

MANAGEMENT GUIDE - UNSATISFACTORY JOB PERFORMANCE

Policy Authority – [SHRA Disciplinary Policy](#)

The Office of Human Resources - Progressive Discipline Recommendations

Note: This guidance should only be used to address work performance (work performance that does not meet expectations), not personal conduct or behavioral concerns. This document applies to SHRA employees only and provides practical steps to address employee performance in a clear and consistent manner. It outlines recommended actions from Human Resources, but it does not include every possible option or scenario. Managers should use these recommendations along with their judgment, university policy, and consultation with HR when needed.

STEP 1: IDENTIFY THE PROBLEM

Unsatisfactory job performance means work-related performance that fails to satisfactorily meet job requirements as set out in the relevant job description, work plan, or as directed by management. In other words, the employee is underperforming.

Below are the policy criteria used to determine if an employee is not fulfilling their job requirements satisfactorily:

1. Failure to produce work of acceptable quality, accuracy, quantity, timeliness, or by established deadlines.
2. Deficiencies in performance as required in the work plan or as noted in the performance evaluation.
3. Inability to follow instructions or procedures, poor judgment, weak analysis, or flawed decision-making.
4. Insufficient or inappropriate customer service, service delivery, or teamwork.
5. Misuse or abuse of fiscal resources, including wasteful use of state resources.
6. Absenteeism, tardiness, or other abuses of work time.
7. Any other factors that, in the opinion of the supervisor or manager, are appropriate to determine whether an employee's performance constitutes unsatisfactory job performance.

STEP 2: BEGIN THE PERFORMANCE MANAGEMENT PROCESS AND ENGAGE THE EMPLOYEE

If an employee does not meet job requirements as outlined above, begin by **documenting** your concerns in writing through a documented counseling session. You may use multiple methods to capture concerns. Choose a method that has a date and time stamp of the concerns you documented (ex. email to yourself or to HR).

STEP 3: CONDUCT A DOCUMENTED COUNSELING SESSION IN WRITING

The first step in addressing unsatisfactory job performance is for the supervisor or manager to provide the employee with **documented** feedback on the areas that require improvement. A Documented Counseling Session (DCS) communicates the performance expectations in writing and outlines the actions needed to correct the deficiencies.

This document should include the following:

1. Goals with performance tasks designed to meet them.
2. Clear deadlines or timelines to complete those tasks.

3. Workplace behaviors, if applicable.
4. A specific follow-up date for the supervisor or manager to assess progress.

To obtain a DCS template please contact the Office of Employee Relations (employeerelations@nccu.edu). Once a draft is completed, but before it is issued, submit it to the Office of Human Resources – Employee Relations for review and approval.

STEP 4: IF NO IMPROVEMENT, ISSUE THE FIRST WRITTEN WARNING (FIRST FORMAL DISCIPLINARY ACTION)

If performance does not improve and the employee fails to meet the expectations outlined in the DCS, issue a written warning.

Written warnings must include:

1. A clear statement that it is a written warning, not a non-disciplinary process such as counseling.
2. A description of the specific issues forming the basis for the warning.
3. The specific improvements required to address these issues.
4. The time frame allowed for making the required improvements or corrections. Absent a specified time frame, 60 days will be allowed for unsatisfactory job performance.
5. A statement of the consequences of failing to make the required improvements or corrections.

To obtain a written warning template please contact the Office of Employee Relations (employeerelations@nccu.edu). Once a draft is completed, **but before issuance**, submit it to the Office of Human Resources – Employee Relations for review and approval.

STEP 5: IF NO IMPROVEMENT, ISSUE THE SECOND WRITTEN WARNING (SECOND FORMAL DISCIPLINARY ACTION)

If performance does not improve after the first written warning, issue a second written warning or a higher level of disciplinary action. Human Resources recommends a second written warning.

Ensure the written warning includes the information outlined in Step 4. To obtain a written warning template please contact the Office of Employee Relations (employeerelations@nccu.edu). Once a draft is completed, **but before issuance**, submit it to the Office of Human Resources – Employee Relations for review and approval.

STEP 6: IF NO IMPROVEMENT, STRONGER ACTION IS ALLOWED (DISMISSAL, DEMOTION, SUSPENSION)

If performance does not improve after the second written warning, the supervisor may take stronger action, up to and including dismissal. Contact the Office of Human Resources (employeerelations@nccu.edu) to discuss appropriate next steps.