



SECTION: HR
TOPIC: EMPL PERF 01
PROBLEMS
JANUARY, 2025

ADMINISTRATIVE PRACTICES MANUAL

SUBJECT: EMPLOYEE PERFORMANCE PROBLEMS - CORRECTIVE ACTIONS

1. Appointing Authorities are encouraged to assign their managers to attend supervisory training programs that deal with performance issues. If an appointing authority needs assistance in identifying performance training programs they should contact the Employee Relations Division.
2. One of the first and most important responsibilities of a supervisor is to be a supportive coach of employees, particularly those trying to improve their performance.
3. It is the responsibility of a supervisor to identify and assist employees in correcting any performance deficiencies with the appropriate counseling, training, or the utilization of the Employee Assistance Program.
4. The goal of all actions should be to assist employees in overcoming any performance deficiencies they may have, not to punish them.
5. Constructive actions such as counseling, training programs and, when appropriate utilization of the Employee Assistance Program should be explored before attempting to correct performance deficiencies through disciplinary action. There will be exceptional instances when performance deficiencies are of such magnitude that immediate disciplinary action must be taken. Immediate disciplinary action to correct performance deficiencies is necessary in cases where the performance deficiencies are of imminent danger to life or property.

END OF POLICY



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Forms Needed:
Coaching Note

RESPONSIBILITY

ACTION

Supervisor

1. Identify employee performance issues.
2. If problems exist, schedule a meeting with the employee to indicate the areas of concern and to discuss a program to address the deficiencies. (No employee group/union representative is allowed at this type of meeting). The program may involve in-service training, study sessions, up to 100% supervisory review of work performed, periodic counseling, referral to an employee assistance resource, etc.
3. Prepare a coaching note to the employee documenting that a meeting was held and indicating the performance issues discussed. The coaching note should also specifically state that a program has been worked out for the employee with timetables for accomplishment of objectives designed to improve the deficient performance. Copies of the coaching note should be sent to the department head or designee, employee group representative and to the Employee Relations Division for filing in the official Personnel file. (See Example)
4. Monitor closely the employee's performance to determine if additional assistance is required.
5. If a supervisor cannot resolve the performance issues of an employee, they should contact the Appointing Authority or designee.

Appointing Authority/Designee

6. Review the performance issues and consult with the supervisor concerning a course of action. An Employee Relations Division staff member is also available for such consultation.



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RESPONSIBILITY

ACTION

Appointing Authority/Designee

7. If appropriate, initiate a course of action at this point following disciplinary procedures outlined in this manual, or consider alternatives for individuals unable to perform, such as a mutually agreed upon transfer or demotion, to jobs they can perform, or resignation.

END OF PROCEDURE



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EXAMPLE

SUBJECT: COACHING NOTE

Dane County Coaching Note

(Performance Reasons - Non-disciplinary)

NAME OF EMPLOYEE:

EMPLOYEE WAS COACHED FOR:

Date

Supervisor Signature

To the Employee:

1. A copy of this note will be placed in your personnel file.
2. You have the right to review or authorize a representative or the employee group's representative to review your personnel file and to respond to items contained therein as provided by Wisconsin Statute 103.13.
3. Your signature below reflects only that you have received a copy of this document.
4. Coaching notes shall become invalid after one (1) year and will be removed after one year of the issue date.
5. Badger Prairie coaching notes can only be written, signed, delivered and discussed by management level supervisors.
6. Coaching notes are not grievable.

Date

Employee Signature

Cc: Employee Relations, employee group's representative, if any, within twenty-four hours of being issued to employee.