Instructions for Employee Coaching Form and Employee Discipline Form

EMPLOYEE COACHING INSTRUCTIONS

The Employee Coaching Form is used in non-disciplinary circumstances to document conversations with an employee in which the supervisor provides constructive feedback for behavior or performance that has previously been discussed informally but is still not meeting expectations.

After completing the Employee Information section of the form, mark the box in the Performance Feedback section and populate the Details section for the desired feedback. Be specific regarding the behavior, results, job responsibilities, impact, time frame, etc. Send the draft document to your HR Consultant for review. Upon return of the form from HR, sign and date it when you meet with the employee to provide the feedback. The employee will also need to sign his or her acknowledgement of receipt of the feedback. Provide a copy of the signed form to the employee, keep a copy in your desk file for the employee, and send the original signed form to your HR Consultant.

EMPLOYEE DISCIPLINE INSTRUCTIONS

The Employee Discipline Form is used in situations that have either progressed beyond coaching or are serious enough to warrant discipline. Use of this form requires prior conversation with your Human Resources Consultant to verify that disciplinary action is appropriate and at what level.

After consultation with HR, complete the Employee Information and Performance Status sections. In the Details section, provide specific information about incidents, performance, or behaviors that were inappropriate (including dates), policies or core values violated, results that were deficient in quality or quantity, etc. Describe what improvement or changes are needed for acceptable performance results or behavior. Include an appropriate time frame; for example, some behaviors may be able to be changed immediately while performance improvement may need training or other types of remediation to improve, and the time frame may be something like “within 60 days from date of the signatures” or “by the end of the semester.”

In the Supervisor Support section, list the types of support you might provide in order to assist the employee in changing behavior or improving performance. This support may be new software or an improved tool, written procedures, a new form, coaching, a peer mentor, classroom or on-job training. You should discuss this with your supervisor and/or your HR Consultant to determine the best approach to ensure success.

Send the draft document to your HR Consultant for review. Upon receipt of the approved document, schedule a meeting with the employee. Sign the document yourself and obtain your supervisor’s signature.
Meet with the employee to review the details in the documentation and obtain the employee’s signature to acknowledge that the discussion has occurred. Some employees will refuse to sign the document. If an employee refuses to sign the document, write “refused to sign” on the Employee Signature line. The employee may also want to add comments at the time of the meeting or may choose to submit them to you in the near future via e-mail or a Word document. If he or she wants to add comments later, note “See attached” in the Employee Comments section.

While meeting with the employee, establish a date to meet again for a follow-up discussion about progress toward the required changed behavior or improved work results. You may need only one follow-up meeting, or you may need several additional meetings for further feedback, questions, verification of training, etc.

Provide a copy of the signed form to the employee, keep a copy for your file, and send the original signed form to HR.

If the employee has not made the required improvement or changes in the designated time frame and after follow-up discussions, consult your supervisor and HR Consultant for appropriate next steps.