TIPSHEET: Successful Performance Assessments During the Corrective Action Plan

The manager’s responsibilities:

- **TIME** – An employee in a corrective action performance situation is going to require a lot of your time. It is your responsibility to have regularly scheduled meetings with the employee and to make the meetings a priority. Although it may be necessary to change appointments at times, constant shifting and cancellation of these meetings might suggest that they are not important to you.

- **FEEDBACK** – Provide specific actionable feedback throughout the process. This is part of your normal responsibilities in providing effective supervision; however, it becomes very important now.

- **CLARITY** – It is important that the employee stay focused on the specific performance gaps that are to be addressed. Continue to remind them of the areas they should be working on improving. One way to do this is to keep the plan in front of them. Use it as the platform for your check-in meetings. Make notes on the plan itself during your meetings. Make sure you always discuss where the employee stands against the plan.

- **RESOURCES** – Within reason, there may be need for some training or other specific development activities to ensure the employee’s accomplishment of the plan. It is the Managers’ role to help identify the available resources and encourage the employee to take advantage of them.

Here is a suggested discussion agenda for the in-process review meetings:

- State the purpose of the meeting.
- Get out your copy of the plan.
- Explain that to keep track of progress you will be referring back to the plan itself and keeping meeting notes.
- Review any relevant action items emerging from your last meeting.
- Refer to the plan step through each area:
- Update the status of any deadlines or milestones which have occurred since the last meeting
- From the employee’s perspective - What has the progress been in this area?
- Share your own observations about the area.
- Provide positive reinforcement for progress.
- Be honest and very clear about continuing area(s) of concern, if any.
• Share why you think there has been improvement or lack of improvement. For example, what have you observed to lead you to believe that it is or is not improving.
• Go back and review the plan in aggregate and discuss your sense for the direction it is heading – Are things moving in the right direction? Why, why not?
• Ask how the employee has been feeling about their progress. If the employee presents an unrealistic view, clarify for them where they stand.
• Make sure there are no misperceptions, favorable or unfavorable, about the progress.
• Ask if there are any other items relevant to the employee’s performance that you need to discuss.
• Add and discuss any items – provide as much feedback as you can.
• Ask if there is anything else you can do to help, and be prepared to help, within reason.
• Referring to your notes and the plan, summarize and go over follow-up items.
• Discuss your next scheduled meeting – check calendars to verify.
• Discuss your expectations for the next meeting – including upcoming deadlines and milestones
• Provide encouragement.
• Remind them that this plan can be accomplished and that you are here to help.
• Assure them that your goal continues to be to help them improve their performance.
• Invite them to stop in if they need you before the next meeting.