

Performance Management Checklist for People Leaders

Teammate Name:

Step 1:

No HR involvement required

This is the first step when you start to notice concerns such as consistently missing deadlines, consistently tardy, minor complaints received about a teammate, etc., **AND** no prior coaching has occurred. Follow the steps below to complete step 1.

- Set clear expectations: Have a conversation with the teammate to clearly explain the concerns and what you expect moving forward. You can reference the "Setting Expectations", "Direct Conversations - Guide", and "Providing Effective Feedback" documents for additional guidance and support.
- Document the conversation: Use "Coaching-Documentation Form - Non Disciplinary" to capture the discussion and plan moving forward.
- Send a follow up email using the "Expectation Follow-Up Email Guide-Template" to document what you discussed with the teammate.
- Create a folder for yourself, often referred to as the 'Supervisor File,' for you to store documentation regarding your teammate's performance
- Save relevant documentation in your Supervisor File, including the following:
 - Any evidence of concerns being addressed (emails, attendance record, performance issues, and anything else of importance)
 - Completed Coaching-Documentation Form
 - Follow-up email(s) sent to teammate
 - This checklist (completed)

Step 2:

No HR involvement required

This step is utilized when a pattern of behavior is established. At this point, you have set clear expectations, but the behavior continues **AND** you have already completed Step 1. Follow the steps below to complete Step 2.

- Develop a "Non-Disciplinary Performance Improvement Plan -PIP)." When creating the PIP, reference and include previously documented coaching completed in Step 1.
- Meet with the teammate: Schedule an in-person or WebEx meeting with the teammate. It is important to discuss the following during this meeting:
 - Describe your concerns to the teammate.
 - Ask the teammate for their point of view. Why is the issue continuing?
 - Ask the teammate if your expectations were unclear.

- Discuss whether issues exist that limit the teammate and how to remove those barriers.
- Present Non-Disciplinary PIP
- Set a date and time to follow up

Send a follow up email using the “Expectation Follow-Up Email Guide-Template” to document what you discussed with the teammate.

- Attach the Non-Disciplinary PIP to the email. Request the teammate sign the document and send it back to you (If Non-Disciplinary PIP was already signed during meeting, attach a copy of the signed Non-Disciplinary PIP to your email).

Save documentation in your ‘Supervisor File’ including the following:

- Any evidence of concerns being addressed (emails, attendance record, performance issues, and anything else of importance)
- Signed Non-Disciplinary PIP
- Follow-up email(s) sent to teammate

Step 3:

HR involvement is required.

This step is utilized when a pattern of behavior continues after attempts to solve the problem have not been successful. You have set clear expectations more than once, but the behavior continues, **AND** you have completed Step 1 and Step 2. This step is also used when egregious act(s) have occurred. Follow the steps below to complete Step 3:

Send all saved documentation to HR, including the following:

- Documentation from Step 1 and Step 2
- Information/documentation illustrating current concerns

If offense involves an egregious act, contact HR immediately by phone

Examples of egregious acts include allegations of being under the influence of drugs or alcohol, causing an unsafe work environment for the teammate or others, or violent behavior. This list is not all inclusive, so when in doubt, call HR immediately.

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