

Nutrition Services:
Performance Management
Resource Manual

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Introduction

The term performance management (PM) refers to an ongoing process that is part of the work relationship between a manager and an employee. PM is critical to an organization's effectiveness. The PM process involves setting and communicating performance standards and expectations; measuring or assessing performance relative to the standards and expectations; providing regular and consistent feedback; addressing unmet expectations through coaching; progressing the discipline process when coaching is deemed ineffective; and appraising performance based on results. Good documentation is the cornerstone of the *entire* PM process.

Although most employees perform at least satisfactorily and your primary role will be coaching these employees, some people have difficulty performing their job duties in a satisfactory manner and/or they engage in inappropriate behavior. Supervision of these employees can be very demanding. In the case of unsatisfactory performance, the employer should provide the employee with clear expectations and an opportunity to improve or remediate performance. In the case of misconduct, some form of discipline maybe appropriate without a period for remediation.

It has been said that managers find themselves spending 80 percent of their time dealing with 20 percent of employees who present performance or behavior problems. While the actual percentages vary, it is true that PM is very time consuming. As you work with employees, here are some basic principles to keep in mind:

Set and communicate high performance expectations.

It is the manager's responsibility to assure employees know and understand performance and conduct standards. Beginning at orientation, be clear about the employee's job responsibilities and behavioral expectations. Sometimes you need to be specific ("I expect you to be at your work station and ready to begin the day at your assigned start time, which is 7:00 a.m."). Sometimes you only need to provide parameters ("Read through the Employee Handbook so you understand what is expected of you. Feel free to ask me if you need clarification on any topics). Make sure expectations are high, fair, and consistent. Mediocrity does not motivate, nor develop, a high-functioning team.

Encourage others to do their best.

Good managers believe people want to contribute. Your goal should be to coach and develop capacity in people. Look for what they are doing well and reinforce positive behavior. Likewise, if you see an employee could perform better, provide constructive criticism so they can improve. Shape the vision for your team.

- Be positive and respectful.** Successful managers find the time to say “please” and “thank you.” Appreciation leads to happiness. People need to hear they are valued and doing a good job.
- Provide feedback.** Research says employees actually crave feedback. Make sure feedback is specific, clear and timely (i.e., as soon as possible after noticing an employee is/isn’t meeting expectations). The rule of thumb is to *praise in public and reprimand in private.*
- Focus on improvement.** When you must discuss performance improvement, focus concerns on the individual and articulate what expectations must be met. If you don’t provide feedback to an employee who fails to meet expectations, it means you are accepting that performance and lowering standards for all employees.
- Documentation** Document all training, coaching and discipline as it transpires. Another rule of thumb is that if it wasn’t documented, it didn’t happen. In addition, a grain of sand isn’t a beach; which means you can’t accelerate discipline by exaggerating details.

The purpose of this PM resource guide is to provide a summary of key concepts and procedural framework. Case examples, sample letters and other templates are included as reference. Human Resources (HR) works in conjunction with Nutrition Services (NS) to conduct PM. The HR Consultant (HRC) should be informed of personnel issues as they arise; however, the NS manager independently addresses all PM matters, up to and including oral reprimands (refer to the progressive discipline process on page 5). Thereafter, the HRC typically provides consultation and advice to the manager, facilitates the disciplinary process, and act as a liaison between the manager and union representative.

Section 1: Key Concepts

Key concepts are presented here in a descriptive manner. In subsequent sections, the relevance of these concepts will be illustrated as they are applied to various situations.

Progressive Discipline There are five basic steps in the progressive discipline process. Some minor variations or additions may be found in labor agreements, but most follow the five essential steps:

1. Coaching (with or without a letter of expectation)
2. Oral reprimand
3. Written reprimand
4. Suspension (with or without a written reprimand)
5. Termination

The term “progressive” says it all. That is, if employee performance problems or misconduct continue, the discipline administered becomes progressively more serious. The process may be shortened for more serious offenses by moving directly to suspension or termination.

Investigative Meeting An investigative meeting (IM) is conducted prior to making a decision to execute any disciplinary action other than coaching. They are also known as “Weingarten meetings” because of a U.S. Supreme Court case (J. Weingarten, Inc. v. National Labor Relations Board), in which the Court determined that if an employee is being questioned by management and has a reasonable fear that discipline may result, the employee is entitled to representation. IM are unbiased and conducted to collect facts pertaining to a personnel issue. The employee, a union representative, and the employer should be present. The Tennessen warning must be read prior to conducting each IM.

Loudermill Hearing Loudermill hearings are often referred to as a Due Process meeting. Because of a U.S. Supreme Court Case (Cleveland Board of Education v. Loudermill), the Court defined procedural requirements for public employers prior to depriving an individual of a protected property interest in continued employment. These employees must have an opportunity for a meeting at which the employee is given notice of the issues of concern, and an opportunity to respond to the charges or concerns. A decision to execute suspension or discharge can only be made after the requirements of Loudermill hearing have been satisfied. The Tennessen warning must be read prior to conducting each Loudermill hearing. Loudermill hearings are always preceded by a completed IM and are coordinated by HR.

Tennessen Warning The Tennessen Warning is the government notice that must be provided to individuals when collecting private and confidential information from them. The notice is read as follows:

- *The purpose of this interview is to collect information concerning allegations*

against you as an employee of the School District.

- The information collected may be used in assessing the allegations, determining whether the alleged conduct occurred and whether any disciplinary action should be taken. The information collected also may be used in a report of this investigation or in administrative or judicial proceedings, if any.
- At this time, you are not legally required to provide any private or confidential information regarding yourself during this interview.
- This interview may be the only opportunity you will have to present your side of the story prior to a conclusion/decision being reached regarding the allegations. Failure or refusal to provide all relevant information may result in a conclusion/decision based on incomplete information.
- If you are specifically directed to answer a question or provide information and you refuse to do so, such refusal would constitute insubordination and you may be subject to discipline therefore.
- The information you provide during this interview may be released to school administrators, the school board, the school district's legal counsel, and other individuals directly or indirectly involved in the matter(s) discussed. The school district may release this information to law enforcement authorities, other state agencies, and those entitled to it under the Minnesota Government Data Practices Act, Minn. Stat. §13.01 et seq.

By signing below you acknowledge that you have been given an opportunity to read this notice prior to being interviewed. A copy will be provided to you upon request.

Date: _____ Employee Signature _____

Just Cause

Simply stated: The principle of just cause refers to whether or not any discipline is justified, and, if so, whether "the punishment fits the crime." There are a number of important considerations that are used to determine whether there is just cause for a disciplinary action. A widely respected summary of these considerations was developed by Arbitrator Carroll Daugherty and is commonly referred to as "The Seven Test of Just Cause."

Test 1 (NOTICE): Did the Employer give to the employee fore-warning or foreknowledge of the possible or probable consequences of the employee's conduct?

Test 2 (REASONABLE RULES AND ORDERS): Was the Employer's rule and managerial order reasonably related to (a) the orderly, efficient, and safe operation of the Employer's business, and (b) the performance that the Employer might properly expect of the employee?

Test 3 (INVESTIGATION): Did the Employer, before administering the discipline to an employee, make an effort to discover whether the employee did in fact violate or disobey a rule or order of management?

Test 4 (FAIR INVESTIGATION): Was the Employer's investigation conducted fairly and objectively?

Test 5 (PROOF): At the investigation did the "judge" obtain substantial evidence or proof that the employee was guilty as charged?

Test 6 (EQUAL TREATMENT): Has the Employer applied its rules, orders and penalties even-handedly and without discrimination to all employees?

Test 7 (PENALTY): *Was a degree of discipline administered by the Employer in a particular case reasonable related to (a) the seriousness of the employee's proven offense, and (b) the record of the employee in his service with the Employer*

Double Jeopardy

Just as a criminal cannot be tried for a crime more than once, an employee cannot be disciplined for the same incident more than once. Although an employee's history of past discipline can influence a current discipline decision, once discipline is rendered, it cannot be changed nor can it be reapplied for the same incident.

Grievance

A grievance is a formal claim by an employee or union that an action by the employer has violated the terms of the labor agreement. Union contracts lay out formal grievance procedures providing both parties a method of resolving disputes.

Mediation

Mediation is a method used to resolve disputes between two or more parties. A neutral third-party helps the parties develop a resolution; however, the mediator has no authority to mandate a resolution. Both parties must agree to the mediation process in order for it to work.

