

**DOCUMENTING EMPLOYEE PROBLEMS**  
**Supervisor's Employee Brief -- AF Form 971**  
**Sample Entries**

REFERENCES: AFP 36-106, Supervisor's Records

**SAMPLE ENTRIES**

15 Oct 00     Orientation: I introduced Mr. Doe to the staff, showed him the facilities and informed him of the various office policies and his work schedule. He read and initialed the OI book, as well as the binder of required & recommended readings. **JD**

16 Oct 00     Discussed with Mr. Doe the duties and standards of his core document (# 83357). I informed him that his first year of civil service employment is considered a probationary period, in accordance with 5 CFR Section 315.801, and that he can be terminated during probation for unsatisfactory performance or conduct. **JD**

10 Dec 00     Counseled Mr. Doe: This morning he reported to work 30 minutes late. Upon arriving, he told me he had car trouble. This was the second time in the last two weeks that Mr. Doe has reported to work over 15 minutes late. I again informed him that he is expected to be at work at the scheduled reporting time of 0730 and that future incidents of tardiness could result in disciplinary action. **JD**

16 Dec 00     Col Jenkins's presented Mr. Doe with a Letter of Appreciation for helping to meet a very short suspense from Maj. Gen Deep's Office. Over a three-day period, Mr. Doe did an outstanding job researching material required for a response to a congressional inquiry. A copy of this Letter of Appreciation will be placed in the Supervisor's Employee Work Folder. **JD**

19 Dec 00     Counseled Mr. Doe regarding a telephone complaint to me from a customer -- Jane Davenport/56 ABW/LGC, who told me that earlier this morning she had called our office and asked Mr. Doe if she could meet with someone in our office today to get help with her claim forms, which she had to submit before the deadline of 31 Dec 00. She told Mr. Doe that she and her family were leaving tomorrow to travel to another state, where they would spend the holidays, returning 2 Jan 01. Mr. Doe told her that because she had not previously made an appointment she was "out of luck." When I asked Mr. Doe if he had any response to Ms Davenport's complaint, he only said "She was looking for special treatment." I had previously informed Mr. Doe (during our discussion about his duties and standards on 16 Oct 00) that he must always treat customers courteously and if he can't help them, to find out if any of our specialists can help. Standard B of duty 3 requires that he deal with customers in a courteous manner and to make every reasonable attempt to help them. **JD**

14 Jan 01 Completed and discussed with Mr. Doe his 90-day initial appraisal. I explained the ratings and again went over each of the duties and standards. I pointed out that while his overall performance is fully successful, and that he met all duties, I am concerned that occasionally he is abrupt with customers. Also, Mr. Doe needs to proof his typing more carefully; lately, he has been making too many careless mistakes. I asked Mr. Doe to sign the appraisal form but he refused, saying that he believes he deserves more than "average" ratings. I told him that his signature on the form indicates only that he acknowledges receipt, not that he agrees with the ratings. He still refused to sign, so I wrote "Employee refused to sign" on the form, and today's date. I also informed Mr. Doe that he has the right to file a grievance in accordance with the Administrative Grievance Procedure. **JD**

22 Jan 01 Oral Admonishment: This date, Mr. Doe was admonished for angrily wading up a piece of paper he had been typing, throwing it at Ms York, and calling her an "idiot." This incident occurred yesterday afternoon, after I of 1600 suspense reminded Mr. Doe. Based on my investigation of the incident, I don't believe Mr. Doe was provoked in any way. I warned him that future misconduct may lead to more severe disciplinary action. **JD**

4 Mar 01 Counseled Mr. Doe about several serious typing errors. Specifically, on 2 Mar 01, Capt Roberts showed me a letter Mr. Doe gave him that day which should have been ready for the commander's signature. In the letter Mr. Doe incorrectly typed two legal citations. And on 3 Mar 01 he typed a document in final which contained three misspellings, including Col Jenkins's name. Copies of these documents will remain with the AF Form 971 until this entry is removed. Standard C of duty 1 requires accurate and timely completion of typing assignments. I also reminded Mr. Doe that future problems -- performance or conduct -- could result in termination during probation. He responded that the workload was becoming too much and that he didn't have time to keep re-typing letters. Mr. Doe refused to initial this entry, although I pointed out that Article 17 of the bargaining unit contract says that "Supervisors will show and employees will initial and date all supervisors comments on the AF Form 971."

12 Mar 01 Oral Admonishment: On 11 Mar 01, at approximately 1700, I checked the cabinet containing classified documents and found that it had not been locked by Mr. Doe before he left at 1630. He is required by standard A of duty 4 to lock it before departing the office at the end of his shift. When he is absent or must leave early, that responsibility shifts to the NCOIC -- SMS Smith. When I confronted Mr. Doe about the incident this morning and asked for his side of the story, he said it was the only time he forgot to lock the cabinet and that he is only human. I reminded him that the standard does not allow for any errors because failure to lock the cabinet could result in compromise of classified material. Mr. Doe refused to initial this entry.

22 Mar 01 Counseled Mr. Doe again about not accurately typing correspondence. Specifically, on 18 Mar 01, he re-typed a letter which went through two drafts and should have been ready for my signature; however, the letter contained three significant typographical errors. A copy of the letter will remain with the AF Form 971. In response, Mr. Doe told me I was too critical and that I was out to get him. Mr. Doe refused to initial this entry.

28 Mar 01 Issued Mr. Doe a Notice of Separation During Probationary Period based on the above-recorded performance and conduct problems. Mr. Doe refused to initial this entry.