

**COMPARISON OF FEASIBILITY OF VARIOUS
AVAILABLE ALTERNATIVES TO ACHIEVE
JOB PERFORMANCE IMPROVEMENT
AND COORDINATION OF A CONSENSUS DECISION**

At this point the supeNisor should consider the LEGITIMATE EMPLOYER INTEREST of job performance improvement in line with the "fair day's work" - "fair day's wage" relationship.

The supeNisor should keep in mind that the desirable supeNisory attitude should not be to ask "How tough can I get", but instead the supeNisor should ask, "How gentle can I stay and still achieve the desired result I am interested in, namely job performance improvement."

- _ Before deciding upon a formal disciplinary step, the supeNisor should consider if it is at all likely that a verbal step would produce the desired effort.

EARLIER VERBAUORAL STEPS WILL BE OF LITTLE, IF ANY, SIGNIFICANCE TO THE ARBITRATOR OR TO THE NLRB IF THE UNION HAS NOT BEEN MADE AWARE OF THEM, THEREBY PROVIDING THE UNION THE OPPORTUNITY TO PROTEST. THOSE EARLIER VERBAL AND ORAL STEPS SHOULD BE MADE A PART OF THE WRITTEN REPRIMAND IN ORDER FOR THEM TO BE SIGNIFICANT. THEY SHOULD BE REFERRED TO IN THE WRITTEN REPRIMAND.

- _ In preparing any formal, written disciplinary letters the supeNisor's immediate supeNisor or department head and the personnel department/labor relations department should be made aware of the steps being taken. THEIR ADVICE AND CONSENSUS SHOULD BE SOUGHT IN DRAFTING THE LETTER AND PRIOR TO THE ISSUING OF THE LETTER. Guidelines are available to assist in preparing letters. See the CHECKLIST FOR PREPARING DISCIPLINARY LETTERS/ CHECKLIST OF TERMINATION CONSIDERATIONS.

In some cases more than one letter is recommended before going to advanced forms of disciplinary suspension or termination of employment. +/-/? JUST-CAUSE ANALYSIS will assist the supeNisor to determine proper steps.

- _ It is helpful for the supeNisor or supeNisors involved to actually list the various alternatives available and the pros and cons associated with each.