



Corrective Action Decision Quick Guide for Leaders

Purpose

WhiteWater Express Car Wash ("WhiteWater") is committed to maintaining a workplace built on accountability, consistency, professionalism, safety, and respect. This guide is intended to support leaders in making fair, reasonable, and consistent corrective action decisions while still allowing for judgment based on the specific facts and circumstances of each situation.

Corrective action is intended to:

- Address performance or conduct concerns
- Clarify expectations
- Encourage improvement
- Reduce operational and employee relations risk
- Support consistency across the organization

This guide is intended as a leadership resource only and does not create mandatory disciplinary steps or alter at-will employment. Leaders are expected to partner with HR when evaluating disciplinary decisions, particularly those involving serious misconduct, final warnings, suspension recommendations, or termination considerations.

Guiding Principles

Leaders should:

- Address issues promptly
- Focus on facts and observable behaviors
- Apply expectations consistently under similarly situated circumstances
- Use corrective action to improve behavior whenever appropriate
- Document conversations accurately and objectively
- Partner with HR early when risk factors exist

Leaders should avoid:

- Emotional reactions
- Delaying accountability conversations
- Threatening employees
- Making promises regarding continued employment
- Comparing employees to others
- Issuing discipline without sufficient facts

Corrective Action Framework

Level	Typical Purpose	Typical Examples
Coaching / Counseling	Address minor or first-time concerns	Minor attendance issues, procedural reminders, minor performance gaps
Verbal Warning	Formalize expectations after coaching or moderate issue	Repeated minor issues, professionalism concerns
Written Warning	Address repeated or more significant concerns	Attendance patterns, policy violations, operational failures
Final Written Warning	Serious misconduct or repeated failure to improve	Significant policy violations, serious operational or safety concerns
Suspension / Demotion / Reassignment	Used when circumstances warrant elevated action	Serious misconduct, leadership failures, investigation outcomes

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Level	Typical Purpose	Typical Examples
Termination Review	Separation consideration	Gross misconduct, repeated violations, severe risk concerns

Corrective action steps may be skipped, repeated, or combined depending on the circumstances.

Severity Guidelines

Category A — Minor Performance or Conduct Concerns

Typical Response

- Coaching
- Documented verbal counseling
- Verbal warning

Examples

- Occasional tardiness
- Minor uniform or appearance concerns
- Minor procedural mistakes
- Failure to complete routine tasks timely
- Isolated professionalism concerns
- Minor documentation errors
- First-time customer service concerns
- Minor communication issues

Consider Escalation When

- Behavior repeats after coaching
- Employee demonstrates unwillingness to improve
- Customer experience is impacted
- Safety concerns are involved
- Prior related discipline exists

Category B — Moderate Misconduct or Performance Concerns

Typical Response

- Written warning
- Final warning in elevated circumstances

Examples

- Repeated attendance issues
- Failure to follow established procedures
- Insubordination
- Unprofessional conduct
- Failure to complete required training
- Negligent operational oversight
- Repeated policy violations
- Careless equipment or property damage
- Cash handling violations without evidence of theft
- Failure to meet leadership expectations
- Repeated documentation deficiencies

Escalating Factors

- Leadership role
- Prior discipline
- Intentional conduct

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- Customer or operational impact
- Pattern behavior
- Failure to accept accountability

Category C — Serious Misconduct (HR Involvement Required)

Typical Response

- Final written warning
- Suspension consideration
- Termination review

Examples

- Serious safety violations
- Harassment concerns
- Discrimination concerns
- Retaliation concerns
- Threatening behavior
- Serious insubordination
- Major operational negligence
- Sleeping on duty
- Walk-off/job abandonment
- Major policy violations
- Significant confidentiality breaches
- Serious cash handling concerns
- Substance impairment at work
- Major customer escalation incidents
- Social media or public conduct impacting the brand

Category D — Severe Misconduct / Immediate Termination Review (HR Involvement Required)

Typical Response

- Immediate HR escalation
- Suspension pending review if appropriate
- Termination consideration

Examples

- Theft or fraud
- Violence or threats of violence
- Falsification of company records
- Timecard fraud
- Harassment substantiated through investigation
- Intentional safety recklessness
- Possession of weapons in violation of policy
- Drug or alcohol distribution
- Intentional property damage
- Gross misconduct
- Serious ethics violations

Only HR may approve final termination decisions where required by company practice.





Attendance & Reliability Guidance

Concern	Typical Starting Point
Occasional tardiness	Coaching
Repeated tardiness pattern	Verbal or written warning
Frequent call-offs	Written warning
No-call/no-show	Final warning or termination review
Job abandonment	Termination review

Leaders should review applicable leave, accommodation, or protected absence considerations with HR before issuing discipline.

Safety Guidance

Safety violations should always be evaluated carefully due to operational risk.

Concern	Typical Starting Point
Minor first-time procedural miss	Coaching or written warning
Repeated safety noncompliance	Written or final warning
Serious safety disregard	Final warning or termination review
Intentional reckless behavior	Immediate termination review

Leadership Accountability Guidance

Leaders are held to elevated standards due to their influence, decision-making authority, and operational responsibility.

Examples may include:

- Failure to address known policy violations
- Poor documentation practices
- Failure to escalate employee relations concerns
- Inconsistent enforcement of standards
- Negligent oversight of safety or operations
- Inappropriate leadership conduct
- Retaliation concerns
- Failure to maintain professionalism

Leadership misconduct may result in escalated corrective action.

Aggravating Factors

The following factors may support escalation of corrective action:

- Prior related discipline
- Leadership position
- Intentional misconduct
- Dishonesty
- Safety impact
- Financial impact
- Customer impact
- Policy awareness/training completed
- Pattern behavior
- Lack of accountability
- Impact on team morale or operations





Mitigating Factors

The following factors may support reduced corrective action:

- First offense
- Self-reporting
- Strong prior performance history
- Demonstrated accountability
- Training or communication gaps
- Minimal operational impact
- Isolated incident
- Length of service
- Good-faith mistake

Required HR Consultation

Leaders must consult HR before taking action involving:

- Final written warnings
- Suspensions
- Terminations
- Harassment concerns
- Discrimination concerns
- Retaliation concerns
- Workplace threats or violence
- Accommodation or disability concerns
- Leave-related attendance concerns
- Ethics violations
- Wage/hour concerns
- Protected complaints
- Employee medical issues
- Any situation involving significant legal or employee relations risk

Decision-Making Questions for Leaders

Before issuing corrective action, leaders should ask:

1. What specific expectation, policy, or standard was violated?
2. Was the employee aware of the expectation?
3. Was the behavior intentional, careless, or accidental?
4. Has this issue occurred previously?
5. How have similar situations been handled?
6. What operational, safety, financial, or employee relations risk exists?
7. Did leadership provide appropriate training and clarity?
8. Is the proposed action reasonable and defensible?
9. Has HR been consulted if required?

Documentation Expectations

Corrective action documentation should:

- Be factual and objective
- Focus on behavior, not personality
- Include specific examples
- Clearly identify expectations moving forward
- Include timelines where appropriate
- Avoid emotional or subjective language

Avoid statements such as:

- "Bad attitude"
- "Doesn't care"

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- "Lazy"
- "Always"
- "Never"

Instead document observable behavior and impact.

Example: *Employee failed to complete opening checklist on three occasions during the week of May 10, resulting in delayed operational readiness.*

Final Reminder

Consistency does not mean identical outcomes in every situation. Leaders are expected to use sound judgment while considering the unique facts, severity, employee history, operational impact, and overall circumstances involved in each case.

When uncertain, partner with HR before taking action.

