



CITY OF DENTON

Policy Number and Title:	109.01 Corrective Action
Policy Section and Chapter:	Human Resources – Standards of Conduct for Employees
Policy Owner & Contact:	Human Resources – (940) 349-8340
Policy or Directive:	Policy
Last Revision Date:	06/03/2025

POLICY STATEMENT

Employees of the City of Denton are committed to maintaining a productive workforce and delivering high-quality services to the community. As public servants, employees are expected to uphold high standards of performance, conduct, and professionalism while complying with all applicable federal, state, and local laws, regulations, and policies.

The City is committed to a fair, consistent, and collaborative approach to corrective action. Corrective actions are designed to support employee success, address performance or conduct concerns, and reinforce the City's values and expectations.

ADMINISTRATIVE PROCEDURES

I. At-Will Employment

The City of Denton is an at-will employer. Employment may be terminated at any time, with or without cause or notice, unless otherwise prohibited by law. This policy does not modify or limit the at-will nature of employment or create any contract of employment. Employees are expected to review and comply with all City and departmental policies, procedures, and job descriptions that outline responsibilities and performance standards.

II. Corrective Action

Employees are expected to meet performance and conduct expectations as outlined by City policy, their supervisor, and departmental leadership. When an employee's performance or behavior falls below expectations or violates City policy or applicable law, corrective action may be initiated.

Corrective actions are not one-size-fits-all and must be tailored to the specific situation. Supervisors must consult with their next-level supervisor and Human Resources prior to initiating a Performance Improvement Plan or Formal Corrective Action. All actions must be administered fairly, consistently, and without regard to age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, race, religion, sexual orientation, socio-economic status, veteran status, and any other characteristic protected by law or City policy.

III. Type of Corrective Action

Corrective action is categorized into three main types: Informal Corrective Action, Performance Improvement Plans, and Formal Corrective Action. The appropriate type will depend on the nature and severity of the concern.

A. Informal Corrective Action

Informal corrective action is used to address minor performance or behavioral issues and encourage improvement. A copy of the informal corrective action must be forwarded to Human Resources and retained in the employee's personnel file in accordance with applicable records retention policies. Examples include:

1. Documented counseling,
2. Memo of expectation,
3. Verbal coaching or feedback, or
4. Assigned training in conjunction with one of the above

B. Performance Improvement Plan

A Performance Improvement Plan (PIP) is a structured, time-bound tool to help employees meet specific job performance expectations. A PIP serves as both a corrective action step and a development opportunity, providing clear goals, timelines, and support to help the employee succeed. The key aspects of a PIP are:

1. The plan must outline specific performance deficiencies, expected outcomes, action steps, and a reasonable timeframe for improvement.
2. Supervisors must meet with the employee regularly during the PIP period to review progress.
3. Successful completion of the PIP does not bar corrective action if future performance issues arise.
4. Failure to successfully complete a PIP may result in additional corrective action, up to and including termination.
5. A PIP must be reviewed by Human Resources before implementation.

PIPs are documented and retained in the employee's personnel file, whether successfully or unsuccessfully completed.

C. Formal Corrective Action

Formal corrective action is used to address conduct or performance issues that are either more serious than those warranting informal corrective action or when there are repeated violations of City policy or failure to meet performance expectations. These actions must be reviewed and approved by Human Resources before being issued. A copy of the final corrective action issued to the employee must be forwarded to Human Resources and retained in the employee's personnel file in accordance with applicable records retention policies.

The City of Denton recognizes the following forms of formal corrective action:

1. Written Reprimand
2. Suspension Without Pay (accumulatively not to exceed 30 working days in a 12-month period)
3. Involuntary Demotion

4. Termination of Employment

Employees who believe a formal corrective action has been issued in violation of policy, law, or their protected rights may request a review through the City's Policy 109.03 – Appeals.

