Addressing Employee Performance Issues
Quick Reference Guide

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

1. Identifying performance issues
2. Setting clear performance expectations
3. Developing and delivering a performance improvement/action plan
4. Determining appropriate discipline

What are performance issues?
Generally performance issues fall into one of four categories: productivity, attendance, conduct and compliance.

Why should I set clear performance expectations?
It is a supervisor's responsibility to ensure that employees know what is expected of them on the job. By setting clear performance expectations, your employees will know what is expected, and you will have specific performance criteria with which to measure quality and productivity.

How do I conduct a performance improvement/action plan discussion?
Supervisors who feel that an employee's work performance is deficient and need to have a discussion with the employee about their performance should follow the guidelines in the Performance Improvement Plan Guide for Supervisor found on the HRS Employee Relations website at: http://hrs.boisestate.edu/pfm/pfmforms/pipempconf.pdf

How do I determine appropriate discipline?
Not all performance issues warrant the same disciplinary action. Management has the right to plan, organize, assign, delegate and evaluate work and to determine appropriate disciplinary action on a case-by-case basis. If the supervisor determines that a situation requires prompt disciplinary action, contact a Human Resource Services (HRS) Employee Relations Representative immediately to review the documentation, recommended action, and to assist the department with implementing appropriate actions and/or disciplinary measures.

Consult with HR
As a supervisor, you should work closely with HRS when dealing with serious performance issues. Please call a Human Resource Services Employee Relations Representative at 426-1616.