

Coaching vs. Fact-Finding

Coaching is:

Coaching the employee.

The intent of coaching is having a one-on-one meeting at the lowest level with the employee to discuss an issue and provide feedback and expectations. It is not discipline. It is an immediate correction of behavior or performance. The manager could become aware of issues on their own or issues could be brought to their attention by others.

Coaching examples:

Example 1

Supervisor: Johnny, this is the second time you are late this week...what's going on?

Employee: My car is in the shop, but I should have it back by Friday.

Supervisor: Okay, just keep in mind because you have a customer service position, I expect you to be here by 8:00 am when we open.

Example 2

Supervisor: Johnny, could you please put up those tools before you go out in the field?

Employee: I have a lot to do today, I will pick them up when I get back.

Supervisor: No, Johnny. This place is a mess and customers come in here. I need you to pick it up *before* going out in the field.

Employee picks up keys to truck and leaves through the door. Supervisor follows employee out.

Supervisor: Johnny, please come to my office.

Supervisor then coaches Johnny on expectations

Fact-Finding is:

The intent of fact-finding is to thoroughly review an incident or complaint, when management reasonably believes it could result in formal disciplinary action. It may be necessary to interview the parties involved and gather additional information. This is usually a more substantial issue. If chain of command personally witnessed the situation, fact-finding may not be necessary.

Fact-Finding example:

Supervisor receives a report from an employee that Johnny got into a shouting match with another employee. The supervisor was not there but two other employees witnessed the incident.

The supervisor meets with the employee who made the report to do fact-finding. The supervisor then meets with the 2nd witness. The supervisor lastly meets with the employee(s) who were alleged to have gotten into the shouting match.