Section 2: Pre-disciplinary Process

Each time an issue presents, research into the matter is required before taking action. It is very important to keep an open mind while gathering information. Remember that one must first determine what has actually happened before drawing conclusions. Whether or not discipline is appropriate is a decision that is made after fact-finding has occurred.

Step 1: Complete Initial Analysis of the Problem or Incident.

Once an issue presents, you will need to answer questions including, but not limited to: Was the expectation clearly provided through training or other means prior to the incident? Is there language in the labor agreement, Employee Handbook, or other relevant tools regarding the complaint? Is an investigation warranted? If so, from whom do I gather facts? If several people need to be interviewed, with whom should I start? Are there data or records that I need to collect? Has HR been informed?

When allegations are of a serious nature, you will also need to answer the questions: should I call 9-1-1? Should I call the Security and Emergency Management (SEM) hotline? Should the accused employee be placed on administrative leave? In any emergency, call 9-1-1. If an employee presents as a danger to themselves or others, the SEM team should be also notified. In addition, if allegations of serious misconduct and/or the accused person's presence at work would interfere with conducting a credible investigation, it may be necessary to place the person on paid administrative leave until more facts are known. This decision should be made in coordination with the HRC.

Step 2: Complete Fact Finding

- Research “Who, What, When, Where, Why and How”. Obtain objective information (i.e. the employee raised their voice and stated “x”.) Subjective information (such as “the employee appeared irritated”) may be pertinent, but is not usually as helpful when assessing facts.
- Interview the complainant and witnesses who have information about the problem or incident. Collect written statements when appropriate.
- The employee who is the subject of concern will be interviewed at the IM.
- Collect and review applicable training records, personnel documentation, or other relevant materials.

Step 3: Analyzes and Assesses Information

- Did the employee receive adequate notice of the expectation they failed to meet?
- Is there any related history/conduct regarding the incident?
- Was the complainant’s concern valid and supported by facts?
- Were the witness’ statements consistent (if applicable)?
- Is there adequate documentation pertaining to each of the previous questions?
- Is the evidence logical and reasonable?
- Am I prepared to move through the Seven Tests of Just Cause?
- Based on what is known, which step of progressive discipline is most likely to follow?

Step 4: Confer with HR

- Managers conduct the IM and execute discipline; up to and including oral reprimands.
- Inform HR of issues as they arise, and inform the HRC anytime an IM has been schedule or oral reprimand has been issued.
- Consult with HRC for any issues that are of serious nature; may require administrative leave; and/or will likely lead to a written reprimand, suspension or termination.

Step 5: Implement the Decision

- If coaching or discipline is warranted, compile the appropriate documentation and schedule a meeting with the employee.
- Hold a discussion with the employee to review which expectation(s) they failed to meet, what expectation(s) they are expected to meet in the future, and the consequences if they fail to meet expectation(s). Evaluate comprehension and understanding prior to ending the meeting.
- Retain adequate documentation of the meeting and disciplinary action in the personnel and HR file.

Step 6: Follow Up

- If a scheduled follow up was promised, ensure a meeting is conducted within the designated deadline.
- Whether an employee is doing well or poor, ensure they always receive feedback through coaching, progressive discipline, performance evaluations, or other appropriate channels.
- Retain adequate documentation of the employee's progress in the personnel file.

Tips for Performing an Investigation

- Tip 1: Always interview witnesses and complainants separately. Arrange for a private space in which to conduct the interview or discussion.
- Tip 2: Minimize opportunities for people to confer with one another about their information or recollections. Tell employees the importance of not discussing this issue/incident with anyone else so the investigation is not compromised. Direct employees to refrain from conduct that would constitute reprisal or intimidation of any staff, student or others who may be involved in the investigation.
- Tip 3: Ask open-ended questions (Tell me what happened? What did you do?). Let the interviewee tell his/her story. Be careful not to ask a question that assumes an answer or makes a judgment. Just collect the facts.
- Tip 4: When scheduling the IM, inform the employee of right to have representation present at meeting (Weingarten Right).
- Tip 5: To prepare for interviews, review all relevant materials, such as complaints, reports, performance data, and documentation of prior conversations, warnings or discipline. Prepare questions in advance.
- Tip 6: Read the Tennessen Warning prior to each IM and Loudermill hearing.
- Tip 7: When possible, provide the interviewee with next step you will take. It is important for people to know that a process is being followed and what the next step(s) will be.

Section 3: Progressive Discipline

The goal of progressive discipline is to improve performance and/or behavior. In serious cases, it may be necessary to end employment; however, it is generally desirable to use the lowest level of intervention and “progress” step-by-step through coaching, oral reprimand, written reprimand, suspension and termination.

Meeting tools, sample documentation and memorandums, reprimand and suspension templates, and other materials are available in the Appendix. Ask your manager for guidance and support as you learn more about PM.

Case example 1 (Conduct): The following case example is based on an employee who raised their voice when speaking to a lead NS Assistant (NSA) and said “I know how to do my job! I don’t need anyone telling me I am too slow”. For the purposes of this example, understand the employee received notice of behavioral expectations during employee orientation (via the manager’s presentation and NS’ Employee Handbook). Six weeks after the coaching session, the employee raised their voice when speaking to colleague and said “Get out of my way! You are always in my way, and I am tired of telling you to get out of my space”. Unfortunately, the situation escalated just 3 weeks after the employee received an oral reprimand. During that incident, the employee used profanity and pushed a coworker in front of several witnesses. The assaulted employee had to visit the emergency room because of injuries.

Step 1: Coaching: Immediately after observing the employee raise their voice at a colleague, the supervisor notified the employee they needed to speak with them in private at the end of the shift. In this private conversation, the supervisor reviewed the incident that had occurred, explained which expectation had not been met (behavioral expectation), discussed the impact of not meeting expectation and what was expected in the future, and assessed comprehension/understanding from the employee (see Appendix: Coaching Tools). The supervisor documented the incident and coaching session in the personnel file.

Step 2: Oral Warning: When the incident recurred six weeks later, the supervisor notified the manager of the repeat offense. The manager reviewed training documentation and the personnel file. The manager collected enough facts from the supervisor they believed progressive discipline may be warranted. The manager scheduled an IM. At the IM, the manager read the Tennessee Warning and gathered additional information from the employee. After determining the employee had failed to meet behavioral expectations, the manager scheduled a disciplinary meeting. In the disciplinary meeting, the manager held a critical conversation, informed the employee they were receiving an oral reprimand, and assessed comprehension/understanding from the employee (see Appendix: Critical Conversation). The employee was given a memorandum (see Appendix: Oral Reprimand), which was copied into the personnel file. HR was informed these events took place.

Step 3: Administrative Leave: The supervisor notified the manager and SEM as soon as the incident took place. The manager notified the HRC as soon as the situation was under control (and an injury report had been started for the assaulted coworker). The HRC facilitated an immediate administrative leave process for the employee. Witnesses were asked to submit written statements to the manager, and the manager gathered additional details in private interviews. Due to the employee's history, prior discipline, and the serious nature of the problem, the manager recommended termination (rather than a written reprimand or suspension).

Step 4: Investigative Meeting: The HRC and manager reviewed training documentation, disciplinary history, and gathered data. The HRC scheduled an IM, notified the employee, and invited the union representative because the HRC and manager jointly believed progressive discipline may be warranted. At the IM, the HRC read the Tennessen Warning. The HRC and manager gathered additional information from the employee. After determining the employee had failed to meet behavioral expectations and the matter was so serious termination may be the next course of action, the HRC and manager recommended a Loudermill hearing to the manager's superior.

Step 4: Loudermill hearing: The HRC provided appropriate notice and scheduled a Loudermill hearing with the employee, business agent, and manager's superior. At the Loudermill hearing, the HRC read the Tennessen Warning. The employee admitted to the allegation during the meeting and explained they have a bad temper, which has always been hard for them to control. The employee showed no remorse for the situation. All of the compiled information was reviewed after the meeting. The manager and HRC agreed termination was appropriate.

Step 5: Termination: The HRC drafted the termination letter with the help of the manager. The HRC coordinated the delivery of the termination letter, and the employee was discharged from employment.

Case example 2 (Attendance): The following case example is based on an employee who failed to meet attendance expectations. For the purposes of this example, understand the employee received notice of attendance expectations during orientation (through the manager’s presentation, a copy of the Attendance Guideline, and the NS’ Employee Handbook).

