



Education Center

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MEMORANDUM

TO: Principals / Supervisors

FROM: Matthew Teaford, Chief Human Resources Officer 

DATE: November 12, 2019

SUBJECT: Addressing Employee Misconduct: Just Cause, Counseling, and Discipline

This memo describes the process for addressing employee misconduct, including just cause, counseling, and discipline.

Investigation and Documentation of Misconduct and On-the-Job Performance Deficiencies

A critical step in addressing workplace misconduct is determining whether there is sufficient evidence to substantiate the allegations. Although most investigations will be relatively

ATTACHMENTS

Page 3- The Seven Principles of Just Cause

Page 4- Progressive Discipline Steps and Recommended Documentation

Page 5- Attachment A: Supervisor Template – Call to Conference

Page 6- Attachment B: Supervisor Template – Oral Reprimand

Page 7- Attachment C: Supervisor Template – Written Reprimand

The Seven Principles of JUST CAUSE

Applying the Just Cause Standard to Determine and Implement a Discipline Plan

A. General Information for Employees

Recommended Documentation

A. General Information Documentation

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In most instances, steps #1 and #2 (below) are sufficient for the Unit File.

- ## B. Unit Level Documentation

1. A memo that summarizes the discussion with employee, notes expectations, and warns of consequences for future offenses.

2. A memo that summarizes the discussion

ATTACHMENT A

~~Supervisor Template - Call to Conf~~

~~COPY THIS FORM AND ONTO EVERY OTHER~~

Date

Name of Employee

Position Title

Name of School/Work Site

Dear **Name**,

You are directed to attend a meeting in my office on _____ at _____.
The purpose of this meeting is to discuss your
(example: extensive absenteeism this school year and its effect on students and program), and to
provide you with an opportunity to respond.

You are entitled to have a Union representative present with you for the meeting.

Sincerely,

Signature

Building Principal/Supervisor

COPY THIS FORMAT ONTO UNIT LETTERHEAD

Date

Name of Employee

Position Title

Name of School/Work Site

Subject: Oral Reprimand – Unit Level

Dear Name,

We met on . Present with you at the meeting was

The purpose of the meeting was to discuss your

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Signature

Building Principal/Supervisor

cc: Unit file

Supervisor Template — Letter of Reprimand

*First of all, **no** Letter of Reprimand should be issued to any employee without 1) completion of a reasonable investigation to establish that the misconduct occurred and 2) a discipline conference called to provide an opportunity to respond to the allegations of misconduct. Following the conference, a letter may be written, using the following format:*

Paragraph 1: Indicate that a discipline conference was held with you. Say when and where. Also indicate

[illegible]

Supervisor Template Letter of Reprimand
Page 2

Copies: Once the letter is complete, deliver it to the employee. Sometimes it works best to have a witness present when the letter is given but it is not required.

You are free to hold the letter in a “unit file,” in the case of teachers. However, send a copy of the reprimand to the Labor Relations office with a cover letter asking that the letter be placed into the employee’s personnel file. ***Remember: The Labor Relations office will not place a Letter of Reprimand***