

Policy Name: Performance, Conduct, and Corrective Action Policy

Policy Owner: Human Resources (GTHR)

Policy Contact: Alexa Jackson-Presley, Sr. Director, Workforce Success

Reviewed By: OGC, HR, Internal Audit, Faculty Affairs, Student Affairs, Academic Affairs, Undergraduate Education and Research Administration, Office of Graduate Education, VP UG Ed & Student Success, Center for Teaching & Learning, Kelly E. Cross, Gail D. Spatt, Adam M. Steinberg, John M. Stein, Dawn M. Baunach, Saeedah C. Hickman

Policy Steering Committee Approval: August 2026

Policy Purpose: The purpose of this policy is to establish a clear and consistent framework for addressing employee performance, attendance, and conduct concerns through performance enablement, corrective action, and accountability measures. The policy supports employee improvement and success while promoting fair treatment, consistent practices, and institutional standards.

Summary of Substantive Policy Elements:

- **Replaces the Progressive Discipline Framework:** Transitions from the existing Progressive Discipline Policy to a comprehensive framework for addressing performance, attendance, and conduct concerns.
- **Emphasizes Performance Enablement:** Focuses on coaching, feedback, clarification of expectations, accountability, and reasonable opportunities for improvement before formal corrective action for performance-related concerns.
- **Establishes Documentation Expectations:** Requires supervisors to document performance enablement efforts and maintain appropriate records of coaching, feedback, expectations, and improvement opportunities.
- **Modernizes Corrective Action Practices:** Clarifies that corrective action steps may be repeated, accelerated, or omitted based on nature, severity, frequency, impact, and institutional risk associated with a concern.
- **Clarifies Scope, Definitions, and Responsibilities:** Adds defined terms and explains the responsibilities of employees, supervisors, and Workforce Success within the performance enablement and corrective action process.
- **Addresses Serious Misconduct and Institutional Risk:** Provides guidance concerning serious misconduct, ethics violations, fraud, misuse of institutional resources, and referrals to appropriate institutional offices.
- **Defines Corrective Action Duration:** States that attendance and performance related corrective actions generally remain active for twelve months for progressive corrective action purposes, while allowing prior actions, behavioral patterns, institutional risk, and serious misconduct to remain relevant when appropriate.



Georgia Institute of Technology

Performance, Conduct, and Corrective Action

Policy No. 5.13

Type of Policy: Administrative

Effective Date: July 2015

Last Revised: July 2015

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External Requirement for Review: [Date, Reason] – if applicable

Compliance Reporting: [Date, Reason] – if applicable

Policy Owner: Human Resources

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1. Reason for Policy

This policy applies to staff employees and addresses performance, attendance, and conduct concerns by providing clear expectations, documented feedback, and a reasonable opportunity for improvement while reinforcing accountability to institutional standards.

2. Policy Statement

Georgia Tech is committed to fostering a culture of excellence, accountability, integrity, and respect. Employees are expected to meet established performance standards and uphold conduct expectations consistent with Georgia Tech values, Board of Regents policy, institutional policies, and applicable laws and regulations.

Supervisors should use corrective action to promote employee improvement, reinforce expectations, and maintain a respectful, compliant work environment.

Overview

Performance Support Prior to Corrective Action

Supervisors are expected to provide ongoing performance enablement through regular coaching, feedback, communication of expectations, and support for employee success. When performance concerns arise, supervisors should generally provide

documented performance support and opportunities for improvement prior to initiating formal corrective action, unless circumstances warrant a more immediate response. Performance support may include clarifying expectations, providing coaching, offering feedback, identifying resources, and allowing a reasonable opportunity for improvement.

Supervisors are responsible for maintaining documentation of these efforts and demonstrating that performance enablement efforts occurred.

Georgia Tech may utilize progressive corrective action when appropriate; however, the nature, severity, frequency, and impact of the conduct or performance concern will determine the corrective action taken. The institution reserves the right to skip steps in the corrective action process when warranted by the circumstances.

3. Scope

This policy applies to all staff employees of the Georgia Institute of Technology.

4. Definitions

Performance	Refers to the quality, timeliness, effectiveness, and reliability of work outcomes.
Performance Enablement	Ongoing supervisory efforts to support employee success through coaching, feedback, communication of expectations, training, resource identification, and opportunities for improvement. Performance enablement is intended to improve performance and does not constitute formal corrective action.
Conduct	Refers to professional behavior, ethical decision-making, compliance with institutional standards, and adherence to workplace expectations.
Corrective Action	Action taken to address performance, attendance, or conduct concerns when expectations are not met. Corrective action may include verbal warnings, written warnings, final written warnings,

	suspension, demotion, or separation of employment, depending on the circumstances.
Verbal Warning	A verbal warning is a documented discussion between a supervisor and employee that addresses a performance or conduct concern, communicates expectations, and identifies required improvement.
Written Warning	A written notice describing the concern, referencing prior feedback (if applicable), identifying required corrective action, and establishing a reasonable timeframe for improvement.
Final Written Warning	A written notice indicating that failure to demonstrate immediate and sustained improvement, or recurrence of misconduct, may result in further disciplinary action, up to and including termination.
Suspension	A temporary removal from work duties, with or without pay, imposed as a disciplinary or investigative measure based on the circumstances and in accordance with applicable institutional policies.
Termination	The involuntary separation of an employee from employment with the institution due to performance deficiencies, misconduct, or other circumstances warranting dismissal, in accordance with applicable institutional policies and approval requirements.