- Over a rolling twelve month period, the employee was absent on the following days: 1/3/17, 2/6/17-2/7/17, 3/3/17, 3/8/17-3/9/17, 3/28/17, 4/10/17-4/11/17, 5/8/17-5/10/17.
- Over a rolling twelve month period, the employee was tardy on the following days: 1/5/17, 3/13/17, 4/3/17, 4/5/17, 5/1/17.

The supervisor and manager adhered to timely and consistent PM, which was outlined in the occurrence model printed in the Attendance Guideline. This model does include an extra level of coaching, which is accompanied by a letter of expectation.

Step 1a: Coaching: The employee received coaching the day they returned (1/4/17) from an unplanned absence. In a private coaching conversation, the supervisor reviewed the expectations for attendance and the call in procedure, reviewed the Attendance Guideline and Employee Handbook, discussed the impact of not meeting expectation, and informed the employee they may be subject to progressive discipline if their attendance continued to suffer (see Appendix: Coaching Tools). The supervisor assessed comprehension from the employee. The supervisor documented the absence in the time log, and documented the occurrence and coaching in the personnel file. This process was repeated by the supervisor at the end of the day when the employee arrived 24 minutes late for their shift on 1/5/17. The supervisor informed the manager of the events.

Step 1b: Manager Coaching (with Letter of Expectation): When the employee was absent from 2/6/17-2/7/17, the manager met with the employee upon their return. The manager had ensured the supervisor accurately completed the time log, and that the employee had 3 occurrences at the time the meeting was scheduled. In a private meeting, the manager held a critical conversation (see Appendix: Critical Conversation), reviewed the Attendance Guideline and Employee Handbook, and informed the employee they may be subject to progressive discipline if their attendance continued to suffer. The manager assessed comprehension from the employee. The manager provided the employee with a letter of expectation after the coaching session, and retained a copy of the letter in the personnel file. The manager documented the coaching session in the personnel file.

Step 2: Oral Reprimand: The manager scheduled an IM when the employee called in without notice on 3/3/17 and 3/8/17-3/9/17. Prior to the IM, the employee was tardy for their shift on 3/13/17. The manager reviewed the time log and personnel record. At the IM, the manager read the Tennessee Warning and gathered additional information from the employee. The employee admitted to the absences and tardy arrival. The employee said she had overslept each day and had a headache. After determining the employee had six occurrences, the

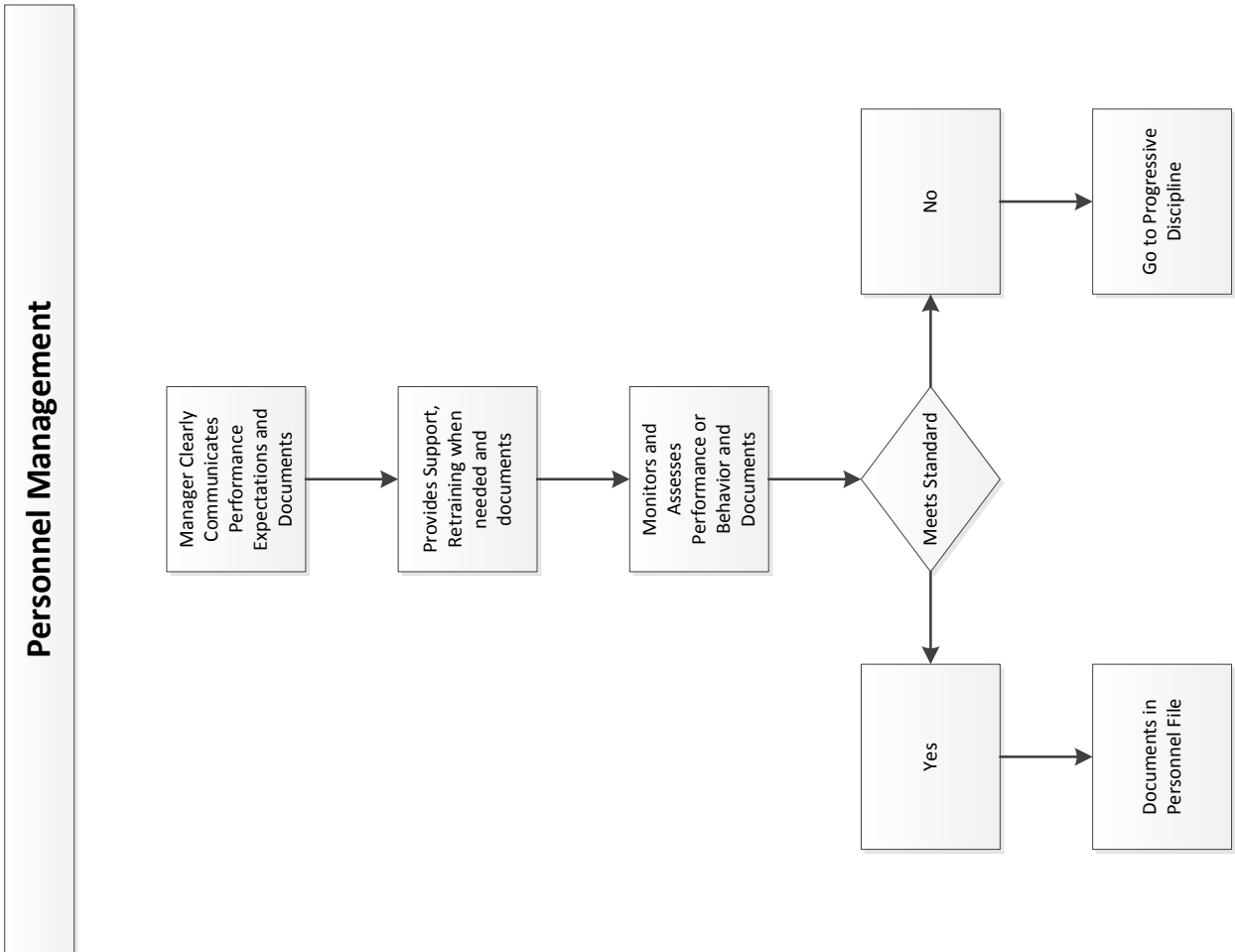
manager scheduled a disciplinary meeting. In the disciplinary meeting, the manager held a critical conversation and informed the employee they were receiving an oral reprimand. The employee was given a memorandum (see Appendix: Oral Reprimand), which was copied into the personnel file. HR was notified of the events that transpired.

Step 4: Written Reprimand: Informal feedback was provided to the employee after their oral reprimand was issued, and poor attendance persisted. The employee called in sick on 3/28/17. They were tardy on 4/3/17 and 4/5/17. The manager verified the time logs and personnel record reflected accurate documentation of these occurrences. The manager conferred with the HRC, and the HRC scheduled an IM. The HRC and manager conducted an IM with the employee and union representative. The employee admitted to the allegations during the meeting and explained she overslept each day she was tardy. All of the compiled information was reviewed after the meeting. The manager and HRC agreed a written reprimand was appropriate. The HRC drafted a written reprimand, which was approved by the manager (see Appendix: Written Reprimand). The manager held a disciplinary meeting where the written reprimand was delivered after a critical conversation was held with the employee. A copy of the written reprimand was retained in the personnel file.

