name, title, and department/unit.
- b. The date the written reprimand is given to the employee.
- c. The statement, “This is a written reprimand.”
- d. Specific examples of the behavior that needs to be corrected, including dates when the behavior occurred.
- e. Description of the verbal counseling session that occurred.
- f. A clear description of the desired behavior and time frame for completion.
- g. The statement, “Further disciplinary action, up to and including dismissal, will be necessary if the behavior is not corrected.”
- h. A place for the employee to sign.

¹ If you are a member of a bargaining unit, the rules of your appropriate union contract will apply.

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3. **Manager submits a written request for Corrective Action** – This request is made to the Office of Human Resources. It should be objective and factual, focusing on the employee’s behavior. The request should include:
- A written sequence, in chronological order, of the repeated incidents/violations. Dates, times and locations should be clearly stated as well as what the employee did or failed to do.
 - Supporting documents should indicate the names of witnesses who can testify to any of the incidents, if necessary.
 - Copies of documentation related to the employee’s behavior such as incident reports, documentation of verbal counseling, and written reprimands.

A Consultant from the Office of Human Resources will review the request, and if appropriate, will schedule a corrective action hearing. The employee and his/her manager attend the hearing.

The Office of Human Resources Consultant, acting on behalf of the Appointing Authority, will conduct the hearing and issue a decision. The progressive action steps issued by the Appointing Authority or his designee include:

- Minor suspension – suspension of 3 or less days.
- Major suspension – suspension of 4 or more days.
- Second major suspension – suspension of 4 or more days.
- Demotion or removal.

4. **Manager submits a written request for Corrective Action** – If the employee’s behavior does not change following a corrective action hearing, the manager must continue to document behavior. After a pattern has been established, the manager must submit a new request for corrective action to the Office of Human Resources. Step 3 above continues until the employee’s behavior changes or the employee is terminated.

Employee Appeals

CCS employees can appeal major suspensions, demotions, and removals to the State Personnel Board of Review (SPBR) (pbr.ohio.gov).

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