

Roadmap for GRCC Leaders – A guide to address Faculty and Staff conduct concerns

“The personal integrity of each employee, coupled with GRCC’s institutional commitment to the highest standards of professional conduct, is the foundation of GRCC’s culture” – GRCC Ethics Statement

Accountability for addressing employee behavior concerns rests with leaders/supervisors (“leaders”). Leaders “own” the problem and are responsible to see issues through to resolution. This roadmap provides guidance regarding GRCC’s expectations. Leaders will:

- Abide by GRCC’s commitment to due process. The essence of due process is “notice” and an “opportunity to respond”. At a minimum, a leader must meet with the employee(s) to provide notice of a concern and allow for the employee(s) to respond... and second, meet at a later time to issue appropriate corrective action after considering all of the facts.
- Steer the process (inform others of the problem. Request support. Act. Monitor interventions.)
- Communicate to stakeholders (including Human Resources (HR), General Counsel (GC), Exec Leadership)
- Monitor and adjust interventions to ensure sustainable resolutions.
- Act on recommendations from HR or GC: Inform HR and GC of actions taken and provide the following information -
 - What did the leader do?
 - If the Leader elects to forgo recommended actions, why?
 - Did the leader’s actions solve the problem?
 - What risks are there of not proceeding with the recommendations from HR and/or GC

Roadmap:

Employee behavior concerns may come to GRCC leaders in multiple ways (examples: Concerns may be reported via the Ethics Hotline and/or directed to any of offices within this chart, experienced by an employee and reported to a leader, or discovered via regular college operations.)

Type of Conduct	Conduct that could result in criminal charges	Conduct that could involve policy violations or places the College at risk	Unprofessional behavior	Poor performance	Matters of discrimination, unlawful harassment, Title IX violations or other sexual misconduct	Purchasing Policy violations
Primary office to investigate concern	GRCC Police	Many policies describe procedures for investigation, including the primary investigating office.	Addressed initially by the supervisor.	Addressed initially by the supervisor. Supervisor will consult with HR about addressing ongoing poor performance.	Office of General Counsel	Director of Purchasing

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--Secondary office to assist as needed	GC, HR, IT	GC, IT HR may assist the primary designated "Policy Owner"	HR can be consulted (to provide guidance to address the concern) Initial discussions with the employee regarding concerns should be documented with follow up email to the employee (HR copied)	HR (for support developing PIP if necessary.) Supervisor to monitor, document, support and coordinate follow up with HR.	HR, GRCC Police, IT, supervisor	GC, HR
Description of investigative processes from Ethics Monitoring System:	Investigations that involve legal violations will be conducted by the Office of Campus Police, consistent with appropriate law enforcement investigatory procedures.	Investigations that involve employee misconduct, including student employees, will be conducted by the Office of Human Resources consistent with the appropriate investigatory procedures detailed in collective bargaining agreements or Meet and Confer Handbook. HR updates supervisor and includes supervisor	Supervisor gathers the facts. This may involve meeting with impacted employees. Supervisor meets with the employee to receive their perspective. Supervisors should always remember to offer union representation since the situation could lead to discipline.	Leader to coordinate with HR for appropriate progressive documentation of ongoing concerns and employment action if performance does not improve. Leaders should make sure to document performance concerns that are ongoing in the annual performance review.	Incidents involving protected characteristics including discrimination and unlawful harassment will be investigated by the Office of General Counsel (Director of EO and Title IX Coordinator) consistent with appropriate investigation procedures detailed in applicable GRCC Policies, GRCC Labor Agreements, and the GRCC Meet and	Investigations involving purchasing violations will be conducted by the Office of Purchasing, consistent with GRCC purchasing policies and procedures.

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		in meetings, discussing findings, and recommendations,			Confer Handbook.	
<p>Examples to assist in understanding these processes: This information is provided to help guide leaders. Not all situations are captured in these examples. If leaders have questions about how to approach a situation, please ask the Executive Director of HR or General Counsel.</p>	<p>Investigations by local, state or national law enforcement agencies. Crimes committed on our campus. Warrants for our employees or students.</p>	<ul style="list-style-type: none"> ● Excessive absenteeism and tardiness ● Falsification of payroll records or financial documents ● Misuse of FMLA; ● Dishonesty ● Not teaching or responding to students ● Conflicts of interest ● Zero tolerance items (reference Misconduct Policy, 6.23) 	<ul style="list-style-type: none"> ● Uncivil behavior ● Profanity used at another employee ● Unprofessional emails ● Passive/aggressive Perceived power struggles ● Bullying examples: <ol style="list-style-type: none"> 1. Unwarranted or invalid criticism 2. Blame without factual information 3. Being treated differently than the rest of your work group 4. Humiliation 5. Unrealistic work deadlines 6. Spreading rumors 7. Undermining or deliberately impeding a person’s work 8. Ethics Policy violations (admin, faculty or APSS) 	<p>Failure to perform job responsibilities at an acceptable level.</p>	<ul style="list-style-type: none"> ● Sexual misconduct such as stalking, sexual harassment, sexual exploitation ● Discrimination on the basis of any protected characteristic ● Harassment that is based on a protected characteristic. <p>Protected characteristics include: age, race, color, religion, marital status, sex/gender, pregnancy, sexual orientation, gender identity, gender expression, height, weight, national origin, disability, political affiliation, familial status,</p>	<ul style="list-style-type: none"> ● Use of Procard for purchases such as personal items, unauthorized travel or food ● Vendor conflict of interest. ● Inappropriate Vendor conduct

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					veteran status or genetics	
Examples of disciplinary action:		See Ethics Log Definitions, below	Initial concern is addressed and documented with follow up email (email subject should be: Corrective Feedback) If subsequent concerns are brought forth, leaders contact HR to develop Corrective Action Notice and progressive disciplinary response. See Ethics Log Definitions, below		See Ethics Log definitions, below	See Ethics Log definitions, below

- Any time a meeting with an employee could lead to discipline in the future, the employee must be offered union representation. Supervisors should always document that they have offered union representation. It is the employee’s responsibility to secure the representation. If an employee asks for union representation in a meeting, the request must be accommodated.
- Following the completion of an investigation:
 - If General Counsel has made recommendations for discipline or other action, Leaders must review recommendations with executive leadership and Human Resources.
 - If Human Resources is recommending discipline or other action, Leaders must update their executive leadership.
 - If any recommendation for termination is made, Leaders and HR will review recommendations with Executive Leadership and General Counsel prior to action. We may allow resignation in lieu of termination (with EBCO and President approval)

- **Any disciplinary actions will be administered in coordination with Human Resources** to ensure consistent and appropriate responses.

Note: Investigations involving student misconduct will be conducted by the Office of Student Conduct consistent with the Student Code of Conduct and procedures set forth in the Student Handbook