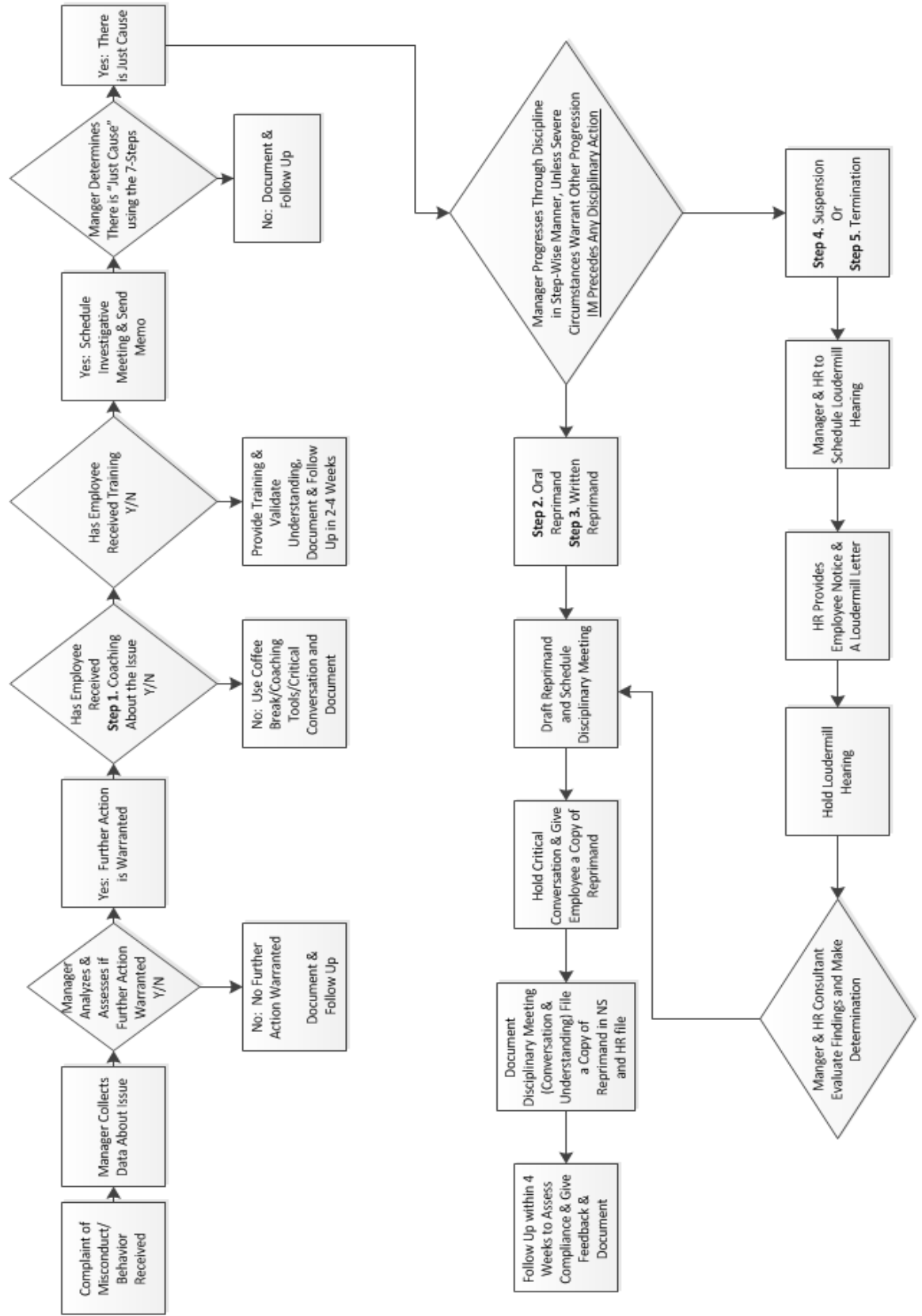
Step 5: Investigative Meeting (with a recommendation for Loudermill Hearing): Within a couple of weeks, the employee called in with an unexcused absence 4/10/17-4/11/17. The employee was instructed to bring medical documentation, which her physician faxed on 4/11/17 at 3:00. The employee received informal feedback she was not demonstrating good attendance. The employee arrived to work 1 hour past their start time on 5/1/17, and then called in sick 5/8/17-5/10/17. The manager verified the occurrences were documented appropriately on the time log and personnel record, and contacted HR to schedule and IM. The HRC and manager gathered additional information from the employee in the IM. After determining the employee had failed to meet attendance expectations and the matter was serious enough to warrant a suspension, the HRC and manager recommended a Loudermill hearing to the manager's superior.

Step 6: Loudermill Hearing and Suspension: The HRC provided adequate notice and scheduled a Loudermill hearing with the employee, union representative, and manager's superior. The HRC and Administrative Manager worked together to draft the suspension notice, which was schedule for 3 days the following week. The employee provided two week notice after returning from suspension, and separated from employment as scheduled.

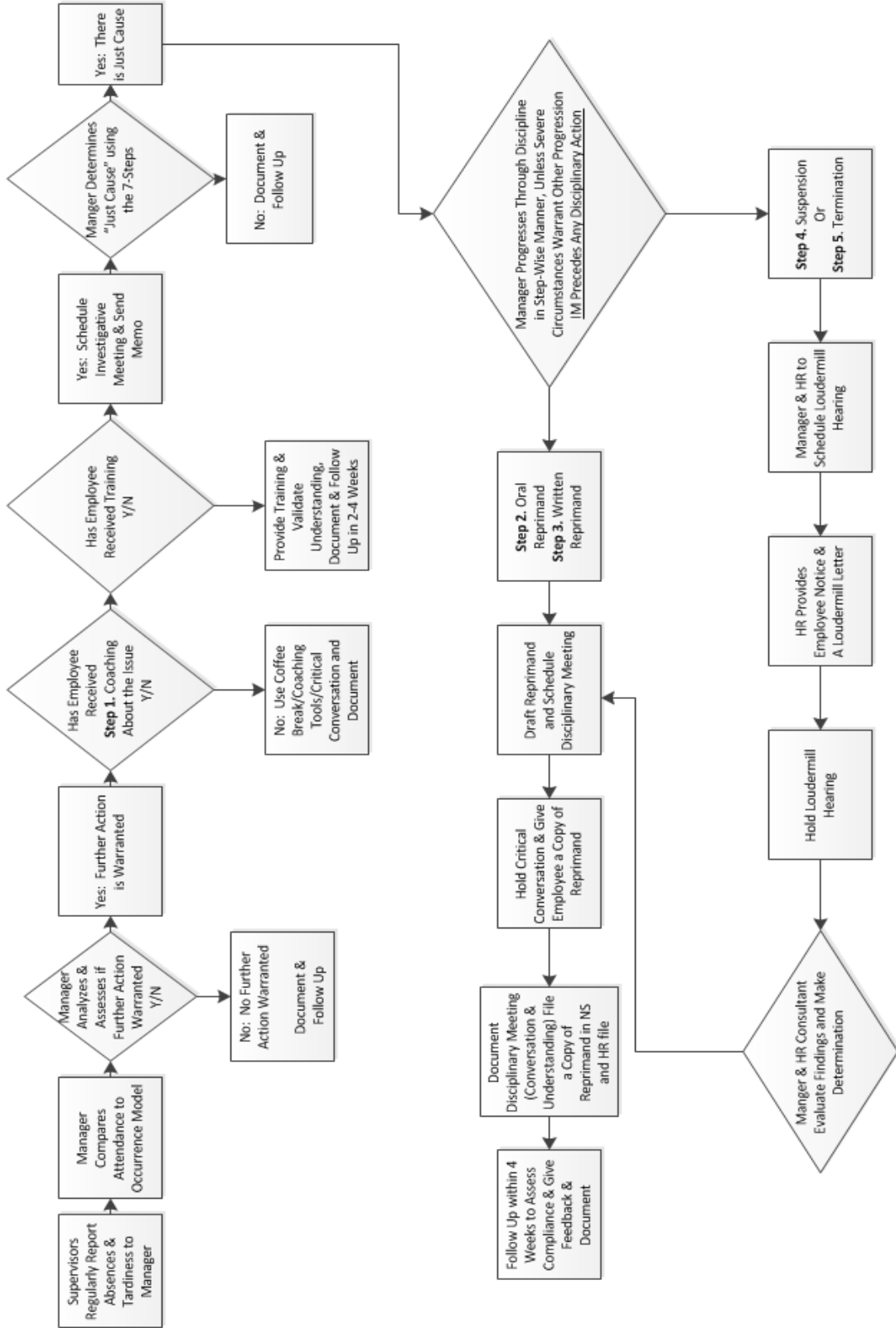
Section 4: Decision Trees



Progressive Discipline



Progressive Discipline - Attendance



*** A Performance Improvement Plan may be developed by the Manger as a last resort prior to termination.**

Section 5: Performance Improvement Plans

When a manager determines that one or more aspects of an employee's job performance do not meet standards and expectations, he or she will meet with the employee to discuss the performance concerns. This is often, but not always, conducted prior to the personnel evaluation. The manager will assure that the employee understands the performance expectations and will provide an opportunity for the employee to correct the problem(s). If the employee is still not meeting expectations after an appropriate period of time, the manager should have a critical conversation with the employee and document unsatisfactory performance. Many times, but not always, a performance evaluation serves as the documentation of unsatisfactory performance.

