

MANAGING EMPLOYEE PERFORMANCE

Investigative Meeting Worksheet

Review what you currently know about the performance problem(s):

1. Describe the performance and/or behavior(s) that are currently being observed (use **objective**, **non-evaluative** language to describe). Include a description of the specific outcomes/impacts on the team, department or manager.

2. List specific evidence and/or documentation about the above performance problem (productivity reports, member complaints, observations.)

3. Describe the standard of performance expectations. Identify supporting documents that describes this standard (i.e. workplace norms, policies, expectation memos or past disciplinary actions, or other signed documents where the expectations/standards have been communicated.)

4. Describe actions taken in the past (i.e. development, feedback and corrective actions) to ensure employee can meet performance expectations. Pull together all documentation related to these actions.

Before you start an investigation, be clear about what your intention is by answering the following:

5. What is my overall goal in this investigation? How will I articulate this to the others?

6. How will I analyze the performance problem to insure understanding of root cause?

7. Who could contribute to my understanding of this issue? Make a list of witnesses.

8. Do I believe this could result in a disciplinary action? If so, what do I need to do to insure that the staff member's **Weingarten Rights** are protected?

9. Do I have a thorough **list of questions** that will help create an accurate, fair and thorough investigation outcome for this issue? List these questions here:

10. Do you need support and/or consultation with HRS or your manager?

Initate an effective investigatory meeting with the employee and witnesses. It is important to have face to fact meetings to monitor non-verbal reponses. Use the following checklist:

Witnesses		Employee	
	Use good meeting skills -warm greeting, eye contact, clarify purpose. Prepare documentation and be prepared to document content.		Use good meeting skills -warm greeting, eye contact, clarify purpose. Prepare documentation and be prepared to document content.
	Describe why you are meeting with the witness and review confidentiality issues.		Paint a clear picture of the behaviors using non-judgmental words. (See #1 above)
	Confirm that they have first-hand knowledge of the performance concern.		Confirm that the employee understands performance expectation?
	Ask them to tell what they observed.		Invite their perspective.
	Be prepared with a list of questions that help clarify the facts, circumstances and behaviors.		Be prepared with a menu of possible solutionsbut don't lead with them. Ask questions about their ideas first. If no response, bring up an idea and ask their input. Be clear about your 'bottom line'.
	What questions does the witness have and can you address them?		What questions does the employee have and how can they be addressed? Assess and explore their readiness to change.
	Review your notes with them and have them sign your notes.		Describe next steps.
	Describe next steps.		Document meeting.