

# Addressing Unsatisfactory Job Performance for State Service Employees

Is immediate formal disciplinary action warranted for failure to perform job duties?

Formal disciplinary actions are a written reprimand, suspension without pay, involuntary demotion, or termination.

Consider alleged unsatisfactory job performance, employee's duties in relation to agency mission, employee's previous record of personnel action, employee's level of responsibility, and consistency with past agency personnel actions.

Is formal disciplinary action warranted?

Yes

No

Is a written reprimand the appropriate formal disciplinary action to address the unsatisfactory job performance?

Options (Section 6.4.B)

1. Memo to supplemental employee performance folder
2. Example of work
3. Verbal conversation with email follow-up
4. [Documented counseling session](#) (Section 7.5)

Yes

No

Is performance improved?

Yes

No

[Written Reprimand](#)  
Issued Directly to Employee  
(least severe; no due process required)  
Section 7.5

Issue [Suspension With Pay Notice](#) (if applicable) \*Hearing must take place within 25 working days of first day of suspension\* (Section 7.3)  
Issue [Notice of Due Process Hearing](#) at least 5 working days prior to hearing (Section 7.3)

Return to normal operations.

Review the situation and determine if formal disciplinary action is warranted.

Hold due process hearing.  
(Section 7.4)

After considering the reasons stated in the notice, any related supported documentation, and the employee's response, does inefficiency or other good cause exist? (Section 7.4)

Yes

No

Issue one of the following formal disciplinary actions:  
[Written Reprimand](#)  
[Suspension Without Pay](#)  
[Involuntary Demotion](#)  
[Termination](#)

The employee is not adversely affected in regards to compensation or employment status, but HR should determine if informal corrective action is warranted (Section 6.4.B).

To determine appropriate disciplinary action, consider:

1. Unsatisfactory job performance
2. Employee's duties in relation to agency mission
3. Employee's previous record of personnel action
4. Employee's level of responsibility
5. Consistency with past agency personnel actions (Section 7.4)

Take appropriate formal disciplinary action. (Section 7.5) This may include a written reprimand in lieu of disciplinary action terminating employment or reducing an employee's compensation.