

MANAGING EMPLOYEE PERFORMANCE

Investigative Meeting Worksheet

Review what you currently know about the performance problem(s):

1. Describe the performance and/or behavior(s) that are currently being observed (use **objective, non-evaluative** language to describe). Include a description of the specific outcomes/impacts on the team, department or manager.
2. List specific evidence and/or documentation about the above performance problem (productivity reports, member complaints, observations.)
3. Describe the standard of performance expectations. Identify supporting documents that describes this standard (i.e. workplace norms, policies, expectation memos or past disciplinary actions, or other signed documents where the expectations/standards have been communicated.)
4. Describe actions taken in the past (i.e. development, feedback and corrective actions) to ensure employee can meet performance expectations. Pull together all documentation related to these actions.

Before you start an investigation, be clear about what your intention is by answering the following:

5. What is my **overall goal** in this investigation? How will I articulate this to the others?
6. How will I **analyze** the performance problem to insure understanding of root cause?
7. **Who** could contribute to my understanding of this issue? Make a list of witnesses.

8. Do I believe this could result in a disciplinary action? If so, what do I need to do to insure that the staff member's **Weingarten Rights** are protected?

9. Do I have a thorough **list of questions** that will help create an accurate, fair and thorough investigation outcome for this issue? List these questions here:

10. Do you need support and/or consultation with HRS or your manager?

Initiate an effective investigatory meeting with the employee and witnesses. It is important to have face to face meetings to monitor non-verbal responses. Use the following checklist:

Witnesses	Employee
<input type="checkbox"/> Use good meeting skills -warm greeting, eye contact, clarify purpose. Prepare documentation and be prepared to document content.	<input type="checkbox"/> Use good meeting skills -warm greeting, eye contact, clarify purpose. Prepare documentation and be prepared to document content.
<input type="checkbox"/> Describe why you are meeting with the witness and review confidentiality issues.	<input type="checkbox"/> Paint a clear picture of the behaviors using non-judgmental words. (See #1 above)
<input type="checkbox"/> Confirm that they have first-hand knowledge of the performance concern.	<input type="checkbox"/> Confirm that the employee understands performance expectation?
<input type="checkbox"/> Ask them to tell what they observed.	<input type="checkbox"/> Invite their perspective.
<input type="checkbox"/> Be prepared with a list of questions that help clarify the facts, circumstances and behaviors.	<input type="checkbox"/> Be prepared with a menu of possible solutions...but don't lead with them. Ask questions about their ideas first. If no response, bring up an idea and ask their input. Be clear about your 'bottom line'.
<input type="checkbox"/> What questions does the witness have and can you address them?	<input type="checkbox"/> What questions does the employee have and how can they be addressed? Assess and explore their readiness to change.
<input type="checkbox"/> Review your notes with them and have them sign your notes.	<input type="checkbox"/> Describe next steps.
<input type="checkbox"/> Describe next steps.	<input type="checkbox"/> Document meeting.