TOOLS FOR MANAGERS

Disciplinary Conversation Planning Worksheet

Employee

Manager

Conversation date

Concern / topic

Follow applicable HR policies and procedures.

1. What Actually Happened?

Record specific observations, dates and relevant evidence; distinguish disputed facts.

2. What Standard Was Crossed?

Identify the applicable expectation, how it was communicated and why it matters.

3. What Does the Employee Say Happened?

Record the employee's perspective, context and any additional information.

4. What Is Influencing My Judgment?

For manager's eyes only. Shared fairness check: clarify relevant context, unresolved facts and consistency.

5. What Needs to Happen Next?

Record the outcome or pending decision, expectations and any applicable next steps.

Employee actions / expected changes:

Manager support / next steps (including any required HR review):

Follow-up date, review criteria and communicated consequences, if applicable: