

MANAGEMENT GUIDE

SHRA PROBATIONARY EMPLOYEE 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 Probationary Performance Notice (PPN) Template Outline communicates the performance expectations in writing and outlines the actions needed to correct the deficiencies.

This document should include the following:

1. *Description of Performance Deficiency* – Provide a description (only as detailed as needed) for both you and the employee to understand the deficiency that was discussed during the counseling session. Provide a brief summary of the conversation.
2. *Example(s) of Performance Deficiency* – Provide several examples or group the examples based on the deficiency – if you are referring to an incident or an email, make sure you include the date of the incident or email and a brief description.

Note: Examples should be from the last 30-45 days.

3. *Negative Consequences of Performance Deficiency* – A brief description of how this performance deficiency negatively impacts the employee's performance, co-worker's performance, your performance, regulatory compliance, and/or the reputation of your group with faculty or other units in the University – recap how this was discussed during the counseling session.
4. *Employee Response(s) to Performance Deficiency* – Describe what the employee said and/or did during the counseling session when presented with the supervisor's concerns about the performance deficiency.
5. *Required Corrective Action(s)* – This element is very important – list the specific actions you expect the employee to take to correct the performance deficiency and provide the timeline for correction.

To obtain a PPN 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, STRONGER ACTION IS ALLOWED (DISMISSAL, DEMOTION, SUSPENSION)

If performance does not improve, 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.