

## Organization and Human Resource Consulting

### Corrective Action Process for A&P Employees

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#### What is Corrective Action?

Human Resources Policy 8.15 ([hr.osu.edu/policy](http://hr.osu.edu/policy)) outlines the corrective action process for Ohio State employees. Administrative and Professional (A&P) staff are “at will” employees which means they serve at the discretion of their appointing authority, the head of the college or VP unit.

When an A&P employee is not meeting performance expectations, it is important to give him/her a chance to change behaviors, improve performance, and meet expectations. The following corrective action steps are encouraged:

1. **Verbal counseling** – This is a one-on-one conversation, discussed confidentially, where performance issues are addressed and expectations are clearly stated. The outcome of this conversation is agreement on what the supervisor and the employee will do differently so that the employee can be successful in meeting expectations. Time frames for improvement should be clearly defined.

Documenting that this verbal counseling conversation took place, and the agreements made, helps to make sure there is no misunderstanding between the supervisor and the employee and will help in the corrective action process if the employee’s behavior does not change after this conversation.

See the tip sheet, “Holding a Conversation to Improve Performance” for more detailed information. Unit Human Resources Professionals can also be very helpful in preparing for and conducting verbal counseling sessions.

2. **Documentation of performance issues through a Performance Improvement Plan (PIP)**– A PIP is written by a supervisor/manager to clearly state performance expectations. The purpose is to provide sufficient structure and clarity so the employee will be successful in changing his or her behavior and will thereby meet performance expectations.

See the tip sheet, “Performance Improvement Plan” ([insert URL link](#)) for more detailed information. Unit Human Resources Professionals can also be very helpful in writing Performance Improvement Plans.

3. **Termination** – This last and final step of the Corrective Action process should only occur after conferring with the Office of Human Resources.