

# Guide to Use of the Corrective Counseling Forms

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Use this document as a guide to document issues needing attention under the Employee Counseling and Progressive Discipline Policy.

**1. Thorough preparation prior to completion of the Corrective Counseling Form will improve the chance of a successful counseling session. Prepare to complete the Corrective Counseling Form by gaining the following information:**

- a. Employee information such as name, campus wide identification number and department name.
- b. The date and/or time the incident or policy violation(s) occurred.
- c. The place of the policy violation.
- d. Statements from witnesses to the policy violation.
- e. Statements from other parties involved.
- f. The employee's side of the story.
- g. Always consider the nature of the incident, the frequency of the violation, and the employee's overall work record before disciplinary action is taken.

**2. Completing the Corrective Counseling Form:**

- a. List the employee information.
- b. List the Issues and Policies that will be discussed in the corrective counseling conversation.
- c. Summarize the facts and events leading to the discussion from your fact-finding.
- d. Clearly state why the employee's behavior or performance is a concern to the work environment. Make sure your statements are clear and concise, non-punitive in tone, and constructive in approach.
- e. Develop an Action Plan with specific and measurable steps to improve employee performance.
  1. Get the employees ideas for improvement.
  2. Add your own ideas.
  3. Set a follow-up date to check for progress in the Action Planning session.
  4. Follow-up as agreed and as often as required.
- f. Follow-up Dates. It is important that managers inspect what is expected. By setting a follow-up date managers gain the opportunity to check for progress being made toward expected outcomes, hold those counseled with accountable for improvement and gain additional

opportunities to coach progress.

g. Be sure to get the employee's signature and date on written forms.

### 3. **Conducting the Corrective Counseling Conversation**

a. Separate the facts from your personal feelings when conducting discipline.

b. Make sure the conversation is held in a place of privacy and that you allow sufficient time for discussion.

c. Extend the same courtesy to an employee as you would expect to be extended to you.

Sometimes things are not what they appear to be. Your challenge as a manager dealing with disciplinary matters is to use your good judgment in determining why situations have occurred.

d. Make sure you have a full grasp of the situation before you document disciplinary action or conduct a corrective counseling session. Knowing the whole story may not change that you discipline someone, but it may change your approach to a situation.

e. Focus on behavior means to concentrate on a specific action the person has done or that you want him or her to do, rather than an individual's personality or attitude. A behavior is something you can see a person do or hear a person say. When you focus on personality or attitude instead of behavior, the person is likely to become defensive. When you focus on a specific behavior, the person will be able to understand what you want and why and feel less defensive about it.

- Example of behavior: Your report is two days late.
- Example of personality judgment: You are not very reliable about getting things done on time.
- Identifying the outcome of a late report, helps to underscore your reasons for focusing on this behavior.
- Saying, "Late reports cause my summary to be delayed and that backs up the whole system" explains the problems caused by that behavior.

f. Always meet with the employee and provide opportunity for discussion and feedback.

4. See Staff Handbook pg. 30 for additional information on [Expectations of Employees](#) including Attendance, Requesting Leaves of Absence, Performance Reviews, Standards of Behavior and Confidentiality.

5. This [link](#) is to a Word Document (.doc), that you can to complete on your computer and then print; prior to the employee counseling session.

6. This [link](#) is to an Adobe portable document format (.pdf), for printing and then completing.