



DEPARTMENT OF THE ARMY  
HEADQUARTERS, U.S. ARMY MATERIEL COMMAND  
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333 - 0001

REPLY TO  
ATTENTION OF

15 DEC 1998

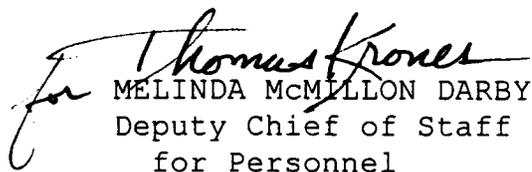
AMCPE-CE

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Addressing and Resolving Poor Performance, A Guide for Supervisors

1. The Office of Personnel Management has prepared a handbook entitled *Addressing and Resolving Poor Performance, A Guide for Supervisors*. Copies may be downloaded, as needed, at <http://www.opm.gov/perform/poor/index.html-ssi>.
2. The handbook is a comprehensive overview of the requirements which supervisors must meet in order to properly address poor job performance, including sample letters of counseling, notices of opportunity to improve, and proposed/decision notices to remove an employee for unacceptable performance.
3. Performance-based problems are sometimes misconstrued as misconduct, or vice versa. On occasion, however, both misconduct and performance issues are interrelated and distinguishing the two can be difficult. Furthermore, studies indicate that supervisors are usually perplexed and overwhelmed by the complexity of governing laws, regulations, and procedures. Although the handbook is a useful tool and provides significant insight into addressing poor performance, supervisors should be cautioned not to attempt this process without expert advice and assistance from their Civilian Personnel Advisory Center.
4. The point of contact for this action is Teresa Greene, DSN 767-3408 or (703) 617-3408.
5. AMC -- America's Arsenal for the Brave.

FOR THE COMMANDER:

  
MELINDA McMILLON DARBY  
Deputy Chief of Staff  
for Personnel

DISTRIBUTION:

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