# GUIDELINE TO MANAGER’S NOTES

Four major categories are considered when evaluating an employee's performance: safety, job performance, conduct, and attendance/punctuality. Supervisors will assist employees and teams in becoming successful and be an advocate for securing the resources necessary to help them deliver their best performance. Encouragement should be provided on an ongoing basis for positive performance and contribution.

Manger’s Notes are applicable to all employees, but formal write ups do not apply to temporary employees, student workers, graduate assistants, wage employees, contract staff, or to regular employees within the six-month probationary period for new hires.

## Definitions :

# Coaching

Coaching is an everyday activity supervisors use to provide necessary training, communicate expectations, help employees set career or performance goals, provide feedback, remove barriers to good performance, encourage continued efforts, promote teamwork, empower actions that meet customer needs, and offer guidance to improve efficiency and effectiveness in performing a duty or task.

**Recognition**

An important aspect of encouraging good performance is recognizing excellence and performance that exceeds expectations. Supervisors should make a special effort to acknowledge employees who have:

 performed beyond normal duties and expectations

 taken effective action in a contingency or emergency situation

 developed a safety or environmental suggestion or a cost- or work-saving idea

 provided special training or assistance to other employees

 completed a major project in a safe, cost-effective and timely manner

 attained outstanding performance in production or product quality

 maintained a good attendance record over a significant period of time

 maintained an overall satisfactory work record over a sustained period

 improved their performance

**Counseling**

One-on-one counseling is the technique effective managers use to address minor performance deficiencies, help employees return to expected levels of performance through problem-solving, and avoid the need for formal action. Counseling sessions should be recorded in the Manager’s Notes if there is an indication that the problem has continued after informal conversations to bring it to the employee’s attention, or if it is reasonable to believe that the employee’s failure to resolve the problem could result in use of the formal notice system. Supervisors should counsel employees when they have begun to develop a safety, job performance, conduct, or attendance problem. The objective is to help the employee recognize that a problem exists and to develop effective solutions.

# INFORMAL NOTICE AND GUIDANCE

Encouragement and recognition may be given verbally, or in writing. Coaching, counseling, and recognition activities that go beyond normal day-to-day guidance and communication, or those events significant enough that the employee is likely to recall them at a later time, will be recorded in the Manager’s Notes. Employees never sign the management notes. Manager’s Notes are kept by the manager and not put into the employee’s personnel file, unless attached as part of documentation to a formal notice document, such as a personal conference or written reprimand.

**Manager’s Notes**

Documentation of contact with an employee is done at the supervisor’s discretion. However, Manager’s Notes are provided as an informal working reference file to assist the supervisor in tracking significant employee performance. The notes should include information in three general areas: first, employee recognition communications by the supervisor; second, coaching communications from the supervisor; and third, counseling communications the supervisor made with the employee. When supervisors wish to document these communications, they should keep notes about the time, date, and subject of the contact sessions in the Manager’s Notes for each individual employee. This should be done if the subject is notable, an ongoing issue, or a problem serious enough that formal action could result unless there is immediate improvement. The Manager’s Notes becomes a resource for writing annual performance reviews, recommending raises or promotions, and making other personnel decisions. It also documents counseling related to performance problems.

The Manger’s Notes should be reviewed with the employee at least semi-annually and noted on the log. It should be an important source of information to assist the supervisor in discussing the progress of the employee. It should also be a management and planning tool to assist the supervisor and employee in devising a development plan for the future.

Supervisors will review the Manager’s Notes with their managers on a quarterly basis. A statistical recap of the Manager’s Notes will be reported to each department head on a quarterly basis on forms provided by the department.

No entry in the Manager’s Notes should be made unless it represents a synopsis of actual communications made with an employee. Employees may see or obtain a copy of the Manager’s Notes the supervisor is keeping for them. To do so, the employee should request an appointment with the supervisor at a mutually agreeable time.

The Manager’s Notes always remain with the originating supervisor. A copy of the Manager’s Notes is attached to all formal written counseling documentation when the seriousness of the behavior requires starting notice at these levels. If the employee leaves or is transferred, the Manager’s Notes are handled according to the TAMUS Retention Schedule.