

Sample Performance Management System

This is a suggested method for handling performance issues. It is meant to encourage improvement and students should be made aware of an agency's system. Ideally, performance management should be progressive with a series of steps. For example:

1. **Verbal warning:** A supervisor should speak with the student face-to-face and state the specific problem/which policy has been violated. Don't be vague; use this as a teachable moment. Explain **why** it is a problem and/or **how** your agency's policy was violated. Tell the student exactly what changes are necessary or how their behavior should be different. Let them know your exact expectations. Do not make any assumptions. Also, inform the student of the consequences for unresponsive behavior or recurrence of the violation.
2. **Written warning:** *If an infraction merits skipping straight to a written warning, then an agency may choose to adapt this into their performance management system.* A supervisor should notify the student in writing that needed changes have not been made. Re-state the specific problem; remind student of the previous warning(s) and when issued, and re-explain exactly what changes need to be made. If allowed, give the student a probationary period to demonstrate needed improvement (e.g., one or two more shifts); specify a timeframe to demonstrate the changes; and inform the student that the next step may (will) be dismissal if the changes are not made in the timeframe allotted.
3. **Dismissal:** Inform the student in writing that they have been permanently dismissed from your organization. Report all dismissals to OCELTS.

In cases of gross misconduct, immediate termination may be more appropriate than a progressive series of actions. Gross misconduct may include, but is not limited to actions threatening the safety of others, malicious use or theft of agency property, falsification and/or forgery of timesheets, etc. Any questions regarding or cases of gross misconduct must be immediately reported to OCELTS at Loyola.