

Addressing Unsatisfactory Job Performance for Probationary 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 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

Issue one of the following formal disciplinary actions:

[Written Reprimand](#)
[Suspension Without Pay](#)
[Involuntary Demotion](#)
[Termination](#)

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)

If warranted, employers should not hesitate to terminate a probationary employee.

Take appropriate formal disciplinary action. (Section 7.5)

No

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)

Is performance improved?

Yes

Return to normal operations.

No

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

***Applies to all employees who are non-state service.**