**3 Questions Approach (pei):**

1. What is the **p**roblem?
2. What are the **e**xpectations?
3. What is the **i**mpact?

**Scenarios**

**Attendance:**Long term employee who in the last several months has begun coming in up to 30 minutes late and/or calling in sick a few times a month. The employee consistently has a low/no balance of sick/annual leave, and doesn’t seem to have an issue using leave without pay. You’ve spoken to them a few times, but there has been no improvement. What do you do?

**Unprofessional behavior:**You have received complaints by some of your staff and customers that one of your staff has responded to inquiries with a very demeaning tone and there have been reports that she/he has yelled at others. Staff has reported not feeling safe and that they believe this is a “hostile work environment.” You’ve spoken to the identified employee about some of the things that have been reported, and the employee’s version of events is completely different from what you heard from others. What do you do?

**Poor performance:**Your department has gone through some restructure. As a result, you are now supervising some employees that you had not previously. One of these employees does not perform certain parts of his/her position as required (and clearly outlined in the job description); however, he/she excels at other parts. This is an employee who has had many managers over the years, and you suspect there has been little to no previous oversight. In reviewing old performance evaluations, ratings exceeded expectations across the board and there is nothing in his/her files indicating issues. The employee states “no one ever told me that was part of my job” and “none of my other supervisors had any problems with my performance.” What do you do?