**Guideline for Completing the**

**Performance Counseling Guide (PCG)**

Supervisor completes pages 1&2 of PCG, *except for employee response*, in preparation for performance counseling with employee. When completed, the PCG should then be used as a guide to conduct the actual discussion with the employee.

# General Information

* Fill in required information.

# PRE-MEETING PREPARATION

# Brief description of general problem

* Describe the performance in general terms.

# Date(s) of previous counseling about this issue

* Describe informal and formal discussions and their dates.

# Is employee currently in active formal discipline?

* Enter formal discipline and dates, if applicable.

# Expected performance

* Define expected performance in specific, measurable, action-oriented, realistic and timely terms (SMART).
* Refer to job description.

**Actual performance**

* Use specific, behavioral terms; do not express judgments.
* Remember - stick to the facts!

**Organizational effect if poor performance continues**

* What will be the effect on the organization if performance continues?

Example: Productivity, teamwork, service, department goals, burden on co-workers, etc.?

# Individual effect if poor performance continues

* What will be the effect on individual if performance continues?

Example: It jeopardizes future merit raises or promotions and may result in further disciplinary action up to and including termination.

# Other factors to consider in evaluating this issue

* Check-off any factors related to the performance issue that you will consider in evaluating this issue.

# Impact of these factors on my decision

* Describe how your decision has been affected by these factors.

**This conversation is *intended* to be…**

* Based on the information you have prior to your discussion with employee, determine what action seems appropriate for the situation. Other factors may be revealed during the conversation that cause you to alter your choice.
* If Written Reprimand, Temporary Suspension, Demotion and/or Salary Reduction, or Termination, get appropriate authorization before conducting counseling.

# Key questions to ask during the discussion

* Determine if other questions are needed based on the information you have prior to the discussion.

**DURING THE PERFORMANCE DISCUSSION**

To set the tone for the discussion, invite the employee into your office or an area that will be private, quiet, and non-distracting for both of you.

* Assure the employee that you are going to discuss ways to help them improve performance and that you appreciate their willingness to participate. Remember to keep the conversation on a mature and friendly level. The intent and emphasis is to help the employee succeed.

Arrange to have another supervisor present for the meeting, if desired.

* It is important to make sure that this supervisor is an observer only and does not participate in the discussion.

Refer to the points listed in your Pre-Meeting Preparation notes above as you discuss the performance problem with the employee.

* Pause after each point and ask the employee for comments.
* Write the comments/responses of the employee in the Employee Response areas on pages 1&2.
* Be as accurate as possible in capturing the employees words and meaning as you review the performance issue.

*Proposed* Employer and Employee action plan agreement (pg. 2)

* Ask employee for ideas to resolve the performance problem but be prepared to offer suggestions.
* Agree on a plan of action.
* Record the plan of action on page 2.
* Reinforce the employee’s responsibility to follow the plan and to correct poor performance.

Indicate whether the employee agreed to take ownership and recognized there is a problem

* Gain agreement about the nature of the performance problem.
* Referring to pages 1&2, discuss with the employee the expected and actual performance, and the organizational and individual effects of continued behavior.
* You are asking the employee to *acknowledge* that the performance is a problem and *understand* how the performance affects job/others.

# FOLLOW UP MEETING NOTES

Complete this section if, for any reason, your counseling session with the employee is interrupted. An interruption may be necessary, for example, if the employee becomes too emotional to continue the discussion, or if information is revealed that requires additional fact-finding.

**Date/time of follow-up counseling**

**Location**

**Agency management representative present**

* Enter the required information

# Significant issues raised during the discussion

* Note any issues such as training or retraining, process problems, obstacles, or other concerns that may affect work performance and the action plan.

***Revised* employee/employer action plan**

* Record the action plan as revised and as agreed to by employee and you.
* Revisions will take into account significant issues raised during discussion.
* Record the plan of action on page 3.
* Reinforce the employee’s responsibility to follow the plan and to correct poor performance.

**This conversation was…**

* Check-off the appropriate formal discipline indicated by counseling session.

CLOSE THE DISCUSSION

**Additional comments**

* Record any comments that you or the employee feels are relevant to the discussion and action plan agreement but have not been covered in the discussion so far.

Follow-up plans (Supervisor’s)

* Agree to where, when, and how follow-up will take place.
* Let employee know you will be monitoring performance and providing appropriate and periodic feedback on progress to the employee during the active discipline period.
* Review the decisions and agreements of action plan and follow-up.
* Confirm the employee’s understanding of expectations.
* Express your confidence in the employee’s ability to meet the requirements of the action plan.
* Explain you will finish writing the notes of the discussion and will give them a copy.
* Discuss the procedure, whether they will wait while you finish the notes (probably in another room) or leave and return.

# Following the Discussion

* Prepare the documentation (employee memorandum and/or signed authorization, if needed).

Note: If counseling does not result in formal action, the Performance Counseling Guide is considered a supervisor’s working notes for the purpose of conducting the discussion.

* Complete signature page and give employee a copy of the PCG or the appropriate memorandum
* For more information refer to ([Texas A&M AgriLife Human Resources: Employee Assistance Program](https://agrilifeas.tamu.edu/hr/about-us/eap/)) or <http://www.guidanceresources.com/>.
* Signed original to employee’s personnel file.