



December 6, 2004

MEMORANDUM FOR: Portland District Senior Staff

SUBJECT: EAS Discipline

It has come to my attention that the frequency of discipline for EAS supervisors and managers is significantly higher than I think it should be. Relatively minor infractions are often the grounds for issuance of a Letter of Warning. I believe that many Letters of Warning recently issued to EAS employees, while technically "justified," could have been handled short of the formal disciplinary measures that were taken.

I would like you to realize that, for the most part, our managers and supervisors are extremely hard working and dedicated. They take great pride in the additional responsibilities that they handle routinely as management employees. Although we have been working on recognizing good performance, when a management employee receives formal discipline, such as a Letter of Warning (LOW), much of our effort in recognition is lost. The LOW, which is preceded by the obligatory investigative interview for a relatively small violation of a rule or procedure, has enormous impact on that manager's self-esteem. This can and often does lead to a manager reluctantly taking any sort of initiative for fear of additional future discipline.

Therefore, effective immediately, ALL EAS discipline will be forwarded to Corinne Loprinzi, acting Manager, Labor Relations, for review prior to the investigative interview or issuance of formal discipline. Ms. Loprinzi will review your concerns regarding an EAS manager's or supervisor's performance or conduct and provide you with advice as to the appropriate measures that should be considered.

You may contact Ms. Loprinzi by telephone (503-294-2411) or confidential fax (503-294-2291). Email should not be used for this purpose since confidentiality cannot be assured with this system.

Please inform all your managers of this directive. Your immediate attention and compliance with this directive is appreciated.

A handwritten signature in black ink, appearing to read "Dallas W. Keck".

Dallas W. Keck

cc: A. Douglas Batchelor, Manager, Human Resources
Corinne Loprinzi, Manager, Labor Relations (A)