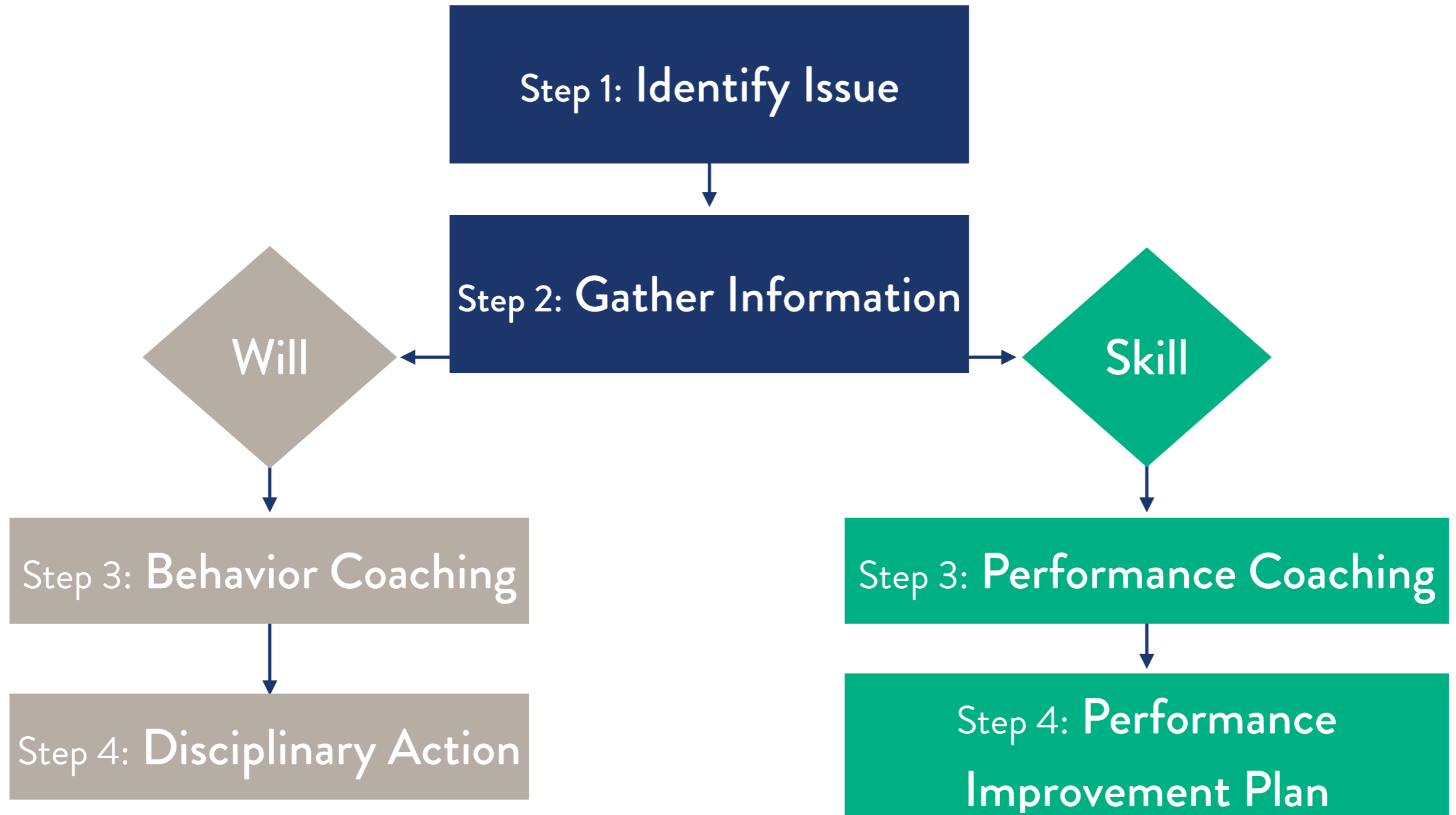


Performance Management or Disciplinary Action?

The Progressive Path

Disciplinary Action vs. Performance Improvement Plan



Step 1: Identify the Issue

Questions to Ask Yourself

- What is the issue that needs to be addressed?
- What information do I need?
- What outcome am I looking for, and in what time frame?

