



# Corrective Action: How To Deal With Performance Issues [Managers Guide]

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## What Success Looks Like

- Everyone at [COMPANY] clearly understands our policy for dealing with performance or behavior concerns
- We have a process for addressing issues that is fair and consistent
- We do not let concerns linger, we address them directly in a way that is aligned with our values.

## Process & Policy

### Types of Issues

**Behavior Issues:** Unacceptable behavior may include, but not limited to, misconduct, negligence, actions or behaviors that violate our Code of Conduct, or regulations and attendance issues. Such behavior can

lead to termination. Behavior issues that violate our Code of Conduct or any state or federal law can lead to immediate termination.

**Performance Issues:** Performance issues can include poor productivity, inability to perform tasks/responsibilities, lack of knowledge/skills/abilities in area of responsibility and inability to meet performance standards/expectations, or general misalignment with our [COMPANY] core values.

In the case where an employee exhibits poor performance/behavior, a manager should engage in a coaching/counseling conversation with the employee. The goal of these conversations is to give timely and meaningful feedback, encouraging the employee to improve. However, if the employee fails to make the necessary changes, the end result of this process can be termination of employment.

Each situation may be handled differently depending on the severity of the offense. [COMPANY] will determine the appropriate level of corrective action for each offense, which can include demotion, counseling and termination.

## Types of Corrective Action

### Coaching Conversations

For minor issues, a coaching conversation occurs when the manager meets with the employee to discuss a recent performance issue. These can be covered in 1:1s or in day to day interactions. They are mostly informal and fast.

- Manager addresses the problem with the employee (present examples)
- Employee is given an opportunity to respond/explain contributing factors
- Manager describes expectations, steps employee should take and by when to resolve the problem
- Manager reinforces confidence in employee's ability

After the meeting, the manager sends a follow-up communication to the employee to confirm expectations are clear and no gaps remain.

Coaching Conversations are frequent and fast "course correctors". These are usually due to a misunderstanding in instructions, expectations, or communication. They are typically easily fixed and can be addressed quickly.

### Counseling Conversations + Improvement Plan

For recurring or serious issues, the manager plans and schedules a counseling conversation with the employee to discuss the issue and possible ramifications if corrective action isn't taken.

- Manager meets with employee to discuss the concerns, provide examples, and review any expectations from prior coaching/counseling sessions
- Manager and employee agree on the Improvement Plan and timeline.
- Manager reiterates expectations and outlines the ramifications for failure to meet expectations

Immediately following this meeting, the Manager should

- Send the employee notes from the meeting with a copy of the Improvement Plan and timeline for the improvements. HR should be copied.
- A copy should be added to the Employee's Bamboo file.

The Manager must continue to monitor and review progress through scheduled meetings. If the issue has not improved and sustained over the timeframe, the manager will have developed sound documentation to support further corrective action.

## Termination

The most serious action in [COMPANY]'s corrective action policy is termination of employment. Generally, [COMPANY] will recommend coaching/counseling sessions before proceeding to terminate employment. However, employees may be terminated without prior notice depending on the circumstances of each situation and the nature of the offense.

Some examples of serious offenses that would warrant approval for immediate termination, but not limited to, are illegal activity, abuse, harassment, theft, and fraud.

A manager's recommendation to terminate employment must be approved by HR and a termination plan established.

- Manager schedules meeting with employee and HR
- Manager informs employee of decision to terminate his/her employment, along with the reason and the effective date of termination
- Manager completes System Request Form to terminate system access and coordinates an emergency termination with IT
- HR will go over next steps, including details about the final check, benefits (COBRA) and 401k (if applicable)