

# Managing a Performance Concern With an Employee



## 1 Coaching or Verbal Counseling

### Have a Crucial Conversation

Have a Crucial Conversation using the BIC model. The BIC (Behavior • Impact • Commitment) model is a conversation with the employee where you address the behavior in question, its impact on their performance and the team, and gain a commitment from the employee to improve.

### Document the Conversation

Document the conversation in an email, if possible. Review the information you discussed with the employee and ask them if that is what they understood.

Human Resources (HR) offers a Record of Verbal Counseling form if you need a template to prepare for the conversation.

## 2 Performance Improvement Plan (PIP)

If the employee's performance has not improved after step one, work with the Employee Relations (ER) office to create a PIP (written warning document). This should be specific, constructive, and sustainable. It is meant to be used in the spirit of improvement and development.

## 3 Further Discipline Up to Termination of Employment

Contact ER to discuss the next steps of the disciplinary process if satisfactory improvements have not been met and/or sustained. Please do not go rogue! HR needs to be involved and present with the manager/supervisor/lead to ensure that proper procedures are followed and maintained throughout the process.

### Employee Relations Office

\_\_\_\_\_  
Contact Name

\_\_\_\_\_  
Contact Details

### HR Representative

\_\_\_\_\_  
Contact Name

\_\_\_\_\_  
Contact Details