Step 2: Gather Information

What is the issue that needs to be addressed?

Is it a “will” or a “skill”?

| Will | Skill |
|---|---|
| Behavior and Attitude | Performance |
| <p>Team member has an ability to perform a task and chooses not to</p> <p>Team member demonstrates a lack of commitment</p> <p>The them member displays a negative attitude</p> <p>The team member becomes a disruptive presence in the workplace</p> | <p>The team member lacks mastery of skills or tasks</p> <p>The team member has not been fully trained</p> <p>The team member is new in their position</p> |

Step 2: Gather Information

What Information do I need?

- Who is demonstrating the issue?
- What are the behaviors of the issue that need to be addressed?
- Where and when does it happen?
- Why is the issue happening? Is it a will or skill issue?
- How will I approach the team member to make a plan to end the issue?

Step 2: Gather Information

What Outcome am I looking for, and in what time frame?

- How do I want the team member to improve?
- Does the team member need
 - More support with role expectations?
 - Awareness of a bad attitude or negative behaviors?
- How much time does the team member need to make improvements?

Step 3: Select either the Performance or
Disciplinary path...

Performance Management

Disciplinary Actions

Disciplinary Actions

If its a Will issue...

- Begin with a conversation and keep an open mind! Its possible that
 - The team member is unaware they are demonstrating a bad attitude
 - The team member is dealing with a personal challenge and is preoccupied
- Document a Behavior Coaching

Step 3: Behavior Coaching Documentation

What information should I include?

- What are the behaviors the team member is displaying?
- What steps will they take to prevent future displays of the behavior?
- How will I support the team member?
- By what date should I see improvements?

Important!

Be as specific as you can when filling out Coaching Documentation.

Remember that this is a conversation and partnership with the team member. Their input is an important part of the process.

Check in periodically to see how the team member is working through the plan.

Behavior Coaching Follow Up

- Check in routinely during the agreed upon length of the coaching plan
- Adjust as needed for improvements

If there aren't significant improvements at the conclusion of the plan or the behavior starts up again move to Step 5 - Disciplinary Action

Step 4: Disciplinary Action

If negative behavior continues or escalates...

- Fill out the Disciplinary Action form in Workday and submit to your HRBP for approval
- Attach all related Coaching documents to the Disciplinary Action

Important: There should not be a formal Disciplinary Action without a single Coaching before hand (with the exception of extremely volatile issues).

- Ask a witness to sit with you and the team member when you deliver the Disciplinary Action conversation. The witness should be someone with a higher title than the team member getting the Disciplinary Action
- Before you leave the meeting, acknowledge the review and ask the team member to also acknowledge the review. The team member has three days to acknowledge.

Performance Management

If it's a Skill issue...

- Begin a conversation with the team member. Remember it's possible that the team member
 - is new to their role
 - doesn't have a full understanding of the expectations of their role
 - may need more training or practice in a specific area
- Document Performance Coaching

Step 3: Performance Coaching

What information should I include?

- What area of their job is the team member struggling with?
- What steps can they take to improve their performance?
- How can I support this team member in their improvement?
- By what date should I see improvements?

Important!

This is NOT a disciplinary action!

Be as specific as you can when filling out Performance Coaching Documentation.

Remember that this is a conversation and partnership with the team member. Their input is an important part of the process.

Check in periodically to see how the team member is working through the plan.

Performance Coaching Follow Up

- Check in routinely during the agreed upon length of the Performance Coaching plan
- Adjust as needed for improvements

If there aren't significant improvements at the conclusion of the plan or the performance begins to decline again, move to Step 5 - Performance Improvement Plan (PIP).

Step 4: Performance Improvement Plan

If performance does not improve...

- Fill out the Performance Improvement Plan (PIP) in Workday and submit to HRBP for approval.
- Attach all related coaching documents to the PIP

Important: There should not be a formal Performance Improvement Plan without a single Coaching before hand.

- Ask a witness to sit with you and the team member when you deliver the PIP conversation. The witness should be someone with a higher title than the team member going on the PIP.
- Before you leave the meeting, acknowledge the review and ask the team member to also acknowledge the review. The team member has three days to acknowledge.