Suggested Script
Meeting to Address Problem Performance or Behavior

> **The purpose of this approach is to place responsibility for the problem performance or behavior AND resolution of the problem performance or behavior upon the employee.**

1. **Statement of fact or observation.**
   a. Today you were late for the second time this week.
   b. Your time and attendance form was due at 3:00 and I do not have it yet.
   c. This memo contains three typographical errors and the work you gave me yesterday also contained several errors.
   d. Your inspections have had deficiencies once each week throughout this month.
   e. The customer you had difficulty with this morning has phoned a complaint to the director.
   f. During the past two weeks the quantity of xyz's that you have processed has decreased significantly from 456 to 123.

2. **Pause (If silence does not result in employee explaining – then ask why?)**
   a. Can you tell me why this happened?
   b. Please explain what happened.
   c. Why is this happening?

   Permit the employee to explain fully. You may express understanding or empathy as you feel appropriate to the situation. (For example: I can imagine your frustration with finding that your car won't start every morning. OR: I know it is easy to be distracted with all of the student traffic that we have in our office.)

3. **State the standard or expectation.**
   a. Your shift begins at 8:00 and you are expected to be here and ready to work at that time.
   b. Your time and attendance reports are due by 3:00 each Friday without prompting from me.
   c. The University expects exemplary customer service in all situations.
   d. The standards for your work are outlined in the daily tasks list and you are expected to complete each task on the list.
   e. The printed work that leaves this department must be error-free.

4. **Ask the employee how he/she plans to correct this problem in the future?**

   Permit the employee to develop a plan of corrective action and tell you about it. If the situation is complicated – allow the employee a few days to develop a plan and bring it back to you. Thank the employee for coming up with a plan to address the problem and express trust that he/she will be successful. Tell the employee you will follow up with him/her – and when that will happen.

5. **Follow up**

   Meet with the employee as you indicated above and discuss progress toward success.

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