Coaching and Corrective Action
WORKSHOP OBJECTIVES

• To familiarize you with SCC’s procedures

• To Understand when Coaching and Corrective Action is appropriate and how to use it effectively

• New forms for Corrective Action – Performance and Conduct

• Learn how to identify and address employees performance and conduct issues
FIRST STEP TO COACHING

Coaching is a ______________________________

It involves:

- Letting employees know, in a __________ way that their performance or behavior is not acceptable.
- _________________ why the problem exists.
- Coming to a ____________ understanding.
- Explaining what needs to ________ and how to accomplish it.

TRUTHS OF COACHING

Truth One:

Know what motivates people.

Truth Two:

Your goal is for employees to succeed.

Truth Three:

Deal with problems early!
COACHING AND CORRECTIVE ACTION

Unsatisfactory Performance

The failure or inability of an employee to satisfactorily perform assigned duties to standards set by the company.

Unsatisfactory Conduct

Action taken by an employee that is unacceptable which may or may not be related to their job duties (theft, fighting, harassment, absences).

Stages of Corrective Action

There are FIVE stages to Correcting Conduct and Performance. However, depending on the conduct or performance, these steps may not follow in this order or start with the lowest level of corrective action.

- IN-SERVICE TRAINING and COACHING
- COUNSELING
- WRITTEN COUNSELING
- FINAL COUNSELING
- TERMINATION

Probationary Period

When an employee receives counseling, written counseling or final counseling they will be put on a probationary period. If the team member repeats the unacceptable conduct/performance during this probationary period, he/she will be subject to further corrective action, up to and including termination.

If an employee is within their first 90 days of employment, management is expected to make a decision as to whether this is the proper fit for SCC and the employee.

Prior Counseling’s

Even after the expiration date of a probationary period, prior corrective actions may be considered in determining whether the employee knew, or should have known, that the conduct was unacceptable.
Choosing the Level of Corrective Action

Make sure the Counseling fits the offense. Do not terminate employment for being late 5 minutes one time and do not coach someone who has physically abused a resident.

Suspension

Temporary Suspension is designed to be used as a measure in emotionally charged, sensitive or potentially sensitive circumstances (harassment, theft, fighting, Abuse) to remove an employee from the premises until a prompt investigation is completed and it can be determined what corrective action, if any, should be taken. Suspension is not typically used as discipline. Suspensions should be investigated immediately and a decision should be made within 5 days if possible.

Consistency

Consistency is a key to Coaching and Corrective Action. Each Department within each Facility should set the standards that all employees are going to be held accountable to.

Have your HR/Payroll Coordinator keep an Excel spreadsheet of who is coached and counseled and what stage they are at in their counseling.

Before administering the corrective action

- Meet with Facility Administrator/manager to determine if corrective action is appropriate
- Work with HR to prepare appropriate documentation for corrective action
- Document results of the meeting and follow up with your administrator/manager
ANALYZING THE PROBLEM

1. Identify the problem
   Ask yourself the following:
   - Does the employee know what they are doing/not doing
   - What is the impact on the team?
   - Does the employee know their performance is unsatisfactory?
   - Does the employee know how serious the issue is?

2. Clarify issues that may be contributing to the problem
   Ask yourself the following:
   - Does the employee know what is supposed to be done and when?
   - Have you clearly communicated expectations for performance?
   - Have you given precise deadlines?
   - Does the employee know how to do the job?
   - Are there obstacles beyond the employee’s control? If so, have you discussed ways to review them?

3. Prepare for the coaching session
   Specifically define the problem
   - List specifically what the employee needs to do to improve performance

4. Coach the employee about his/her performance
   Inform the employee what the problem is
   - What needs to change and how they can improve
   - Ensure the employee understands the consequences of improving/not improving performance
   - List specifically what the employee needs to do to improve performance
   - Set dates for follow up conversations

5. Document results and follow up
   Document specific behaviors you observe
   - Keep e-mails and status notes relating to the issue
   - Give team member specific feedback regarding improvements, concerns you have and your expectations
COACHING SESSION PREP SHEET

In preparation, think through the following and make some notes.

- Specifically, the problem is:

- Specific examples to support these observations are?

- How I feel about this situation is:

- How I will get the employee agreement that a problem exists:

- The steps to correct this are:

- The positive consequences for making the change are:

- The negative consequences for not complying are?

