For information on CalHR's Supervisors Guide to !ddressing Poor Performance, please follow this link: http://www.calhr.ca.gov/Training/Pages/supervisors-guidebook.aspx

Below is a sample of the information that is in the Supervisor's Guide when you go to the link reference above.



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CalHR's Supervisors Guide to Addressing Poor Performance

The purpose of this Guide is to provide supervisors with the basic tools to address poor performance by employees.

HOW SHOULD I USE THIS GUIDE?

Most state employees work hard and do a good job. Occasionally a supervisor is faced with an employee whose performance is unacceptable. This Guide provides supervisors with a general outline for managing employee performance from conveying performance expectations when an employee is first hired through corrective feedback and adverse action if an employee's performance does not improve

The Guide is organized into the following sections:

- 1. Preventive Phase -guidelines on hiring and supervising employees through the probationary period.
- 2. Corrective Phase steps to identifying and addressing performance deficiencies and asking the employee to improve in anticipation of adverse action. This section includes the right to representation and the state's "Progressive Discipline" policy.
- 3. Formal Adverse Action Phase description of the adverse actions process, including the legal causes for adverse action, the range of penalties, the contents of a formal Notice of Adverse Action, Skelly hearings, and formal appeal hearings. This section also describes other types of administrative actions you might be involved in that impact an employee's work status.

This guide book is intended as a guide only. There is no "right" way to manage employees. Each department has a separate culture and approach that may be different. As we state repeatedly throughout this guide, when in doubt, consult with your Human Resources (HR) office.

You will find references to California Government Code in several sections of this guide. To review the specific code, please follow the instructions for "How to find a California Law.

For assistance with employee's work performance, please contact Victoria Goodwin, Performance Management Supervisor at (415) 703-2431 or VG1@cpuc.ca.gov.

Supervisor information can also be found on Content Server and CalHR Supervisor website:

CPUC Supervisor Resources: https://cs.cpuc.ca.gov/otcs/livelink.exe/open/42377974

CalHR Supervisor Resources:

http://www.calhr.ca.gov/state-hr-professionals/Pages/State-Supervisors-Managers.aspx

Human Resources Office Director, Liza Dougherty

We are your partner administering payroll, classification and compensation, hiring, disability, benefits, performance management, labor relations, and positon control.

Talent Management Office Director, Jennifer Torres

We are your partner in recruiting, onboarding, developing, engaging and retaining the best and brightest workforce.