

Counseling and Restatement of Expectations	Counseling and Restatement of Expectations Counseling by the immediate supervisor is the initial step to mentor or coach performance. <ul style="list-style-type: none"> • Meet with the staff member and affirm expectations regarding performance. • Discuss the performance deficit or behavioral concern. • Provide a timeline and resources for improvement. • Report consequences for no improvement. • Document for an anecdotal file.
Written Reprimand	Written Reprimand At this time, the immediate supervisor may want to consult a Human Resources representative. After an investigation, follow the procedure outlined above for the counseling process, with the exception of providing documentation to the employee in a letter of reprimand. The letter should outline previous informal efforts and the current problem. Send copies of the signed letter to the department personnel file, proper University authority, and the respective Union, if applicable.
Short Suspension (or Equivalent)* Long Suspension (or Equivalent)*	Suspension or Equivalent Fully investigate the concern, followed by discussion with the employee. Summarize previous progressive discipline and the current problem, and specify the timeframe for suspension in writing. Identify further discipline and possible termination as a potential consequence for not meeting and maintaining standards for improvement. Provide copies as for the written reprimand.
Termination	Termination Termination may be necessary when discipline is not successful in improving performance. Review the work history and record of progressive discipline with proper University authority. Schedule a final meeting with the employee and conduct a meeting at which a letter of termination is provided. If necessary, the termination notice may be sent via certified mail. Provide copies as for previous disciplinary measures.

***Salary reduction cannot be imposed on professional and scientific and faculty staff, due to union contracts**

Sample Occupational Performance Issues

JR Anderson



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