

2. *Workplace Technology*

By their nature, some tasks produce an electronic record of productivity: for example, the entry of newly-received books into a database, or the entry of invoices into a computer system for payment. Employees should be informed at the time of hire or at the time of its introduction if such electronic monitoring exists and its relationship, if any, to performance evaluation. Employees have a right to review and discuss such information as it pertains to their own work.

3. *Workplace Equipment*

Personal and workplace equipment necessary for the safe performance of work will be provided by the University: for example, safety shoes, protective eyewear, glasses required for the use of computers when regular prescription glasses are not appropriate. For more information about obtaining an evaluation and \$100 toward the purchase of computer glasses, please see University Health Services, Eye Clinic (617) 495-2056. Such equipment will be provided in accordance with procedures to be established by the department of Environmental Health and Safety in consultation with the University-wide Health and Safety Committee, and will include verification of need and designation of appropriate sources of the equipment. Employees are required to use such safety equipment as indicated.

4. *Workplace and Workstation Evaluations*

Workplace and workstation evaluations should be provided by the University upon the request of employees and supervisors. If an employee believes that the nature of the work or workplace is causing health-related problems, such evaluations should involve experts such as occupational health specialists and/or occupational therapists. The University will make every reasonable effort to incorporate currently accepted ergonomic practices and guidelines into new and existing workplace and workstation designs.

5. *Work Scheduling*

Variations in repetitive work, timely breaks, and special exercises are recognized as among the practices that contribute to a safe, healthy and productive workplace. Supervisors and employees are encouraged to incorporate such practices in work schedules.

DISCIPLINARY PROCESS

Employees who are still in the Orientation and Review Period should refer to that section of this Manual.

Problem Identification and Resolution

1. Early and open communication between the supervisor and the employee helps both to identify and resolve misunderstandings. Both parties should be encouraged to

avert potential problems by initiating open discussions. The goal of problem identification and resolution is to help maintain stable and cooperative relationships in the workplace.

2. Such communication should take place before initiating disciplinary action.
3. Often such discussions are sufficient to correct workplace problems.
4. If the problem is not satisfactorily resolved by such communication or if there is disagreement as to the nature or extent of the problem, it is recommended that the parties consult a union representative and/or local human resources officer.

Principles Governing the Disciplinary Process

1. No disciplinary action will be taken without just cause.
2. Union representation is available to an employee at any point in the process.
3. For repeated incidents of substandard performance or misconduct, disciplinary action should be progressive and should be initiated reasonably soon after the substandard performance or misconduct occurs. If it is not, the employee will be justified in assuming no action will be taken.
4. Each step in the disciplinary process should be used to seek resolution of the problem. No escalation to a more serious step should be contemplated lightly.
5. The amount of time between steps and the number of times a particular step is repeated will depend upon the circumstances of each case. Such circumstances may include the seriousness of the offense or substandard performance, any mitigating circumstances, the employee's length of service, and the length of time since the last incident.
6. Termination should only be considered after all other avenues have been thoroughly explored.

Progressive Disciplinary Process

1. *Coaching and Discussion*
 - A. If informal conversations between the supervisor and employee prove fruitless, a more formal discussion would be appropriate. This formal discussion will review the history of the problem, outline possible solutions, and address potential disciplinary consequences if the problem persists.
 - B. Advance notice of such a disciplinary discussion should be given to allow both parties a reasonable time to prepare. It is strongly recommended that the employee seek union representation and the supervisor seek consultation with his/her local human resources representative.

- C. Disciplinary discussions of this kind should be held as often as deemed necessary. The supervisor will create a written record of these discussions including the date, participants, and the content of the discussion.

2. *Documentation and Written Warnings*

- A. All written records must be placed in the employee's department and/or unit personnel file with a copy given to the employee. The employee should be encouraged to respond in writing to the written statements of the supervisor. All statements and responses to them must be kept together in the local personnel file.
- B. At any time during the process at which a resolution agreeable to all parties is reached, all pertinent written records in an employee's personnel file shall be removed, retained or revised in a manner consistent with the resolution.
- C. If after such discussions the problem remains unresolved and further disciplinary action is necessary, a formal written warning or warnings will be issued. Issuance of a written warning shall be accompanied by a discussion reviewing the history of the problem and the contents of any warning and its implication for possible further disciplinary action.
- D. It is strongly recommended that the RPST be involved at the time of formal written warning.
- E. If after written warning the problem remains unresolved and termination is being considered, a final written warning stating this fact will be issued to the employee. The final written warning should be accompanied by a discussion in which the possibility of termination is made clear.
- F. A possible intermediate step between a final written warning and termination might be suspension with or without pay.

Other Discipline

In cases of extreme misconduct (such as but not limited to theft of significant property or physical assault), it is permissible to bypass stages of the progressive discipline system. In all such cases, immediate review by a local problem-solving group should be initiated.

LAYOFFS AND WORK SECURITY

Introduction

Harvard employees play an indispensable role in the work of the University. The University recognizes each employee as an integral and valued member of the Harvard community and has a commitment to provide stable and secure jobs within that community. Job elimination should not be viewed as a common practice in departmental