- Follow-up steps I’ll take and feedback I’ll give are:

- Reactions I can expect from this employee?
PREPARING FOR THE DISCUSSION

- Hold it in some private place so the conversation cannot be overheard.
- Don’t have a third party present if at all possible.
- Take steps ahead of time to insure there are no interruptions, phone calls, etc.
- Allow as much time as it will take so you don’t have to end the discussion before you’ve completed it.
- Don’t start the meeting until you are able to control your emotions.
- Have a specific description of the problem behavior to be discussed.
  - If you are going to talk about tardiness, have accurate information, such as the specific incidences of lateness and the amount of time late, compared to scheduled work days.
- Be prepared to explain logically the importance of doing it right and the impact of doing it wrong.
- Decide ahead of time what minimum action you’ll accept as a result of this meeting; what the possible alternative solutions are; and when you expect performance to improve.
- Remind yourself of the importance of listening skills during the coaching conversation. Give your undivided attention to your employee and be at your listening best – paraphrase, ask questions and listen to understand.
## Confidential Coaching and Corrective Action Form

<table>
<thead>
<tr>
<th>Unsatisfactory Conduct</th>
<th>Unsatisfactory Performance</th>
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**Employee Name** ____________________________ **Date** _____________________

**Employee Number** ____________________________ **DOH:** ___________ **Location** ___________

**Type of Warning issued:**  Counseling  Written  Final

**Policy Violation or Performance Issue** – Listed below is the policy(s) that was violated, date, and time or standard of performance that you have not met.

_______________________________________________________________________________________

_______________________________________________________________________________________

_______________________________________________________________________________________

_______________________________________________________________________________________

_______________________________________________________________________________________

**Conduct that was observed and/or substantiated:**

_______________________________________________________________________________________

_______________________________________________________________________________________

_______________________________________________________________________________________

_______________________________________________________________________________________

_______________________________________________________________________________________

_______________________________________________________________________________________

**Below are areas of your performance/conduct which need to improve to Satisfactory level or better and suggestions for improvement or immediate action that needs to take place.**

_______________________________________________________________________________________

_______________________________________________________________________________________

_______________________________________________________________________________________

_______________________________________________________________________________________

_______________________________________________________________________________________

_______________________________________________________________________________________

_______________________________________________________________________________________

**List all previous warning:**

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<th>Date:</th>
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<tbody>
<tr>
<td>Type:</td>
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**Employee Signature** ____________________________ **Date** _____________________

**Manager Signature** ____________________________ **Date** _____________________

**Human Resources** ____________________________ **Date** _____________________

*This information has been reviewed with me*
# THE DISCUSSION DESC MODEL

<table>
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<tr>
<th>THE MODEL</th>
<th>FEED BACK STRUCTURE</th>
<th>POSSIBLE PHRASING</th>
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| **Describe** the behavior | Start with a statement that describes the behavior you observe. Just state the facts as specifically as possible without judgment, exaggerations, labeling, attribution, or motives. | “I notice that when you…”
|                        |                                                                                     | “I overheard you say…”
|                        |                                                                                     | “I watched you as you…” |
| **Express** the impact | Tell how their behavior impacts you, the team or residents. Describe the connection between the behaviors you observed and the impact you perceive. | “The affect your actions have is…”
|                        |                                                                                     | “The impact this has on your relationship with…”
|                        |                                                                                     | “Other people’s perceptions could be….”
|                        |                                                                                     | “When this happens I feel…” |
| **Pause**              | Let the employee respond                                                            | “Help me understand what’s going on.” |
| **Specify** new or continue behavior | Describe the future behavior change you want the employee to consider | “In the future I would like you to….”
|                        |                                                                                     | “My expectation is that you…”
|                        |                                                                                     | “Under these circumstances you should…” |
| **Communicate the Consequence** | Describe the impact of the behavior change.                                          | “If improvements continue you will…”
|                        |                                                                                     | “If you do not change this behavior then…” |
| **Check in**           | Listen to employee’s response. Be prepared to discuss and come to an agreed upon solution. | “How does this sound to you?”
|                        |                                                                                     | “What kind of questions do you have?”
|                        |                                                                                     | “How can we make this happen?” |
COACHING WITH DESC

DESC Feedback Formula:

1. I observed that you…..(did this)
2. The impact that had on (who/what) was (such and such)
3. What I would like you to do is (X) because I think it will accomplish (Y)
4. How can WE make that happen?

DESC WORK SHEET

Describe:

Express:

Specify:

Consequences:
TIPS TO DELIVERING CORRECTIVE ACTIONS

• Prepare all corrective action documents before you meet with the employee  
  o The corrective action Report

• Prepare and practice; don’t recite

• Thoughtfully select time and location

• Conduct all meetings face to face

• Stay focused during delivery of Corrective Action

• Keep emotion out of the situation

• Focus on performance, not motives or intent

• Take ownership of decision

• Remember, goal is to improve

• Ask employee for ideas on how to improve

• After you deliver Corrective Action, remember to follow-up with the team member on regular basis

• Remember to coach the team member throughout Corrective Action, not just during formal discussions

• Provide feedback and reward progress

• Document discussions and outcomes