

# TABLE OF CONTENTS

<b>AN IMPORTANT NOTE.....</b>	<b>5</b>
<b>Introduction .....</b>	<b>6</b>
What are Performance Plans? .....	6
When Should Performance Plans be used?.....	8
<b>Employment at Will .....</b>	<b>12</b>
<b>The Manager’s Role .....</b>	<b>14</b>
<b>Company Values .....</b>	<b>19</b>
Accountability .....	19
Customer Dedication .....	20
Innovation and Creativity.....	20
Open Communication .....	20
Productivity.....	21
Quality.....	21
Respect .....	22
<b>Dealing with Employee Complaints .....</b>	<b>23</b>
<b>Problems with Employees.....</b>	<b>25</b>

Serious Employee Work Issues.....	25
Performance-based issues: .....	25
Questions to Ask When Facing a Performance Problem.....	26
"Attitude" Issue.....	27
<b>Managing Performance.....</b>	<b>30</b>
Coaching .....	32
Counseling .....	35
Disciplinary Process .....	35
Suspension Pending Investigation .....	37
Termination .....	37
In Conducting the Termination:.....	39
<b>Time Frames .....</b>	<b>41</b>
<b>Summary .....</b>	<b>43</b>
<b>Post Script .....</b>	<b>44</b>
<b>Attachment "A" - Sample Counseling Template.....</b>	<b>46</b>
<b>Attachment "B" - Sample Letter to File for Verbal Warning</b> <b>.....</b>	<b>47</b>

**Attachment "C" - Sample Performance Improvement Plan**

..... **48**

**Attachment "D" - Exit Clearance Checklist ..... 50**

**Contact Information: ..... 51**