IV. General Criteria for Corrective Action

The level and type of corrective action will depend on the totality of circumstances, including but not limited to:

1. Severity and nature of the offense
2. Impact on coworkers, operations, or the community
3. Length of service and prior work record, including prior corrective actions
4. Frequency or recurrence of similar issues
5. Results of prior coaching or performance discussions
6. Comparable past actions taken by the City in similar situations

Violations of law or egregious behaviors may result in immediate termination and may be reported to law enforcement when appropriate. Examples include, but are not limited to:

1. Theft or fraud
2. Harassment, bullying, or violence
3. Possession or use of illegal substances on the job
4. Falsification of records
5. Willful insubordination
6. Dishonesty or intentional misrepresentation

V. Supervisor Responsibilities

Supervisors are responsible for:

1. Clearly communicating job expectations and performance standards
2. Enforcing City and departmental policies
3. Maintaining a safe and respectful workplace
4. Documenting performance concerns accurately and in a timely manner
5. Consulting with Human Resources before issuing formal corrective action
6. Taking prompt action when violations occur, regardless of employee rank or position

Supervisors in consultation with Human Resources must review all relevant facts (e.g., reports, documents, photos, or witness statements) before taking corrective action and ensure the action is supported by documentation.

VI. Conduct and Performance Subject to Corrective Action

The following examples illustrate conduct or performance deficiencies that may warrant corrective action. This list is not exhaustive:

A. Performance Issues

1. Failure to meet performance standards
2. Repeated tardiness or absenteeism without justification
3. Absence without approved leave or misuse of leave
4. Negligence in duties

5. Unsafe operation of City equipment
6. Failure to meet certification, license, or job-specific requirements
7. Discourteous treatment of coworkers or the public
8. Failure to comply with documented departmental procedures

B. Misconduct or Behavioral Issues

1. Violation of law, City Policy, or confidentiality rules
2. Falsification or unauthorized destruction of City records
3. Theft, fraud, or misappropriation of City resources
4. Insubordination or failure to follow a lawful directive
5. Workplace violence, threats, or intimidation
6. Harassment, discrimination, or bullying
7. Substance abuse violations
8. Use or possession of weapons in violation of City policy
9. Conflict of interest or misuse of authority
10. Intentional dishonesty or withholding material information
11. Disruption of the workplace or horseplay
12. Use of abusive or threatening language
13. Inappropriate use of City systems, data, or property
14. Failure to cooperate during an investigation
15. Unbecoming conduct, on or off duty, that undermines public trust
16. Failure to report an arrest, conviction, or license suspension
17. Engaging in personal business during work hours without approval
18. Failing to report accidents, damage, or unsafe conditions
19. Sleeping on duty
20. Violations of safety protocols that risk harm to self or others

EXCEPTIONS

City Council Appointees are exempt from any provisions in this policy and Corrective Action must be addressed utilizing Policy 109.05 – Complaint Review, Investigation, and Corrective Action against City Council Appointees.

Employees entitled to civil service status under Chapter 143 of the Texas Local Government Code are exempt from any provisions in this policy that conflict with the disciplinary provisions in that Chapter or in a Meet and Confer agreement in force at the time the employment action is taken. In such cases, the applicable agreement shall prevail.

DEFINITIONS

Intentional Dishonesty - is a deliberate act of deception or concealment intended to mislead, including falsifying information, withholding facts, or making materially false statements.

Unbecoming Conduct - are actions or behavior that discredit the City, disrupt public confidence, or interfere with the employee's effectiveness, including behavior occurring off duty that negatively reflects on the City's reputation or mission.

REFERENCES

- Policy 10.00 – Ethics
- Policy 100.01 – Equal Employment Opportunity
- Policy 108.01 – Duty to Notify of Arrests, Charges, and Convictions
- Policy 108.05 – Workplace Violence Prevention
- Policy 108.10 – Harassment Prevention
- Policy 108.12 – Anti-Substance Abuse and Rehabilitation
- Policy 109.03 – Appeals
- Policy 109.05 – Complaint Review, Investigation, and Corrective Action against City Council Appointees
- Policy 110.01 – Absenteeism/Tardiness
- Policy 409.05 – Comprehensive Driving and City Vehicle Use
- Texas Civil Service Laws, Texas Local Government Code §§143.001 et seq.
- Local Rules and Regulations of the Civil Service Commission
- Applicable Police or Fire Meet and Confer Agreement

REVISION HISTORY

Revision Date	Policy Owner	Summary
04/19/1988	Human Resources	• Initial Policy Adoption
11/19/2020	Human Resources	• General Policy Revision
01/01/2024	M. Gilbreath (HR)	• Revised Policy Statement • General Updates to Admin. Procedures
06/03/2025	M. Gilbreath (HR)	• General definition updates and increased clarification of corrective actions.