

## TOOL #3

### CHECKLIST FOR HANDLING UNSATISFACTORY PERFORMANCE

This checklist provides general direction for supervisors/managers when dealing with an employee's unsatisfactory performance. These are the same areas Human Resources would have you explore when you seek their assistance. With these guidelines, you may be in a better position to know how you can address the performance issue.

Can you check off all of them?

- 1) The following have been communicated to the employee. This has been done either verbally or in writing, depending upon the circumstances. Written documentation would be required for formal disciplinary action to occur:
    - The performance *indicators*. What will be measured?
    - The performance *standards*. What is required to perform satisfactorily?
  - 2) Performance standards are consistent among your employees.
  - 3) The employee has known the standards long enough to meet them.
  - 4) The employee has been informed that the standards are not being met.
  - 5) The employee has known that his or her performance was below standard long enough to improve.
  - 6) The employee has received objective, timely and usable (behavioral) feedback about the performance indicator(s) at issue.
  - 7) The job is properly designed so that none of its requirements are themselves the cause of failure to meet some of the standards.
  - 8) The employee has been provided training needed to perform the job satisfactorily.
  - 9) Consideration has been given to factors in the workplace that may be affecting the employee.
  - 10) The employee has been provided with consistent, adequate and effective supervision.
- Further disciplinary action such as probation or termination may be considered if the performance problem areas have been ongoing and communicated in writing to the employee along with USNH policy requirements. A structured corrective action plan should be in place.
  - If you have answered "no" to any unchecked statements above, a corrective action process should be created to help the employee correct the performance.