

**Pittsburg State University
Human Resource Services**

**Using the Performance Review Process to Address Employee Issues
-- A Checklist for Supervisors --**

The following is a checklist of questions to consider when using the performance review process to counsel employees on issues that need improvement, correction or change. Use this list to make sure that you have addressed the issues appropriately and that the employee is made aware of next steps and expectations. Please consult with your Human Resource Representative for assistance if needed.

1. Generally, the supervisor should have discussions with the employee about the areas where improvement, correction or change is needed BEFORE addressing the issues in the performance review process.
2. In the discussions, did the supervisor:
 - a. Clearly identify the behaviors, knowledge, skills or abilities that need improvement, correction or change?
 - b. Give specific examples, including dates, times, etc. of the behaviors, knowledge, skills or abilities that need improvement, correction or change.
 - c. Provide guidance on, and clearly articulate, what the employee must do to perform to an acceptable level?
 - d. Establish specific goals for improvement with dates/timeframe for follow up with the employee?
 - e. Ask the employee if there is a reason why they cannot improve to an acceptable level?
CAUTION . . . may need to involve Equal Opportunity if the employee alleges the reason is due to a medical condition that may qualify under the Americans with Disability Act (ADA).
3. Did the supervisor document the discussions?
4. Did the supervisor reference the discussions in the performance review? CAUTION: If the supervisor did not document discussion, he/she may need to complete steps 1 & 2 before including the issue(s) in the performance review. The supervisor should consult with HRS to determine the appropriate step.
5. If the supervisor included the issue(s) in the performance review, did the supervisor:
 - a. Identify and articulate to the employee the behaviors, knowledge, skills or abilities that need improvement, correction or change, including the length of time the behaviors or work performance have been an issue.
 - b. Clearly articulate the “next step” regarding the performance review? Next steps can include a special performance review, disciplinary action, etc.
 - c. Establish specific goals for improvement with dates/timeframe for follow up with the employee?

PLEASE CONSULT WITH YOUR HR REPRESENTATIVE IF ASSISTANCE IS NEEDED.