

# Corrective Action

## A Quick Reference Guide for University Supervisors of WFSE Represented Employees

### What is it?

Corrective action is not discipline and is focused on improving the employee's performance, attendance or conduct. Corrective action involves verbal or written communications from the supervisor to the employee that are designed to assist the employee in correcting the performance, attendance or conduct concerns. Corrective action is not discipline and does not require compliance with investigative guidelines.

### When do I use it?

As a supervisor, you should be constantly monitoring and offering feedback to employees. Corrective action should take place as soon as you become aware of an issue.

### How do I do it?

It's as simple as reminding the employee that there is a standard or expectation in place; that they failed to meet or somehow violated the standard; and that they need to improve or further possible consequences may ensue. It can be done verbally or in writing, depending on how egregious the behavior was. Specific approaches include:

- **Informal discussion:** Meet with the employee privately and inform them of what the issue is, how you became aware of it, and what they need to do to correct the situation. This should be a collaborative process. After the discussion, you should send the employee a follow-up email summarizing the discussion, copies of which would go into the Supervisor's file and to HR/Labor Relations.
- **Facilitated discussion:** If you and your employee are having a difficult time communicating, a higher authority may require the employee to meet with their supervisor and discuss the issues to improve communication. The outcome of the discussion should be documented.
- **Clarification of expectations:** This is a letter reinforcing or clarifying expected standards or policy. When you deliver a letter of this nature to an employee, discuss the matter and ask them to sign for receipt. The employee receives a copy, with a copy to the Supervisor's file, employee's personnel file and Labor Relations.
- **Verbal coaching:** Similar to an informal discussion, but offers more direction and guidance. Rather than trying to diagnose the situation and come to a shared understanding, you would use verbal coaching to explain to the employee precisely how you want them to accomplish a particular task or meet a specific expectation.
- **Letter of counseling:** This type of letter is more direct. It states the standard, expectation and/or policy, how the employee violated or failed to meet the standard, expectation and/or policy, and what the consequences might be if the employee does not correct the issue. When you meet with the employee to discuss and deliver this letter, have them sign for receipt. The employee receives a copy, with a copy to the Supervisor's file, employee's personnel file and Labor Relations.
- **Performance improvement plan (PIP):** A PIP is a roadmap to improving an employee's performance, quality of work, timeliness of work, method and manner of execution (such as using a specific type of technology) and the like. A PIP is not meant to address misconduct, rather performance issues or deficiencies. When you meet with the employee to discuss and deliver this letter, have them sign for receipt. The employee receives a copy, with a copy to the Supervisor's file, employee's personnel file and Labor Relations. You should meet with the employee regularly during the course of the PIP timeframe to discuss performance and progress.

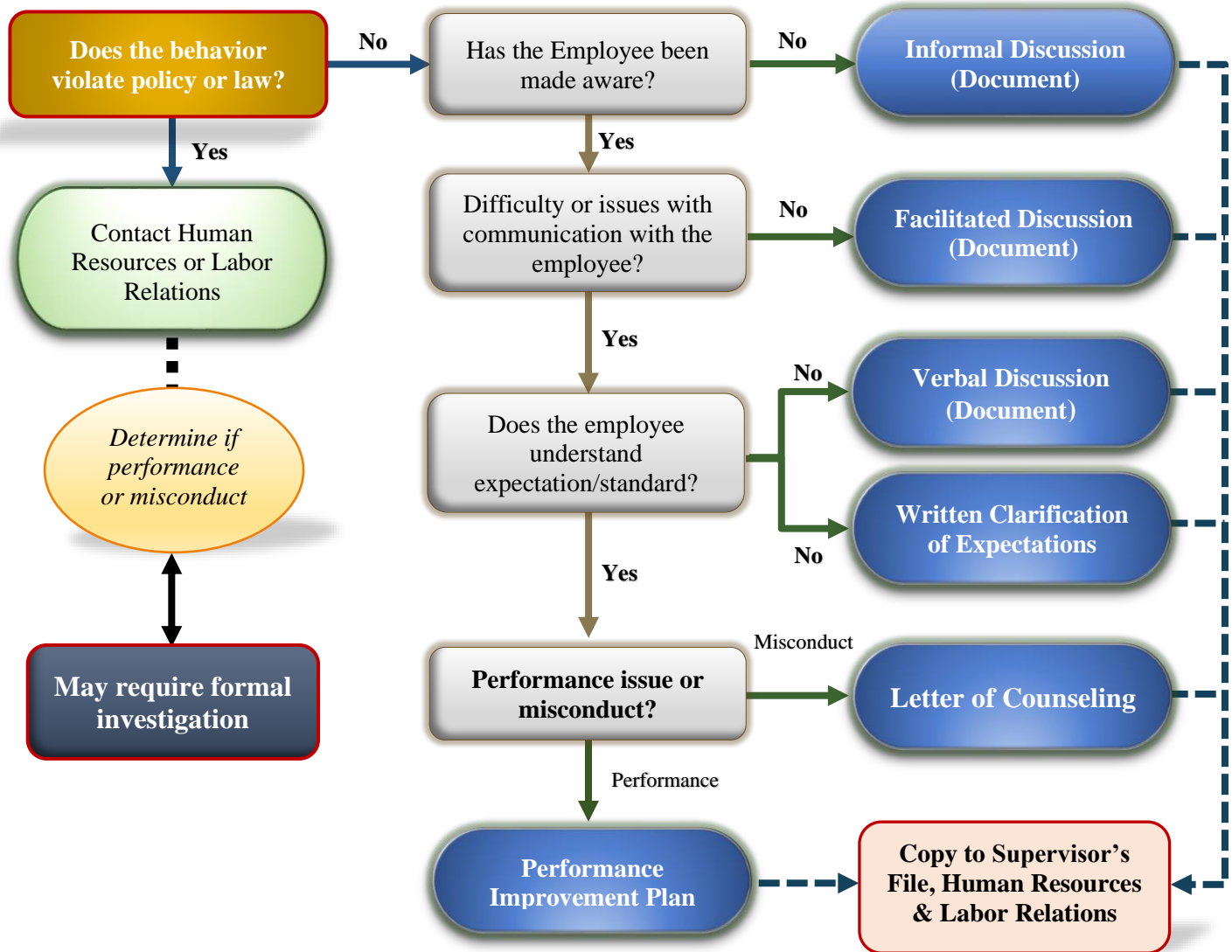
There are Word templates for each of these on the Human Resources/Labor Relations webpages, here:

<https://inside.ewu.edu/hr/supervisor-tools/>

For additional information, you may call Spenser Ross, Labor Relations Manager, at x2233

## WFSE Corrective Action Process Flow

*Not a requirement – contact Labor Relations*



37.1 Constructive Action. Constructive Action is not discipline and is focused on improving the employee's performance attendance or conduct. Constructive action involves verbal or written communications from the supervisor to the employee that are designed to assist the employee in correcting the performance, attendance or conduct concern. Non-disciplinary constructive action includes informal discussions, clarification of expectations, performance improvement plans and coaching and counseling letters. Constructive action does not require compliance with the investigative guidelines. Constructive action may not be challenged through the grievance procedure in Article 40.

37.1.1 Informal discussions, clarifications of expectations, and/or performance improvement plans will be documented to the supervisor's working file. Supervisor's documentation may be used for reference in discipline if the performance, attendance or conduct does not improve. Employees will be provided with a copy of the clarification of expectations or performance improvement plans.

37.1.2 Changes to expectations and/or coaching and counseling letters will be provided to the employee with a copy to the personnel file. Coaching and counseling letters will be removed from their personnel files as described in Article 15.4.