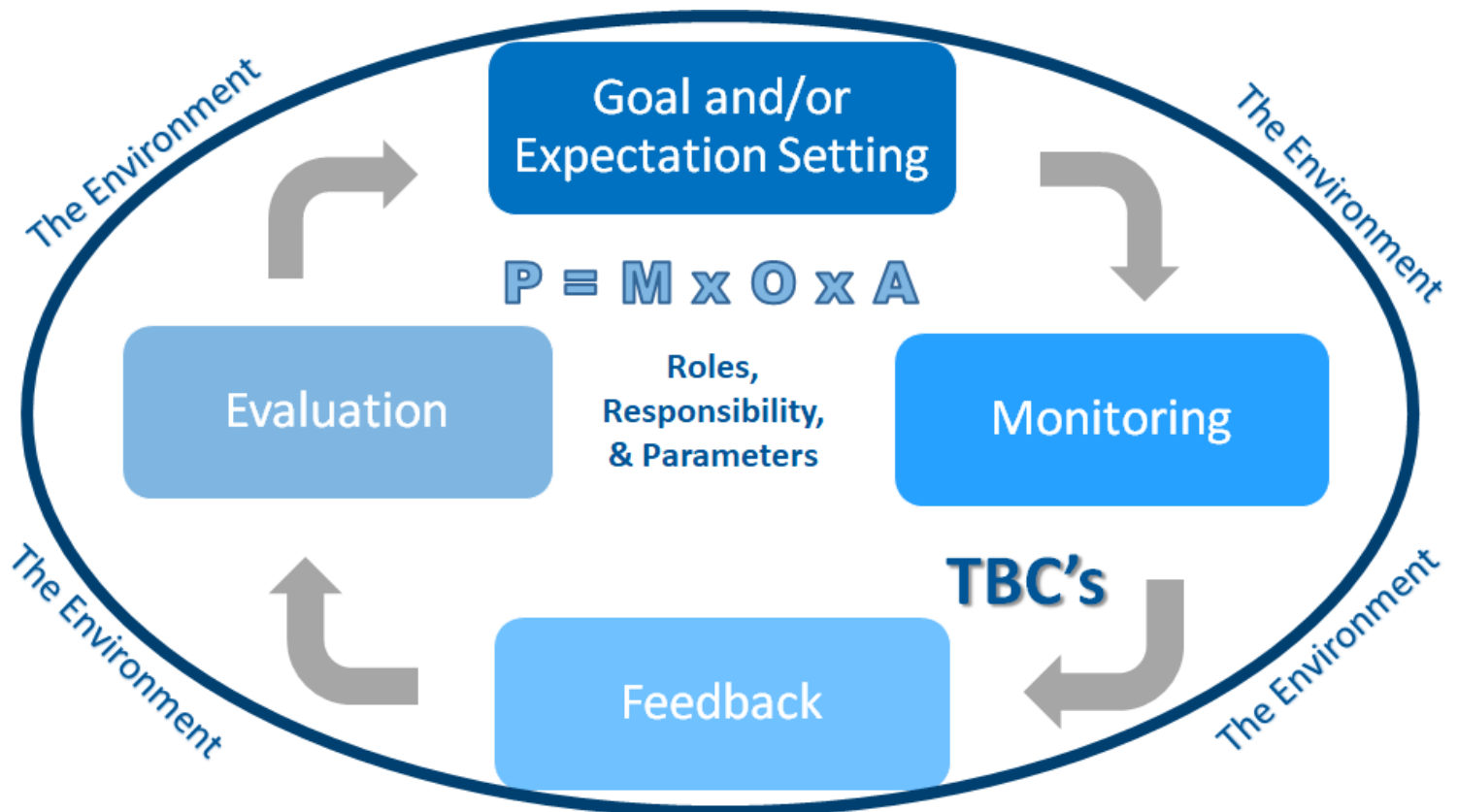


THE PERFORMANCE MANAGEMENT PROCESS

Performance Management:

The daily process of working toward previously established performance expectations followed by a formal or informal evaluation.



DISCIPLINE AND DISCHARGE DISCUSSION QUESTIONS

1. What is the purpose of discipline?

2. Given that many states, probably including yours, are “at will” employment states, why is there such great fear of discharging an employee?

THE KEY COMPONENTS FOR DOCUMENTING DISCIPLINE

THE E – FOSA + SYSTEM

E Expectations (Ongoing performance management)

F Facts (What, When, Where, Where)

O Objectives (Define Expectations)

S Solutions (Methods to Improve Performance)

A Action (Consequences)

+ (create opportunities for the employee to succeed)

Source: Paterson & Debleax, Documenting Discipline Fourth Edition

DISCIPLINE PROBLEMS AND PREVENTIONS

Problem	How to Prevent
Employee frequently does job improperly or incompletely.	Properly train staff members and emphasize follow-up to ensure that employees have learned all parts of the job.
Employee does not understand why discipline is needed or why he or she is being disciplined, or denies allegations.	Enter into a discussion of the problem behavior only when you have specifically defined what the problem behavior is. Have facts, dates and specific descriptions of problem behavior. Prepare yourself and be confident that you can clearly convey your concerns to the employee.
Employee is unaware of policies or rules, and consequently breaks rules or behaves inappropriately.	To ensure rules are understood, the supervisor should review rules and policies with new employees and provide an opportunity to ask questions. Rules should be included in employee handbooks or posted on a bulletin board where they are accessible to all employees.
Manager procrastinates or delays dealing with an obvious problem. Problem gets worse. Work of other employees is affected.	Address problems as soon as they arise. It is easier to address a new problem than to deal with one that has escalated into a major crisis. Be sure to speak with and coach employees on a daily basis. Set aside time routinely for this purpose.
Failure to follow up once discipline has started. Employee not held accountable.	A manager with many responsibilities can find that he or she is “too busy” to follow up on a problem situation. Set follow-up dates. Place them on a calendar and “to do” lists so they become a top priority.
Employee lacks basic skills to do the job and is incapable of learning them.	Extra time spent carefully recruiting and selecting employees can greatly reduce selection “mistakes.” Practical skills tests or trial periods can help screen out unqualified applicants.
The discipline discussion becomes an explosive confrontation.	Be prepared with a written set of notes. Stay in control of the discussion. If the employee shouts or becomes angry, avoid being drawn into a shouting match. Anticipate confrontations and involve another supervisor in the meeting, if appropriate, for support and assistance.