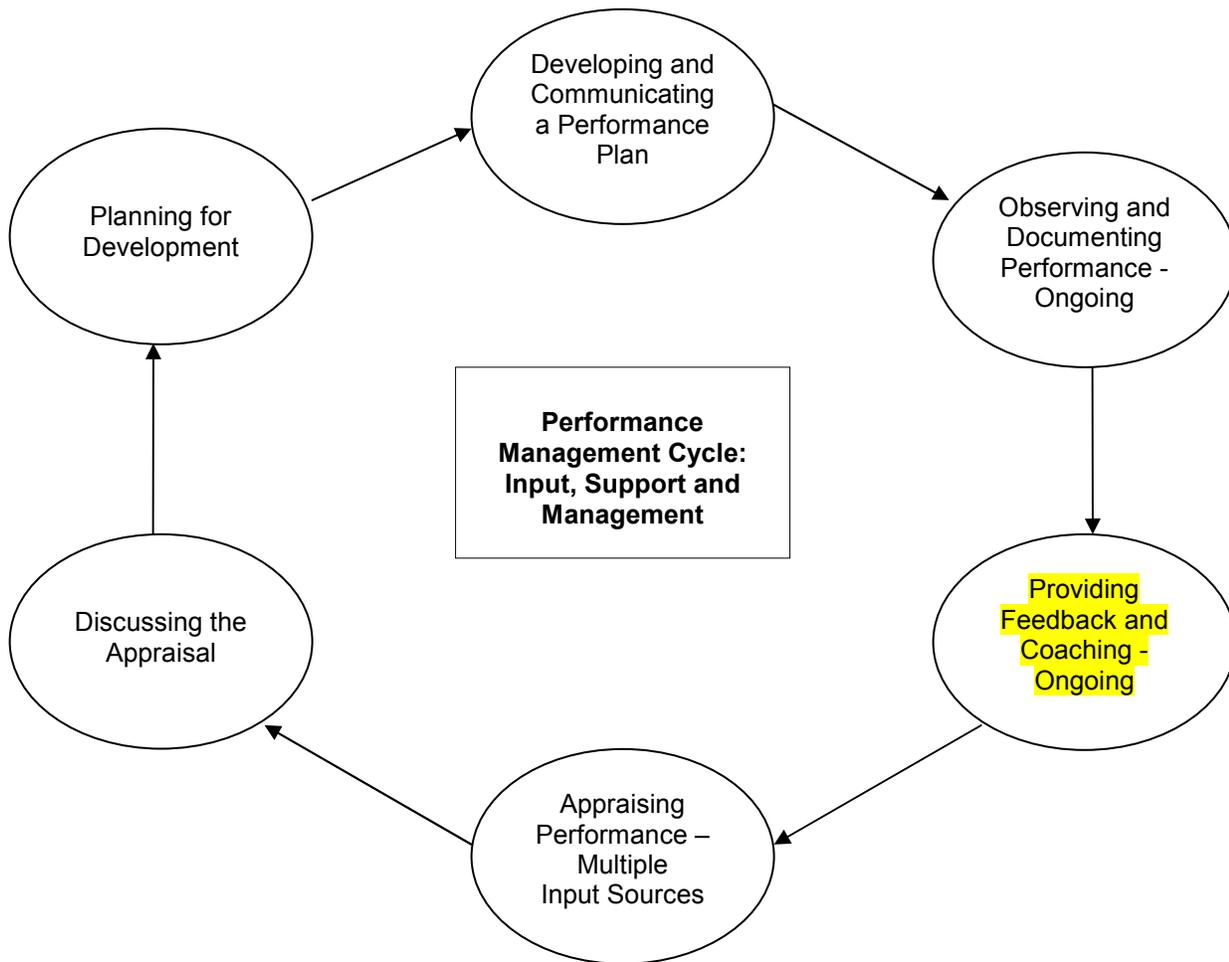


Speaker for National Public Employer Labor Relations Association (NPELRAA) says: “A Top Priority in Grievance Management..... Don’t Have Grievances.”

One way to avoid grievances is to provide and document counseling/coaching with employees as you become aware of a potential issue. Try not to let it get to the disciplinary level, which will possibly be grieved. The counseling/coaching should be documented and maintained by the supervisor. The employee should sign and get a copy of the documentation. It should not be submitted to Human Resources for the employee personnel file. A sample Employee Counseling Form (ECF) is attached for your use.

Providing Feedback and Coaching/Counseling is one of the major components of a comprehensive performance management system like the City of Evanston’s PRISM. Below is the related information from our PRISM handbook.



Providing Feedback and Coaching (Team and Individual)

Through feedback and coaching, effective supervisors share and help develop the knowledge base of employees, they motivate their employees, and they **effectively redirect employees** when necessary.

The effectiveness of performance goals, standards, documentation and appraisal depends on how and when information is shared with employees.

While Section 3 discussed the importance of observing and documenting various aspects of performance, documentation without good communication will accomplish little. Effective supervisors keep up-to-date with what an employee is doing in order to help the employee improve through on-going coaching.

This can be done through ongoing, formal or informal, coaching and progress sessions. Such feedback improves the likelihood that the annual performance appraisal will be a fair measure of performance and have the desired results.

Steps to being a good Supervisor-Coach

- Observe performance
- Give prompt and regular feedback on both positive and negative performance.
- Reward positive behaviors with praise or recognition in front of other team members (avoid embarrassment).
- Provide constructive criticism aimed at improvement. Brainstorm solutions.
- Look for opportunities to get to know your employees.
- Learn about your employees' long and short term goals.
- Become a career coach by helping the employee move toward his/her goals.
- Encourage creative problem solving.
- Establish and maintain two-way communication.
- Be available.
- Tailor your coaching strategy to the situation.
- Accommodate different communication and learning styles.
- Be flexible.

Coaching isn't just about patting people on the back. It's a powerful tool managers can use to help employees realize their career aspirations. Great coaches know their people. What are they good at? Not so good at? What is their potential? What are their limitations? And, most important, where do they want to go in their careers? Armed with that knowledge, great coaches structure jobs and work environments that allow each individual to flourish. They provide appropriate resources and training. They continually monitor progress and provide feedback, knowing when to encourage but also when to be honest about unacceptable performance.



Employee Coaching / Counseling Form (ECF)

Date: _____

Current Behavior Observed: _____

Explanation of Expected Behavior Change: _____

Employee Signature _____

Supervisor Signature _____