Managing Performance
Quick Reference Guide

Employees experience many types of performance issues including:

- **Productivity** (failure to meet time-lines; quality standards; inadequate knowledge, skills, and abilities; or performance targets).
- **Attendance** (failure to come into work, coming in late, or leaving early). For information on how to address attendance issues, review the information on Managing Attendance Issues.
- **Conduct** (failure to meet behavioral standards).

What should managers be aware of?

Every manager should be aware of the following key areas in order to successfully manage performance issues:

- Identify a performance issue
- Set clear performance expectations
- Manage fairly and consistently
- Address performance issues before resorting to discipline
- Determine appropriate discipline
- Conduct a performance issue/action plan discussion

How do I identify a performance issue?

To effectively identify performance issues, you should first understand the difference between misconduct and poor job performance. Misconduct is personal behavior that violates established rules, policies, and/or procedures. Some examples of misconduct include:

- Disrespect
- Shifting blame
- Harassment
- Falsification of records
- Fighting
- Theft
- Insubordination
- Threats of violence
- Alcohol and drug abuse
- Chronic unexcused absences. (For more information on how to address attendance issues, review the information on Managing Attendance Issues.)
- Dishonesty

Poor job performance can arise when an employee does not have the knowledge, skills, or ability to perform a job, or is unable to meet the performance expectations of the position. In other words, it is when the employee is not getting the job done.