1. SET EXPECTATIONS

There can be no performance discussions if expectations have not been set.

2. COMMUNICATE PERFORMANCE AGAINST EXPECTATIONS

Communicate performance in terms of meeting/exceed/failing to meet expectations. These communications should happen as part of our daily lives. If we don’t know we are doing a good job/bad job, etc., how can we guide our behavior going forward?

3. DOCUMENT

Make a decision of what process you will follow to document performance. Be sure to document both good and bad examples.
Stay factual - keep away from judgments, feelings, or comparisons of employees. We should be measured against expectations, not each other.
Documentation can take many forms - notebooks, Excel sheets, saved e-mails, etc.
Stay consistent for everyone

4 Communicate with your supervisor and HR

Your supervisor should know when you have performance concerns about someone. Let them know your concerns and what you are doing about it. Before you proceed with disciplinary action, they MUST be involved.
Human Resources must approve anything from the Written Reprimand stage and forward, but it is a best practice to get their guidance on Oral Counseling as well.

5. Begin Progressive Discipline

This does not mean necessarily a written warning. If an employee does not improve during normal day-to-day coaching & performance conversations, you will need to move to our disciplinary action process. Many times it never goes beyond an Oral Counseling, but it is important to document the issues and communicate with employees the seriousness of failing to improve their performance. Be sure to use the FOSA process and UHCL-approved forms.

Steps
Verbal Counseling          Written Reprimand          Suspension without Pay          Termination

FOSA

Facts:       WHO/WHAT/WHEN/WHERE - Communicate facts of situation against expectations
Objectives:  What should the employee do to change their behavior?
Solutions:   What does the employee need to succeed? Is it a simple behavior change, or do we need to train/coach etc?
Actions:     What action is being taken now, and what will happen if the behavior does not change/improve?