

# Performance and Behavior Discussion Guide for Supervisors

This Discussion Guide is designed to support supervisors with conducting conversations regarding performance and behavior concerns.

Supervisors are expected to address concerns consistently and at the onset of any employee performance or conduct deficiencies through coaching, counseling, additional training and supervision. Discussing concerns with your employee and providing available resources for improvement builds accountability and demonstrates consistency.

Please note that, if more than a discussion is needed, supervisors must consult with their director, organizational development and human resources, prior to the implementation of disciplinary action to ensure equitable processing of corrective actions and in accordance with specific position regulations.

As you prepare to meet with the employee regarding performance or behavior concerns, use the following guide to help streamline the conversation.

## Open

State the purpose of the discussion, specifically highlighting performance and/or behavior concerns you have observed or that have been brought to your attention.

- » Encourage open and robust dialogue.
  - Try opening the conversation with, “I would like the opportunity to discuss some recent observations and get your perspective” or “I would like the opportunity to discuss some recent concerns that were brought to my attention and get your perspective.”
- » Be timely, specific and consistent. Critical feedback should be given as soon as possible.
- » Provide specific examples that validate the concern and explain how the performance and/or behavior concern is affecting the department (i.e. delegation of work, decrease in productivity, etc.).
- » Tie examples to expectations outlined in the employee’s job description and employee/supervisor competencies.
- » Acknowledge the sensitivity of receiving the feedback.
- » Be prepared for the employee to not be receptive to the feedback.
  - Use your discretion to pause the meeting to allow the employee an opportunity to gather thoughts before reconvening.
- » Use “I” statements as opposed to “you” statements.
  - “I observed this...”
- » Effective feedback focuses on specific behavior/performance observations, not the person or their intentions.
- » When applicable, reference previous conversations of a similar nature.

## Listen

Allow the employee the opportunity to respond to the concerns raised.

- » Is there a root cause or influencing factors, expectations not clearly communicated, training gaps, etc.?
- » Understand that the employee may share something affecting his or her personal life that is influencing his or her work.
  - When applicable, refer to other resources (Employee Assistance Program, Leave and Access resources such as the Family and Medical Leave Act (FMLA), Americans with Disabilities Act (ADA), Workers’ Compensation or other resources).
- » Ask clarifying questions to ensure mutual understanding.
- » Solicit feedback from the employee on ways you can support them.

## Clarify

Clearly describe your expectations for moving forward.

- » Refer to performance standards outlined in the job description, department goals and other policies and procedures when explaining expectations.



**Resources**

Outline specific tactics to facilitate improvement.

- » Tasks could include Valencia EDGE courses, external training, job shadowing or other training opportunities.

**Closure of Discussion**

Reinforce that you want the employee to be successful in their role but that your responsibility as a supervisor is to address performance/behavior concerns at the earliest opportunity.

- » Acknowledge that due to these concerns, you wanted to have a conversation to make the employee aware of performance/behavior concerns, reinforce expectations, engage in dialogue and use this information to help you make an informed decision regarding next steps.
- » Obtain the employee’s commitment or acknowledgement for improvement.



**CONTACT**

For additional support/guidance, contact Organizational Development and Human Resources at 407-582-5000, extension HR4U, email HR4U@valenciacollege.edu.

**RESOURCES FOR MORE INFORMATION**

**Employee Dispute Resolution Policy:** 6Hx28:3K-09

**Employee Relations (ER)**

Lauren Kelly  
 Director, ER  
 Phone: 407-582-8125  
 Email: lkelly22@valenciacollege.edu