OVERVIEW:

Clemson University’s 2020 Road Map outlines a key goal of attracting, retaining and rewarding top talent. The effective management of performance at the University supports this goal by enabling supervisors and employees to effectively address performance issues in a timely manner.

This document outlines the supervisor’s role in the process of managing substandard performance, including an explanation of the steps taken to address issues that arise when employees fall short of expected performance.

Substandard-performance management options include coaching, writing a Performance Improvement Plan and issuing a Warning Notice of Substandard Performance.

The Office of Human Resources offers advice and support regarding performance management. Supervisors are encouraged to contact their Human Resources (HR) Partner or the Office of Human Resources (OHR) Employee Relations Unit to discuss concerns regarding employee performance.
PROCESS:

The steps for managing substandard performance are outlined below.

**Step 1: Conduct informal coaching.**
When a concern regarding employee performance emerges, the supervisor provides informal coaching. This allows the supervisor and the employee to discuss the concern, agree on expectations and develop action steps to improve performance. If the employee’s performance improves, no further action is required.

**Step 2: Document the job duties to be improved.**
If the employee’s performance does not improve, the supervisor drafts either a Performance Improvement Plan (PIP) or a Warning Notice of Substandard Performance to detail the job duties not being performed at a successful level and the future expectations for improved performance.

- The PIP addresses minor concerns with one or more job duties as defined on the position description.
- The Warning Notice of Substandard Performance addresses serious concerns with one or more job duties.

Prior to issuing a Warning Notice of Substandard Performance, supervisors should consult with OHR’s Employee Relations unit.

**Step 3: Address performance concerns.**
The supervisor meets with the employee to address performance concerns, establish future expectations and schedule regular meetings for the duration of the PIP or warning notice. The employee and supervisor sign the PIP or the Warning Notice of Substandard Performance. The original copy of a Warning Notice of Substandard Performance should be sent to the Employee Relations unit to be filed in the employee’s
personnel file. A PIP may be retained in the supervisor’s file for future reference.

**Step 4: Conduct regular meetings.**
The supervisor and employee continue to meet regularly for the duration of the PIP or warning notice. This allows the supervisor to promptly address continuing concerns and document the employee’s performance relative to established expectations in the PIP or warning notice.

**Step 5: Evaluate the performance.**
Prior to the end date specified for the PIP or warning notice, the supervisor meets with the Employee Relations unit to discuss and evaluate the employee’s performance and determine the appropriate next steps. The supervisor and Employee Relations then meet with the employee to discuss performance and next steps.

If performance has failed to improve, next steps may include moving from a PIP to a Warning Notice of Substandard Performance or moving from a Warning Notice of Substandard Performance to removal from the position. This may include demotion, transfer or termination from employment.
PROCEDURES:
For step-by-step instructions, please view the User Instructions:
Performance: Overview of Managing Substandard Performance for Supervisors

For a quick summary of the steps, please view the Job Breakdown:
Performance: Overview of Managing Substandard Performance for Supervisors

RELEVANT POLICIES:
Employee Performance Policy
Discipline Policy
Discipline for “Non-covered” Employees Policy
Grievance Policy and Procedure

RELATED DOCUMENTS:
Performance Improvement Plan
Warning Notice of Substandard Performance*
Supervisor Checklist

* Drafted in conjunction with Employee Relations

RELATED TOOLKITS:
Supervisor’s Guide to Managing Misconduct
Supervisor’s Guide to Managing Substandard Performance

GLOSSARY:
Glossary