At that point, the manager will draft a Performance Improvement Plan (PIP). The PIP should be specific to the employee's performance issues. A PIP provides information, resources, expectations, and measurable targets to assist employees improve performance. The manager is responsible for scheduling a meeting to review and initiate the PIP. It is critical the manager adheres to follow up meetings outlined in the PIP, and holds a meeting at the conclusion of the PIP with the employee. Managers collaborate with HRC on each level of a PIP.

Components of an Improvement Plan

1. Performance Area

This is the general category of the performance concern. Examples: Completion of assigned tasks; Attendance; Work Habits; Food Sanitation; Manage assigned issuing, shipping, receiving and inventory procedures; Communication/Behavioral Management; Professionalism/Managing Behavior.

2. Performance Problem

This is a specific description of the performance problem. Example: Does not follow through consistently with directions that are given; defers assignment to someone else; does not regularly adhere to the work schedule; difficulty communicating; fails to control behavior/attitude; fails to support policies and mission.

3. Required Action

This describes what the staff member is specifically being directed to do. Example: Employee will follow assignments and directions as provided by the employee's manager and appropriate staff and administration.

4. Measurement

This defines specific measures of whether the required action has been completed in a satisfactory manner. Example: Employee will be observed for evidence of compliance with directive given by the Manager.

5. Assistance Provided

This specifies what help the staff member will be offered to fulfill the requirements of the improvement plan. Example: Employee will receive weekly feedback regarding their progress in the specific area.

6. Timeline

This specifies when the required actions will be satisfactorily demonstrated. The Required Action will begin immediately. Standards must be reached by a set date and will be sustained throughout all years of employment in Saint Paul Public Schools.

7. Persons Involved

This identifies who will be involved in the implementation and monitoring of the improvement plan. Example: Employee's Manager and Human Resources Consultant will be involved in the improvement process.

Section 6: Summary Tips

1. **Clearly communicate expectations.** It is a manager's responsibility to assure employees know and understand standards and expectations for performance and conduct.
2. **Be respectful and fair.**
3. **Praise in public and reprimand in private.**
4. **Address problems in a timely and consistent manner.** Do not wait in hopes the problem will go away.
5. **Keep an open mind while you are gathering information.**
6. **Confer with your peers, manager, and HRC.** Don't "go it alone."
7. **In most cases, review disciplinary matters with HR before taking action.**
8. **Once discipline has been implemented, closely monitor performance and provide feedback.**

APPENDIX

These sample documents are a guide, and will need to be modified to fit the specific situation you are addressing.

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Coaching Tools

Consider a 3-point approach as the basis to these conversations:

1. What happened (e.g. you arrived at 7:08 when you were scheduled to begin work at 7:00).
2. The expectation (e.g. the expectation is that you are at work and ready to begin work at your scheduled start time).
3. Consequences (e.g. failure to meet this expectation may result in progressive discipline).

Defense Strategies

When you meet an individual, you can expect him/her to be threatened and use various defenses to protect himself/herself. Below are listed and described some of these defenses and recommended counter-moves. You will also be able to add to this list from your own experiences.

DEFENSE	DESCRIPTION	COUNTER-MOVE
Excuses & Sympathy	Individual will have a good reason for everything that happens. "You'd have the same troubles I do if you had a wife/husband like mine."	"Your problems at home sound difficult. My concern is today's discussion involves your performance, and my data here says you are not doing your job. I want to tell you about our Employee Assistance Program."
Apology & Promise	"I'm really sorry. You know that! I'll never do it that way again."	"I appreciate your apology; and what you did still can't happen again. I'm going to make a note in your employee record and if it happens again (state consequences)."
Switching	"I know about that, but look what a good job I've done on that Ajax job!"	"You did do well on Ajax, and I expect good work on all jobs. You have had more problem jobs than successful ones lately. Look at the record."
Anger	"Darn it! One mistake and the roof falls in – after 15 years of killing myself for this place."	"I see that you're angry, and I still expect you to listen to me. Getting angry won't help us. I'm concerned about your performance, and I'm not concerned about your performance, and I'm not talking about one mistake. Look at the record."
Tears & Helplessness	"I don't know what to do. I'll never get out of this mess. (crying)"	"I appreciate your sadness. I want you to know that I want to help, which is why I set up this meeting. You have been a valuable part of our organization. Now let's look at your job performance and see what you can do."
Self-Pity	"I knew this would happen. I've never been able to do anything right."	"I wouldn't be taking this time to talk with you if I didn't have faith in you. So let's move on to talk about what can be done to help. You know our Employee Assistance Program could be just right."
Innocence and Blaming	"It's not my fault. Joe let me down. I don't get any help at all around here."	"The record indicates something different, and we need to start looking at your part in what is happening. Let's see how we can get things worked out."

Critical Conversation

Critical Conversation is a process that can happen when you need to have a serious conversation with an employee for various reasons. The following is a step by step process for this exercise: *To build positive relationships by performing a six-step critical conversation when necessary. Be direct and respectful.*

If you are finding yourself in a situation where you need help dealing with difficult employees or situations. You must follow these next five steps in order for that to happen.

- Be Positive and Learning-Oriented in Performance Feedback
- Focus on Tasks
- Cause and Effect
- Provide Alternatives
- Active Listening

Once you have prepared yourself with the previous five steps to gain focus around the up-coming conversation. Here are the **six steps** for performing a Critical Conversation.

Step 1. Set up the conversation in a formal manner

- Prepare and review documents
- Choose a private setting
- Avoid walking the associate to the room and chit-chatting

Step 2. Describe the issue objectively

- Serious, professional tone
- Never, ever use personal word

Step 3. Explain the consequences of their behaviors

Step 4: Provide recommendations for improvement

Step 5. Listen Actively (Repeat your points if necessary)

Step 6. Document & Sign-off



Saint Paul Public School
Food and Nutrition Services
Independent School District 625

1930 Como Avenue
Saint Paul, MN 55108
Phone: (651) 603-4950

To: [Insert Employee Name, Employee Title]
From: [Manager Name], Nutrition Services [Insert Title]
Date: [Insert Date]
Re: Letter of Expectation

As an employee of Saint Paul Public Schools (SPPS) you are expected to develop and maintain a positive, professional, and respectful work environment and to comply with work day expectations.

You are directed to communicate and interact with all students and staff in a respectful, cooperative and welcoming manner. A large part of your job includes being a role model to the students you serve and the staff you lead. You are expected to have positive interactions and good communication at all times, as well as takes responsibility for decisions, actions and results. You are further directed to exercise good professional judgment and exemplify SPPS' value of Service Over Self, which places organization mission before self in actions, behaviors and judgment. If problems, disagreements, or other conflicts arise, you are directed to utilize appropriate methods and techniques of problem-solving and conflict resolution. Always refer questions and concerns to your manager and/or Human Resources.

You are directed to refrain from negative behavior, including, but not limited to: verbal or non-verbal communication that could be interpreted as disrespectful, condescending, mean-spirited and/or inappropriate. You are directed to refrain from behavior that would violate Board of Education policy, #415.00, prohibiting harassment, violence, and other offensive behavior. You are directed to refrain from behavior that has the purpose or the effect of creating an environment that is negative or hostile. You are directed to keep conversations with staff and students productive and positive. Additionally, you are directed to exercise good professional judgment in carrying out your roles and responsibilities as a Nutrition Services employee.

If there are any aspects of these or other directives, requirements, or expectations that you do not understand, notify me promptly so that clarification can be provided. If there are further problems, more serious disciplinary action may be taken, up to and including discharge.

Help for dealing with problems is available to you through the District's Employee Assistance Program. You can schedule a confidential appointment at no cost to you by contacting Sand Creek Group at 651-430-3383 or 1-800-332-0477.

The knowledge and skills you possess are highly valued and you are an important member of our Nutrition Services staff. It is critical that you be here to carry out your duties and responsibilities.

cc: [Human Resource Consultant]
[Business Agent]
Personnel File



Saint Paul Public Schools
Food and Nutrition Services
Independent School District 625

1930 Como Ave
Saint Paul, MN 55108
Phone: (651) 603-4950

TO: [Insert Employee Name], Nutrition Services Assistant
FROM: [Insert Manager Name], Nutrition Services [Insert Title]
DATE: [Insert Date]
RE: Letter of Expectation – Attendance

This letter is provided to remind you of attendance expectations and requirements.