5. Procedures

5.1 Progressive Corrective Action

Progressive Corrective Action Framework	Concerns related to performance or conduct will be evaluated based on the specific facts and circumstances of each situation. Corrective action generally follows a progressive approach. Typical steps may include: • Performance Enablement • Verbal Warning (Documented Conversation) • Written Warning • Final Written Warning • Demotion • Separation of Employment The Institute may modify, repeat, or skip steps in the corrective action process when warranted by the circumstances.
Verbal Warning (Documented Conversation)	A verbal warning is a documented discussion between a supervisor and employee that addresses performance or conduct concern, communicates expectations, and identifies required improvement.
Written Warning	A written notice describing the concern, referencing prior feedback (if applicable), identifying required corrective action, and establishing a reasonable timeframe for improvement.
Final Written Warning	A written notice indicating that failure to demonstrate immediate and sustained improvement, or recurrence of misconduct, may result in further disciplinary action, up to and including termination (Also see Dismissal, Demotion, and Suspension policy).
Institutional Discretion	Although corrective action often follows a progressive model, Georgia Tech reserves the right to determine the appropriate level of action based on the nature, severity, frequency, impact, and institutional risk associated with the concern. Steps in the typical progression may be repeated, accelerated, or omitted. Nothing in this policy guarantees that corrective action will proceed sequentially.

Serious Misconduct and Ethics Violations	Allegations involving serious misconduct, ethical violations, fraud, misuse of institutional resources, or matters implicating institutional integrity are reportable to the Georgia Tech Office of Internal Audit and may be subject to formal review or investigation in accordance with applicable institutional and USG policies. Certain matters may also require referral to Equal Opportunity, Compliance, and Conflict Management; Human Resources; or external authorities, as appropriate. Serious misconduct – including, but not limited to, theft, workplace violence, threats of violence, severe safety violations, fraud, significant policy violations, or other conduct posing risk to individuals or the institution – may result in corrective action up to and including immediate termination of employment, without prior progressive steps. Georgia Tech reserves the right to determine the appropriate response based on the severity, impact, factual findings, and institutional risk presented. (Also see Dismissal, Demotion, and Suspension policy).
Duration of Corrective Action Record	Unless otherwise required by law or institutional policy, corrective action documentation (including documented verbal warnings, written warnings, and final written warnings) related to attendance and performance will generally remain active in the employee's personnel record for a period of twelve (12) months from the date of issuance. At the conclusion of the twelve (12) month period, the corrective action may be considered inactive for purposes of progressive corrective action related to attendance and performance. Other serious concerns that fall under major policy violations such as workplace violence, safety, and conflicts of interest will remain active indefinitely. Additionally:

	• Documentation shall be retained in accordance with applicable record retention requirements. • Prior corrective action may be considered in evaluating patterns of behavior, repeated misconduct, or institutional risk. • Serious misconduct may remain relevant beyond twelve (12) months. Nothing in this section guarantees automatic removal of documentation or limits the Institute's discretion in evaluating future employment decisions.
Documentation and Fairness	Supervisors are responsible for maintaining appropriate documentation of performance or conduct concerns, feedback provided, and actions taken. Documentation should be factual, objective, and aligned with institutional standards. Georgia Tech strives to apply corrective action fairly and consistently; however, each situation is assessed individually based on its specific facts and circumstances.

6. Forms

Title	Link
Corrective Action Guideline	Performance Enablement Corrective Action Guidelines.pdf

7. Responsibilities

GTHR Workforce Success

GTHR Workforce Success provides guidance on policy interpretation, serves as a resource for supervisors and units, and supports the identification of appropriate corrective action.

Supervisors

Supervisors are responsible for ensuring performance and conduct expectations are clearly communicated, consistently applied, and addressed in a timely and fair manner; they must obtain approval from the GTHR Workforce Success before issuing formal corrective actions, document the rationale, and escalate when necessary.

Employees

Employees are responsible for responding constructively to feedback, demonstrating accountability, and making reasonable efforts to meet institutional expectations.

8. Related Information

Resource	Link
03.05 Dismissal, Demotions, or Suspensions	https://usg.policystat.com/policy/19298148/latest/

9. Policy History

Revision Date	Author	Description
August 2026	Performance and Talent Management	Expanded enablement guidance; refined corrective action framework; added definitions; clarified supervisor roles; enhanced procedures.
July 2012	Performance and Talent Management	Policy streamlined, separate procedures; added and revised language regarding suspension of exempt employees