



SECTION: HR
TOPIC: EMPL PERF 01
PROBLEMS
FEBRUARY, 2007

ADMINISTRATIVE PRACTICES MANUAL

SUBJECT: EMPLOYEE PERFORMANCE PROBLEMS - CORRECTIVE ACTIONS

1. Appointing Authorities are encouraged to assign their managers to attend supervisory training programs that deal with performance issues. If an appointing authority needs assistance in identifying performance training programs he/she should contact the Employee Relations Division.
2. One of the first and most important responsibilities of a supervisor is to be a supportive coach of employees, particularly those trying to improve their performance.
3. It is the responsibility of a supervisor to identify and assist employees in correcting any performance deficiencies with the appropriate counseling, training, or the utilization of the Employee Assistance Program.
4. The goal of all actions should be to assist employees in overcoming any performance deficiencies they may have, not to punish them.
5. Constructive actions such as counseling, training programs and, when appropriate utilization of the Employee Assistance Program should be explored before attempting to correct performance deficiencies through disciplinary action. There will be exceptional instances when performance deficiencies are of such magnitude that immediate disciplinary action must be taken. Immediate disciplinary action to correct performance deficiencies is necessary in cases where the performance deficiencies are of imminent danger to life or property.

END OF POLICY



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Forms Needed:

Counseling Note (for employees covered by Joint Council of Unions)
(Form included in Union contract)

RESPONSIBILITY

ACTION

Supervisor

1. Identify employee performance issues.
2. If problems exist, schedule a meeting with the employee to indicate the areas of concern and to discuss a program to address the deficiencies. (No union representative is allowed at this type of meeting). The program may involve in-service training, study sessions, up to 100% supervisory review of work performed, periodic counseling, referral to an employee assistance resource, etc.
3. Direct a memorandum to the employee documenting that a meeting was held and indicating the performance issues discussed. The memorandum should also specifically state that a program has been worked out for the employee with timetables for accomplishment of objectives designed to improve the deficient performance. Copies of the memorandum should be sent to the department head or designee with a copy to the Employee Relations Division for filing in the official Personnel file. (Copies of counseling notes should not be sent to the Union.) (See Example)
4. Monitor closely the employee's performance to determine if additional assistance is required.
5. If a supervisor cannot resolve the performance issues of an employee, he/she should contact the Appointing Authority.

Appointing Authority

6. Review the performance issues and consult with the supervisor concerning a course of action. An Employee Relations Division staff member is also available for such consultation.



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RESPONSIBILITY

ACTION

Appointing Authority

7. If appropriate, initiate a course of action at this point following disciplinary procedures outlined in this manual, or consider alternatives for individuals unable to perform, such as a mutually agreed upon transfer or demotion, to jobs they can perform, or resignation.

END OF PROCEDURE



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EXAMPLE LETTER HEAD

Date
Name
Street Address
City, State, Zip Code

Casework Processing Guides - "Counseling Note"

Over the past five days, I have received six complaints from the Quality Control Unit regarding cases that you have processed. All these cases were "primary care" cases and it appears that you are doing the same things wrong in each case. Therefore, I want to ensure that you are aware of the proper case processing methodology for "primary care" cases in the hope that you will correct the errors you are now making. The proper methodology is as follows:

1. Review "primary care" Form D-302 to ensure all requested information is complete (see Procedure Manual page 42 for required information).
2. Check Box 13 if information is incomplete and request necessary information from the adjudicator.
3. When all required information is in file, route back to adjudicator for final review and adjudicator completion of Form D-342.
4. Remove red active label and put green label on file and route to Quality Control Unit.

Your case files have not been complete and have been mislabeled when reaching the Quality Control Unit. In addition, your documentation forms are in the wrong order (see page 38 of Procedure Manual). Typing errors are also made in greater number than ordinary.

I hope this clearly outlines the proper process and alerts you to existing performance problems. I believe you will be able to remedy these problems. Please see me if the process is still unclear.

c: Personnel File

*** ATTENTION ***

IF YOU ARE GIVING A COUNSELING NOTE TO AN INDIVIDUAL COVERED BY THE JOINT COUNCIL OF UNIONS AGREEMENT, YOU MUST USE THE FORM IN THE COLLECTIVE BARGAINING AGREEMENT.