- Over a rolling twelve month period you have been tardy on the following days: [Insert Dates if applicable].
- Over a rolling twelve month period you have been absent on the following days: [Insert Dates if applicable].
- On [Insert Dates] you received coaching from your supervisors regarding your attendance.

Due to the nature of your position as a Nutrition Services Assistant, you have many responsibilities to your Nutrition Services team, the students, parents and Saint Paul Public Schools. It is incumbent on you to be mindful of these obligations. The purpose of this Directive is to reiterate the importance of adhering to the attendance policy. You are directed to follow your regularly scheduled shift and be fully prepared and ready for work by your scheduled start time.

If it is necessary for you to miss work for any reason, either a partial day or a full day, you are directed to make your request in advance per the procedures in the Nutrition Services Employee Handbook. In the event of an emergency, where advance approval and arrangements are not possible, you are directed to speak directly with your supervisor, Coordinator or contact the Nutrition Services Director no less than one hour prior to your start time. Email, voicemail and texts are not acceptable. If you fail to adhere to the attendance expectations or do not provide advanced notice of your absence, your absence may be considered unapproved and further disciplinary action may be taken.

Help for dealing with problems (legal, financial, personal, health, etc.) is available to you through the District's Employee Assistance Program. You can schedule a confidential appointment at no cost to you by contacting Sand Creek Group at 651-430-3383.

If you or covered family members have a serious medical condition as defined by law, you may be eligible for leave under the Family and Medical Leave Act (FMLA). In that case, you are responsible for providing written documentation from your doctor or your family member's doctor. You may contact the Human Resource Benefits Department (651-767-8231) for additional information on FMLA, medical leave or assistance.

If there are any aspects of these directives and expectations you do not understand, notify me promptly so that clarification can be provided.

cc: [Human Resource Consultant]
[Business Agent]
Personnel File



*Saint Paul Public Schools
Food and Nutrition Services
Independent School District 625*

1930 Como Ave
Saint Paul, MN 55108
Phone: (651) 603-4950

MEMORANDUM

TO: [Insert Employee Name], Nutrition Services Assistant
FROM: [Manager Name], Nutrition Services [Insert Title]
DATE: [Insert Date]
RE: Investigative Meeting

Concerns and allegations of insufficient attendance on your part have been made and are under investigation. As part of the investigation you are directed to meet with me on [Insert Date] at [Insert Time]. This meeting will take place at 1930 Como Avenue, 2nd floor conference room.

You are directed not to discuss this matter with any students, parents or staff members. You are further directed to refrain from any and all conduct that would constitute retaliation, threat or intimidation of any person who may be involved in bringing this matter to our attention or in the investigation of the above-referenced allegations.

Your union representative has been notified and will be in attendance. If there is a conflict in scheduling please advise me as soon as possible to reschedule. Your business agent is [Name], and can be reached at [phone number].

cc: [Human Resource Consultant]
[Union Representative]
Personnel File



Saint Paul Public Schools
Food and Nutrition Services
Independent School District 625

1930 Como Ave
Saint Paul, MN 55108
Phone: (651) 603-4950

TO: [Insert Employee Name], Nutrition Services Assistant
FROM: [Insert Manager Name], Nutrition Services [Insert Title]
DATE: [Insert Date]
RE: Oral Reprimand – Attendance

This memorandum is provided to remind you of attendance expectations and requirements.

- Over a rolling twelve month period you have been tardy on the following days: [Insert Dates if applicable].
- Over a rolling twelve month period you have been absent on the following days: [Insert Dates if applicable].
- On [Insert Dates] you received coaching from your supervisors regarding your attendance.
- On [Insert Date] you received coaching and a letter of expectation from your coordinator regarding your attendance.

Due to the nature of your position as a Nutrition Services Assistant, you have many responsibilities to your Nutrition Services team, the students, parents and Saint Paul Public Schools. It is incumbent on you to be mindful of these obligations. The purpose of this Directive is to reiterate the importance of adhering to the attendance policy. You are directed to follow your regularly scheduled shift and be fully prepared and ready for work by your scheduled start time.

If it is necessary for you to miss work for any reason, either a partial day or a full day, you are directed to make your request in advance per the procedures in the Nutrition Services Employee Handbook. In the event of an emergency, where advance approval and arrangements are not possible, you are directed to speak directly with your supervisor, Coordinator or contact the Nutrition Services Director no less than one hour prior to your start time. Email, voicemail and texts are not acceptable. If you fail to adhere to the attendance expectations or do not provide advanced notice of your absence, your absence may be considered unapproved and further disciplinary action may be taken.

Help for dealing with problems (legal, financial, personal, health, etc.) is available to you through the District’s Employee Assistance Program. You can schedule a confidential appointment at no cost to you by contacting Sand Creek Group at 651-430-3383.

If you or covered family members have a serious medical condition as defined by law, you may be eligible for leave under the Family and Medical Leave Act (FMLA). In that case, you are responsible for providing written documentation from your doctor or your family member’s doctor. You may contact the Human Resource Benefits Department (651-767-8231) for additional information on FMLA, medical leave or assistance.

If there are any aspects of these directives and expectations you do not understand, notify me promptly so that clarification can be provided.

cc: [Human Resource Consultant]
[Business Agent]
Personnel File



**Saint Paul Public Schools
Food and Nutrition Services
Independent School District 625**

1930 Como Ave
Saint Paul, MN 55108
Phone: (651) 603-4950

TO: [Insert Employee Name], Nutrition Services Assistant
FROM: [Insert Manager Name], Nutrition Services [Insert Title]
DATE: [Insert Date]
RE: Written Reprimand – Attendance

This memorandum is written to remind you of a number of important attendance expectations and requirements.

- Over a rolling twelve month period you have been tardy on the following days: [Insert Dates if applicable].
- Over a rolling twelve month period you have been absent on the following days: [Insert Dates if applicable].
- On [Insert Dates] you received coaching from your supervisors regarding your attendance.
- On [Insert Date] you received coaching and a letter of expectation from your coordinator regarding your attendance.
- On [Insert Date] you received an oral reprimand from your coordinator regarding your attendance.

Due to the nature of your position as a Nutrition Services Assistant, you have many responsibilities to your Nutrition Services team, the students, parents and Saint Paul Public Schools. It is incumbent on you to be mindful of these obligations. The purpose of this Directive is to reiterate the importance of adhering to the attendance policy. You are directed to follow your regularly scheduled shift and be fully prepared and ready for work by your scheduled start time.

If it is necessary for you to miss work for any reason, either a partial day or a full day, you are directed to make your request in advance per the procedures in the Nutrition Services Employee Handbook. In the event of an emergency, where advance approval and arrangements are not possible, you are directed to speak directly with your supervisor, Coordinator or contact the Nutrition Services Director no less than one hour prior to your start time. Email, voicemail and texts are not acceptable. If you fail to adhere to the attendance expectations or do not provide advanced notice of your absence, your absence may be considered unapproved and further disciplinary action may be taken.

Help for dealing with problems (legal, financial, personal, health, etc.) is available to you through the District's Employee Assistance Program. You can schedule a confidential appointment at no cost to you by contacting Sand Creek Group at 651-430-3383.

If you or covered family members have a serious medical condition as defined by law, you may be eligible for leave under the Family and Medical Leave Act (FMLA). In that case, you are responsible for providing written documentation from your doctor or your family member's doctor. You may contact the Human Resource Benefits Department (651-767-8231) for additional information on FMLA, medical leave or assistance.

If there are any aspects of these directives and expectations you do not understand, notify me promptly.

cc: [Human Resource Consultant]
[Business Agent]
Personnel File



Saint Paul Public Schools
Food and Nutrition Services
Independent School District 625

1930 Como Ave
Saint Paul, MN 55108
Phone: (651) 603-4950

[Insert Date]

[Insert Employee Name]
[Insert Employee Address]
St. Paul, MN [Insert ZIP CODE]

Dear Mr./Ms. [Insert Employee Name]:

You are hereby informed that you are suspended without pay for three (3) work days beginning on [Insert Dates Here] for the following reasons pertaining to attendance:

- Over a rolling twelve month period you have been tardy on the following days: [Insert Dates if applicable].
- Over a rolling twelve month period you have been absent on the following days: [Insert Dates if applicable].
- On [Insert Dates] you received coaching from your supervisors regarding your attendance.
- On [Insert Date] you received coaching and a letter of expectation from your coordinator regarding your attendance.
- On [Insert Date] you received an oral reprimand from your coordinator regarding your attendance.
- On [Insert Date] you received a written reprimand from your coordinator regarding your attendance.

