Punctuality and Tardiness

1. Employee is always late to work

Issue (How) _____

Problem (Why) _____

Expectation _____

2. Employee does not notify me in a timely manner that they are is running late.

Issue (How) _____

Problem (Why) _____

Expectation _____

Non-Responsiveness

3. Employee does not provide timely project updates to constituents.

Issue (How) _____

Problem (Why) _____

Expectation _____

4. Employee does not respond to email and phone messages in a timely manner.

Issue (How) _____

Problem (Why) _____

Expectation _____

Missed Deadlines

5. Employee consistently misses project deadlines.

Issue (How) _____

Problem (Why) _____

Expectation _____

6. Employee does not communicate in a timely manner that they may miss a deadline.

Issue (How) _____

Problem (Why) _____

Expectation _____

Lack of Attention To Detail

7. Employee does not care about the quality of their work.

Issue (How) _____

Problem (Why) _____

Expectation _____

8. Employee makes mistakes because they do not double check their work.

Issue (How) _____

Problem (Why) _____

Expectation _____

Behavior Issues

9. Employee is rude and demanding to students with questions.

Issue (How) _____

Problem (Why) _____

Expectation _____

10. Employee has an attitude problem.

Issue (How) _____

Problem (Why) _____
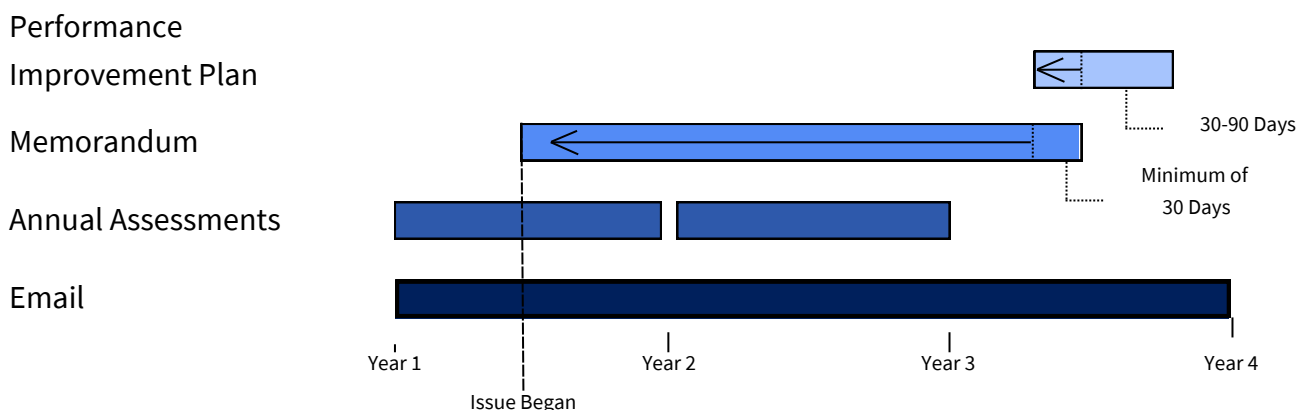
Expectation _____

Documentation Overview

Documentation is simply the written form of feedback to employees.

- Informal documentation, such as email, is expected and generally necessary prior to formal documentation. Supervisors should follow-up regular verbal feedback with an email to the employee summarizing the discussion.
- Formal documentation, such as memoranda or Performance Improvement Plans, is placed in the employee's Human Resource file after it has been shared with the employee.

Documentation provides employees feedback owed to them for their professional success. It is also critical and legally defensible for many employment actions such as demotions, promotions, transfers, and terminations.

General Progressive Discipline/Documentation

Performance Improvement Plan

30-90 Days

Memorandum

Minimum of 30 Days

Annual Assessments

Email

Year 1   Year 2   Year 3   Year 4

Issue Began

Documentation Guidelines

COMPREHENSIVE
Cite all performance and behavior issues. It is crucial that the documentation is comprehensive, no issues go unaddressed, and the employee is told all expectations for success.

GRAMATICALLY CORRECT
Use complete sentences, ensure correct grammar and punctuation, and avoid typos to establish credibility.

CONTEXT
Provide adequate details to ensure readers understand the context without being inundated with or confused by irrelevant information. Third parties unaware of the situation should be able to read the documentation and understand the issues and expectations going forward.

TIMELINES
Document issues as soon as possible after their occurrence. Immediate documentation conveys importance to the matter, provides feedback to employees while the issue is fresh in their minds, and demonstrates the University's responsiveness in addressing and resolving issues.

Three Steps to Providing Feedback

1. CITE THE ISSUE

Direct and Succinct
Directly identify and state the issue. Refrain from telling a play-by-play story of what happened.

Factually-Based
Cited issues are factual statements about what happened. Provide specific information such as dates, times, project names, etc.

University Policy Violations
If applicable, reference the University Policy Manual or Code of Ethics violation when citing the issue.

"On December 2 you notified me of your absence due to illness at 12 pm, four hours after the start of your normal work shift, in violation of University Policy 14.8."

2. EXPLAIN WHY THE ISSUE IS PROBLEMATIC

Business Impact
Identify resulting problems with the employee's performance or behavior as it relates to business operations. Consider the impact upon departmental processes, customer service, employee availability, community/work environment, moral, etc.

"It is problematic that you arrived to work four hours late because you missed morning meetings and were unavailable for student counseling."

3. PROVIDE SPECIFIC AND MEASURABLE EXPECTATIONS

Comprehensive
Though it may require more thought and effort on the front-end, expectations provided to the employee should be comprehensive. Not only will this help ensure that the documentation is effective and complete, but also that the employee is set up for success.

Position Expectations
Consider expectations for the position, rather than expectations based on the incumbent's abilities or strengths. Ensure that expectations provided are consistent with the job description and the position for which the employee applied and was hired. No expectations to staff should conflict with the University Policy Manual, Code of Ethics, or California law.

Crafting Expectations
There should be at least one expectation for each issue cited, perhaps more. Each expectation is:

- A complete sentence
- Begun with an action verb
- Specific
- Measurable
- Referenced by University Policy or Code of Ethics, if applicable
- Reasonable

Measurable
Make each expectation as specific and measurable as possible to limit bias and subjectivity when assessing the employee's future performance and behavior. Consider ways to establish measurable outcomes:

- Quantity ("Make at least ten recruiting calls per business day.")
- Hard Deadlines ("Submit your survey conclusions by Tuesday, February 18.")
- Recurring Deadlines ("Send me an overview of progress on each of your projects every Tuesday by 5pm.")
- Timeframe ("Respond to all emails within one business day. You do not need to provide a final answer within one business day; but you must respond to each email indicating that you have received the message and that you will respond fully in a timely manner.")

Proactive Team Expectations
Consider sending expectations to all of your staff to establish or remind them of expectations that apply to everyone, such as appropriate office attire or protocol when requesting vacation.

Notify your supervisor via phone/email within 30 minutes of the beginning of your work shift that you will not be in the office due to illness. (University Policy 14.8)