

INSTRUCTOR PERFORMANCE & EVALUATION POLICY



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**Director of Operations, KSA
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Director of Operations, KSA
SAMS General Manager

1. Purpose and Scope

To provide execution guidelines for contract instructors' qualification, expected performance, and sustainment. While hired by Salient Arabia for Military Support (SAMS) working in the Kingdom of Saudi Arabia (KSA), the Performance Work Statement (PWS) and RSNF NAVEDTRA 130 (series) will provide qualifications, guidelines, and requirements for contracted instructors.

2. Responsibility and Authority

The English Language Training (ELT) Manager, Learning Standard Officer (LSO), Lead or Senior Instructors, or any employee designated by the General Manager is responsible for executing the guidelines of this policy.

3. Instructor Evaluation Policy

Focuses on achieving and maintaining the highest quality of instructors. Two primary evaluations, formative and summative, are utilized to assess performance. Designated instructor evaluators, appointed by the ELT, OPS, or General Manager, are responsible for conducting these evaluations. The specifics of each evaluation type will be detailed in subsequent sections.

4. Quality Management Methods

To uphold the highest standard of instructional quality, all instructors must achieve a satisfactory score of 85 or above on their post-probationary period evaluations to maintain their instructor qualification. This requirement ensures that instructors consistently uphold their technical certifications and demonstrate effective instructional techniques. Instructors who fall short of this benchmark score will be placed on a Performance Improvement Plan (PIP). This plan guides and supports the instructor towards achieving the required score. The implementation and management of the PIP will adhere to the GOVCIO HR policy and associated documentation.

4.1. Instructor Evaluation Checklist (IEC)

The IEC is utilized for all formative, and summative evaluations, peer-peer, and client observations. It provides a comprehensive list of elements to be evaluated, covering various

training delivery methods such as content presentation, instructor-student interaction, and lesson summarization. The checklist can be viewed in **Appendix C**.

For all formative evaluations an instructor evaluator will select specific points in the IEC to focus on during observation of the instructor. The IEC includes a teaching evaluation and an assessment of the instructor's conduct based on the expectations established in the contractor's PWS and RSNF NAVEDTRA 130 (series), as outlined in this policy and covered during the instructor's orientation. The evaluations derived from the IEC may influence contractual considerations.

5. Instructor Evaluation Methods:

Instructor evaluations are applied during quarterly and specific evaluations within the 90-day probationary period. The subsequent sections detail the nature and specifics of each method. A timeline can be viewed in **Appendix A**.

5.1. Formative Evaluation Methods

Permit the evaluator to observe the instructor for a realistic appraisal of the instructor. They are designed as developmental tools that provide objective feedback on instructional performance and work conduct. They help instructors develop as they prepare for summative evaluations by addressing improvement areas.

5.1.2. Formative (unscheduled):

Unscheduled formative assessments are unannounced and used to "spot check" instructors. At least one designated instructor evaluator will observe the instructor. This evaluation method applies to the first, second and third Quarterly Evaluations:

- **First quarter:** Conducted on the 1-month mark, lasting 30 minutes. The benchmark score for this evaluation is 85.

- **Second quarter:** Conducted on the 4-month mark, lasting 30 minutes. The benchmark score for this evaluation is 85.
- **Third quarter:** Conducted on the 7-month mark, lasting 30 minutes. The benchmark score for this evaluation is 85.

5.2. Summative Evaluation Method

Unlike formative evaluations, all summative evaluations will be announced to the instructor two days before the commencement of the evaluation. Summative evaluations assess an instructor's overall performance, ensuring they meet established standards. These evaluations provide a comprehensive review of instructional effectiveness, guiding decisions on contract renewal promotions, and identifying areas for improvement. They are crucial for maintaining instructional quality and consistency. This evaluation method only applies to the fourth and final Quarterly Evaluation:

- **Fourth quarter:** Conducted on the 10-month mark, lasting 45-minutes. The benchmark score for this evaluation is 85. At least one designated instructor evaluator will observe the instructor.

Additional summative performance evaluations can be initiated at any time if there's a deterioration in the instructor's performance.

5.3. Probationary Period Evaluation Methods

For instructors in their initial 90-day probationary period, the following evaluation criteria and procedures have been established:

5.3.1. Peer-Peer Instructor Observations:

This type of evaluation is conducted in weeks one and two of an instructor's probationary period. It allows new instructors to observe others' teaching practices and learn from them. After the lesson, the observer is encouraged to discuss the observation with the instructor as soon as possible.

- **Peer-Instructor Evaluation:** Scheduled during the first week of a new instructor's

probationary period. The instructor observes another experienced instructor for an entire class (45 minutes); The IEC is not used; instead, the instructor will observe and learn from the experienced instructor, who will then engage in a question-and-answer session immediately after class has ended.

- **Instructor-Peer Evaluation:** An experienced instructor will observe a new instructor for an entire class (45 minutes) during the second week of an instructor's probationary period. During the observation, an IEC is completed

While specific peer-to-peer evaluations are scheduled during the initial weeks of an instructor's probationary period, additional observations can be initiated at any time to facilitate continuous learning and improvement.

5.3.2. Formative (scheduled):

Instructors will be notified of this type of evaluation before its commencement. At least one designated instructor evaluator will conduct the observation. This evaluation method is exclusively applied during the Probationary Period.

- **Week 4 Evaluation:** An announced formative evaluation lasting 45 minutes. The benchmark score for this evaluation is 70.