Your conduct described above is unacceptable and disruptive to the team, the department and the District. In spite of efforts to assist you, these incidents are a continuation of similar problems. You have been coached, directed, and disciplined in the past for similar conduct. This conduct, if true, also violates Civil Service Rule 16.B. CAUSE FOR DISCHARGE, REDUCTION OR SUSPENSION, points 4, 5, 6, 9, 18, 21:

4. Willful violation of any of the Civil Service Rules; or
5. Conduct unbecoming a City employee; or
6. Violation of any lawful and reasonable official regulation or order or failure to obey any lawful and reasonable direction made and given by the employee's supervisor, where such violation or failure amounts to an act of insubordination or a serious breach of proper discipline resulted, or might be reasonably expected to result in, loss or injury to the City or to the public or prisoners or wards of the City; or
9. Commission of an act which amounts to an act of insubordination, or to disgraceful conduct, whether such acts were committed while on duty or off duty;
18. Any false statements or fraudulent conduct or deception, or connivance with any person in making any false statement, engaging in any fraudulent conduct, or in attempting any deception in any official City business; or
21. Any other failure to comply with the provisions of the collective bargaining agreement for the group which includes the employee's title;

As discussed, if you or covered family members have a serious medical condition as defined by law, you may be eligible for leave under the Family and Medical Leave Act (FMLA). In that case, you are responsible for providing

written documentation from your doctor or your family member's doctor. You may contact Kelly Motz in the Human Resource Department at 651-767-8231, for additional information on FMLA, medical leave or assistance. Help for dealing with problems is available to you through the District's employee assistance program. You can schedule a confidential appointment at no cost to you by contacting Sand Creek Group at 651-430-3383.

Veteran's Preference Hearing:

The Veterans' Preference Hearing states that pursuant to the Veteran's Preference Act, Minnesota Statutes §197.46 (2015), if you are an honorably discharged veteran, you have the right to request a hearing on your discharge within thirty (30) days of receipt of this notice. You may elect that the hearing be held before the City of Saint Paul Civil Service Commission *or* before a three-person panel, as defined by Minnesota Statutes §197.46, subd. (c). If you request a hearing before a three-person panel, you must also provide in writing the name, United States mailing address, and telephone number of your selected representative for the panel within the thirty (30) day period.

Your request for a veterans' hearing must be submitted in writing by mail or personal service to Laurin Cathey, Executive Director, Human Resources, within thirty (30) calendar days of receipt of this letter. Failure to request a hearing *or* to provide the required information on your representative within this thirty (30) day period shall constitute a waiver of the right to a hearing. Such failure shall also waive all other available legal remedies for reinstatement.

If you request a hearing before the City of Saint Paul Civil Service Commission, SPPS shall bear all costs associated with the hearing but not including attorneys' fees for attorneys representing the veteran. If the dispute is heard by a three-person panel, all parties shall bear equally all costs associated with the hearing, but not including attorneys' fees for attorneys representing the veteran.

To establish that you are an eligible, honorably discharged veteran, you must submit a copy of your DD214 form to SPPS. Please send the DD214 copy to Mr. Cathey within five (5) business days of receipt of this letter.

You are directed not to discuss this matter with any staff members and refrain from any and all conduct that would constitute retaliation, threat or intimidation of any person who may be involved in bringing this matter to our attention.

No excuses will be accepted for not meeting the terms of this agreement. This is your last opportunity to demonstrate that you will appropriately and effectively carry out duties and responsibilities assigned to you. If these or other directives are not followed, or if there are further problems of a related or serious nature, we will initiate procedures to end your employment.

If there are any aspects of these or other directives, requirements, or expectations that you do not understand, notify me or your supervisor promptly so that clarification can be provided.

I genuinely hope that you will take this opportunity you have been provided to improve your attendance and continue your career with St. Paul Public Schools.

Sincerely,

[Sender's Name]

cc: [Human Resource Consultant]
[Nutrition Services Director]
[Business Agent]
Personnel File



To: [Insert Name(s)]
From: [Insert Name]
Subject: Attendance Guidelines
Date: [Insert Date]

In an effort to ensure that Nutrition Services (NS) is able to fulfill its mission of serving healthy meals which support a strong learning environment, the attendance of employees on a daily basis is vital. This document provides expectations for attendance of Nutrition Services employees.

Attendance is documented by the site supervisor and reviewed regularly by the coordinator. Documentation is required for the following circumstances:

- Medical verification is required for any medical absence of three or more consecutive days.
- When an employee is required to submit documentation related to disciplinary procedures.
- When directed to do so by their supervisor.

For absences which are not medically related, employees should speak directly with their supervisor or coordinator when requesting time off.

Supervisors are expected to manage attendance within the attendance guideline and the Occurrence Model described in this document. Staff members are responsible for keeping his/her supervisor informed of all absences. Notice should be provided in accordance with the NS Employee Handbook and the employee's Labor Agreement.

Standardization and consistency are necessary, but good judgment and discretion are also vital to the success of the department. While the techniques and tools should be consistent, recognizing the individual circumstances of each employee should be given reasonable consideration.

Occurrence Model

Based on a rolling 12-month period, the following actions are usually taken depending on the number of occurrences that an employee accumulates during the rolling 12 month period:

- 1-2 occurrences: Employee receives coaching* from their supervisor.
3 occurrences: Employee receives coaching and a Letter of Expectation from their coordinator.
6 occurrences: An investigative meeting is conducted to determine if an oral reprimand** is warranted.
9 occurrences: An investigative meeting is conducted to determine if a written reprimand is warranted.
12 occurrences: An investigative meeting is conducted to determine if a 3-day suspension is warranted.
Additional occurrences will require an investigative meeting to determine if additional discipline up to and including termination is warranted.

*Coaching is not a disciplinary action, but rather, a means to be able to advise and correct behaviors before they rise to the level of discipline. Additional coaching may occur between levels of discipline by either supervisors or coordinators.

**Reprimands are disciplinary actions, which require administration by the NS Coordinator and/or Nutrition Services administration.

Terms and Definitions:

Occurrence means an unplanned tardiness or unplanned absence, whatever the reason, subject to the exceptions described below.

Late arrival/tardiness means missing any time or not being fully prepared to begin the start of a scheduled shift. For the purposes of this definition, one incident of lateness = one occurrence.

Early departure/tardiness means missing any time or leaving early prior to the end of the shift. For the purposes of this definition, one incident of early departure = one occurrence.

Absence means not present for a scheduled shift and/or missing 50% or more of a scheduled shift.

Pre-approved absences are authorized by the employee's supervisor prior to the date of the absence.

Unplanned absences are not approved in advance and results in the employee failing to report to work for a scheduled shift. An unplanned absence of up to 3 consecutive days is counted as one occurrence.

Medical Verification is documentation signed by the physician for medical leave, injury, or illness. Unplanned absences with medical verification are considered an occurrence.

Written Documentation includes written forms of documentation, such as funeral program, that provide documentation of the purpose of an absence.

Rolling twelve (12) month period will be considered by beginning with the most recent occurrence and counting twelve (12) consecutive months backwards.

"No Call/No Show" means not reporting an absence by following the appropriate procedures included in the Nutrition Services Employee Handbook.

"No Call/No Show" Resignation Three consecutive shifts of "no call/no show" will result in the employee being deemed to have resigned without notice as stated in Article 8, Section 3 of the collective bargaining agreement.

Events that are NOT considered an occurrence under this work rule are:

1. Preapproved absences, including, but not limited to: scheduled approved sick, personal, leave of absence, jury duty, or military leave.
2. Leaves of Absence covered by Family and Medical Leave Act. (See FMLA Policy).
3. Time off covered by Worker's Compensation Policy.
4. Authorized bereavement leaves.
5. Other time off approved by the supervisor or coordinator, such as attendance at seminars (e.g. MSNA or SNA conferences), workshops, or early release from a work schedule.
6. If an employee comes to work and is sent home by their supervisor for disciplinary reasons, that absence will not count as an occurrence.
7. Absences outside the school year, specifically summer employment.

Expectations of Employees:

1. Employees are expected to report to work on time, dressed appropriately and ready for work at their work location, according to their scheduled start time.
2. If an employee must leave the job site due to illness or emergency, they must inform their supervisor before leaving.
3. Employees must submit requests for time off according to the NS Employee Handbook and their Labor Agreement.
4. Employees must directly notify their supervisor when absent due to illness or other unexpected reasons according to the NS Employee Handbook. Voice mail messages, text or emails will not be acceptable substitutes for direct contact. If you are unable to reach your supervisor, contact your NS coordinator. If you cannot reach your coordinator, contact any of the remaining coordinators.
5. Employees are expected to comply with health and safety rules established for the protection of themselves and the public.
6. An employee who has not worked because of personal illness/injury for more than three days will be required to provide the supervisor with a medical verification.
7. An employee who has not worked because of an approved medical leave or Worker's

Compensation case will be required to provide documentation of fitness to return to duty prior to returning to work.

Note: Employees on intermittent FMLA must comply with departmental notification procedures.

Expectations of Supervisors and Managers:

Supervisors and Managers are responsible for monitoring attendance, providing clear and consistent feedback, and holding all employees accountable. To reduce occurrences of absences and maintain good attendance, leaders are responsible for:

1. Notifying the employee of the attendance procedure.
2. Maintaining an accurate record of all time off.
3. Accurately recording an employee's start time and end time each day.
4. Submitting time sheets that accurately reflect all of the employee's work time.
5. Adhering to coaching and discipline procedures in a fair and consistent manner.

Additional Information:

Temporary Employees Temporary Employees are required to adhere to the Indrotec staffing manager's attendance procedure. Supervisors are required to report all occurrences to the Indrotec staffing manager within 24 hours of the occurrence.

Leave of Absence Employees requesting to be absent from work must follow the NS Employee Handbook, Civil Services Rules and the employee's Labor Agreement. Failure to follow established procedures may result in disciplinary action up to and including termination of employment.

Personal Leave Employees in the Minnesota Teamsters Local #320 may use up to four sick days per year for personal leave. Personal leave may be taken for any reason. If personal leave is used for non-emergency reasons, the employee must submit a request to the immediate supervisor ten working days in advance of use. ***Personal leave is subject to approval and the ability of the employer to cover work responsibilities.*** Personal leave may also be taken on non-school days through the end of the school year.

School start up Due to operational needs, NS supervisors must be available to work two weeks before the start of school. NS assistants are required to be available to work one week before school starts. Work days will be determined by the NS supervisor and coordinator at each site.

Blackout period Due to operational needs, no voluntary time off will be granted during the two week period after school begins. Other restrictions may also apply for time off depending on operational needs.

Documentation Attendance documentation is the responsibility of the Nutrition Services Supervisor. An employee's record should contain details of any coaching or disciplinary action with the employee about attendance as documented by the Nutrition Services Coordinator.

PERFORMANCE AREA	PERFORMANCE PROBLEM	REQUIRED ACTION	MEASUREMENT	ASSISTANCE PROVIDED	TIMELINE	PERSONS INVOLVED
Completion of assigned tasks (this is used to describe insubordination)	Does not follow through consistently with directions that are given by the Employee Manager. Often defers assignments to someone else. Responds to direction as an unwilling team member.	Employee Name will follow assignments and direction as provided by the Employee Manager, appropriate staff member or administrator. Monitor work to ensure deadlines are met. Accept and complete assigned tasks in a timely and professional manner, and effectively follow rules and procedures.	Employee Name will be observed for evidence that he/she is engaged, consistently following the required actions, and completing assignments when they are due.	Employee Name will be given the opportunity to participate in professional development opportunities, which are available to all NS employees to assist her in this area or EAP resources. Employee Name will receive weekly feedback from the director or administrator on progress in this area.	The Required Actions will begin immediately. Standards must be reached by X Date and will be sustained throughout all years of employment in the St. Paul Public Schools.	Employee Manager Name, Title HR Name, Human Resources (HR) Consultant
Attendance	Does not regularly adhere to the work schedule.	Employee Name will adhere to her work place schedule. This includes making reasonable effort to be at work, maintain regular attendance and be engaged while at work. Balance work obligations in order to minimize impact upon colleagues and customers. Directly notify supervisor and adhere to the NS call-in procedure for all absences.	Attendance will be reviewed at the end of each pay period. Sick leave usage will require physician document identifying medical need to be absent from work.	Same as above.	Same as above.	Same as above.

PERFORMANCE AREA	PERFORMANCE PROBLEM	REQUIRED ACTION	MEASUREMENT	ASSISTANCE PROVIDED	TIMELINE	PERSONS INVOLVED
<p>Work Habits</p> <p>Food Sanitation</p> <p>Manage assigned issuing, shipping, receiving and inventory procedures</p>	<p>Fails to maintain accurate records.</p> <p>Fails to consistently follow issuing, shipping, receiving and inventory procedures.</p>	<p>Employee Name will maintain accurate daily records.</p> <p>Oversee food sanitation procedures.</p> <p>Be able to work independently and direct employees to follow proper issuing, shipping, receiving and inventory procedures.</p>	<p>Directives and procedures are followed without incident.</p> <p>Employee's Manager will randomly audit work location to assess compliance.</p> <p>Employee's Manager will randomly request reports to audit to validate compliance that procedures are followed; without incident and as scheduled.</p>	<p>Standard Operating Procedures; Minnesota Department of Health Food Safety and Sanitation requirements and regulations; Hazard Analysis Critical Control Plan; Nutrition Center Task Schedule and Work Expectations are available as reference materials.</p> <p>Employee Name will receive weekly feedback regarding her progress in this area.</p>	Same as above.	Same as above.

PERFORMANCE AREA	PERFORMANCE PROBLEM	REQUIRED ACTION	MEASUREMENT	ASSISTANCE PROVIDED	TIMELINE	PERSONS INVOLVED
Communication/ Behavioral Management	<p>Difficulty communicating clearly with customers, colleagues and employees. Provides confusing and contradicting information.</p> <p>Does not engage with team members.</p> <p>Does not use time and resources to improve team groups and units or foster organizational growth.</p> <p>Does not develop detailed executable plans that are feasible, acceptable, and suitable.</p>	<p>Employee Name will communicate openly, honestly, directly and respectfully with all customers, colleagues and employees.</p> <p>Provide factual information and resolve misunderstandings in a timely manner.</p> <p>Maintain and share accurate inventory, usage and waste data.</p> <p>Remain accountable for overseeing quality and reporting findings to the leadership team.</p>	<p>Communications will be evaluated to assess resources consumed responding and/or clarifying information, directions, expectations.</p> <p>Communications will be evaluated to assess the expectation for communicating openly, honestly, directly and respectfully with others.</p> <p>Reports are maintained and shared according to directive. Employee's Manger will review reports at least weekly.</p> <p>Employee Name will be observed to ensure she is meeting the required action listed in this performance area.</p>	<p>Employee Name will receive regular feedback regarding her progress in this area.</p> <p>It is Employee Name's responsibility to build and maintain a respectful work environment for her colleagues and employees.</p>	Same as above.	Same as above.

PERFORMANCE AREA	PERFORMANCE PROBLEM	REQUIRED ACTION	MEASUREMENT	ASSISTANCE PROVIDED	TIMELINE	PERSONS INVOLVED
Professionalism/ Managing Behavior	<p>Fails to effectively control behavior/attitude and reactions towards co-workers.</p> <p>Fails to support District policies and mission.</p>	<p>Employee Name will consistently communicate and follow Board of Education policies.</p> <p>Respond to co-workers in a positive, professional and respectful approach.</p> <p>Support co-workers/team efforts.</p> <p>Be cooperative and open-minded in working with others. Be respectful of the opinions, abilities and contributions of others.</p> <p>Effectively and consistently self-monitor actions and emotions for professional presence.</p> <p>Inspire, motivate and guide others towards SPPS and NS mission.</p>	Monitoring by supervisor and informally surveying co-workers periodically to ascertain adherence to this area for improvement.	<p>Employee Name will be given the opportunity to participate in professional development opportunities, which are available to NS employees to assist her in this area or Employee Assistance Program (EAP) resources.</p> <p>Employee Name will receive weekly feedback from Manager Name or administrator on progress in this area.</p>	Same as above.	Same as above.

This Formal Improvement Plan was developed by **Manager Name, Title**, and delivered to **Employee Name, Title**. It is effective as of the date of signature and will be reviewed at least **weekly** until the completion of the plan.

Signatures:

Manager Name, Title

Date

This Formal Improvement Plan has been discussed with me and I have received a copy of it.

Employee Name, Title

Date