5.3.3. Summative:

All criteria in the IEC will be assessed, and instructors will be provided with the evaluation criteria in advance. At least one designated instructor evaluator and a member of the client's personnel will evaluate the instructor. Instructors must score 70 on the summative evaluation to complete their probationary period.

- **Week 7 Evaluation:** An announced summative evaluation lasting 45 minutes. The benchmark score for this evaluation is 70.

Additional summative performance evaluations can be initiated at any time if there's a deterioration in the instructor's performance. Instructors failing to meet the 70-benchmark score on the summative evaluation during their probationary period will be subject to an

extended probationary period not to exceed 180 days and termination of the contract.

A detailed timeline for the probationary period's peer-to-peer observations and other assessments is provided in **Appendix B**.

5.4. Client Observations

When concerns or issues regarding the instructor's performance have been raised, our clients retain the right to observe any instructor. Should a client express concerns about an instructor's efficacy and choose to be present during the evaluation, a company representative must also attend to serve as an instructor evaluator.

6. Developmental and Enrichment Activities

Developmental and enrichment activities examine progress and provide avenues to foster instructor self-awareness, supervisor/instructor engagement, and professional growth. They may consist of peer observations, self-assessment, student feedback, and instructor feedback on supervisor and program performance.

6.1. Self-Assessment

At the end of each course, instructors will complete a 'Self-Assessment Report'. This report helps instructors think about what went well and what they could do better. They'll use teaching topics to guide their thoughts. The finished report is kept in the instructor's folder, and they also get a copy. The Self-Assessment form can be viewed in **Appendix D**.

6.2. Student Feedback

Designed to provide student-based feedback to the Instructor and Senior Instructor to help identify areas needing instructor, student, and program-wide improvement. The form is given to students at the end of the course and is collected by the Senior instructor only. The Senior instructor reviews the feedback with the instructor as soon as possible. The Senior Instructor and Project Manager keep all student feedback forms in a folder (C4I instructors will forward critiques for submission with the End of Course Packages). The Student Feedback form can be viewed in **Appendix E**.

6.3. Supervisor and Program Feedback

Enables instructors to offer feedback to supervisors and highlight the program's strengths and weaknesses. The goal is for instructors to provide insights and analyses to management to improve the instructional program and work experience. Every three months, instructors will submit the 'Supervisor and Program Feedback Form' to a feedback box established in the workplace. Supervisors may also utilize online feedback collection methods with the approval of the Project Manager where applicable. Employee feedback will be sent to the Operations Manager for review. The Employee Feedback form can be viewed in **Appendix F**.

7. Guidelines for Conducting Evaluations

After completing the evaluation forms, the evaluator and the instructor will discuss the evaluation as soon as possible to enhance professional skills and performance and ensure that employees meet expectations of conduct. The signed Formative Evaluation Form is retained in the instructor's portfolio, and a copy is provided to the instructor.

8. Unsatisfactory Evaluations

If an instructor receives an unsatisfactory evaluation, the subsequent procedures will be implemented:

Attitude/Behavior Concerns:

- Evaluations highlighting issues with the instructor's attitude or behavior may be halted if deemed necessary by the evaluator.
- An immediate debriefing of the instructor is not required.
- The evaluator will promptly notify the relevant course supervisor about the situation.
- The training and course supervisors will oversee corrective measures.
- Examples include negativity towards students, the Navy, or the training, inappropriate remarks, discriminatory comments, and abusive language.

Instructional Technique Deficiencies:

- Evaluations identifying poor instructional techniques will be completed in full.
- The instructor will be debriefed on all areas of concern.
- The instructor and evaluator will devise an improvement plan, scheduling further evaluations until issues are resolved.

Technical Expertise Gaps:

- Evaluations pinpointing a lack of technical knowledge will be completed.
- The instructor will be briefed on all areas needing improvement.
- The instructor and evaluator will establish an improvement plan, with subsequent evaluations arranged until the identified gaps are addressed.

Persistent Issues:

- If the identified problems persist, the Learning Standard Officer (LSO)/Managers will conduct a reevaluation for those with technique-related concerns.
- LSO/Managers will then submit their findings and recommendations to the Operations and General Manager for further deliberation.

References:

CODE OF CONDUCT & BUSINESS/EMPLOYEE ETHICS
EMPLOYEE CONDUCT/DISCIPLINE POLICY
GOVCIO EMPLOYEE HANDBOOK
GOVCIO HR 107B – PIP MEETING TRACKER
HR 100 - GOVCIO EMPLOYEE HANDBOOK
HR 107 - EMPLOYEE CONDUCT/DISCIPLINE POLICY
HR 107A - PERFORMANCE IMPROVEMENT PLAN
HR 107C - PIP CLOSE OUT MEMO
NETCINST 1500.5C
NETCINST 1500.5D
PERFORMANCE IMPROVEMENT PLAN
PIP CLOSE OUT MEMO
RSNF NAVEDTRA 135 SERIES
WEEKLY PERFORMANCE IMPROVEMENT PLAN (PIP)
RESULTS

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Quarterly Evaluation Timeline

Date: 12/10/2023

P&P Template

Quarterly Evaluations				
	Quarterly 1	Quarterly 2	Quarterly 3	Quarterly 4
Period	1st Month (June)	4th Month (September)	7th Month (December)	10th Month (March)
Method of Evaluation	*Formative *Unscheduled	*Formative *Unscheduled	*Formative *Unscheduled	*Summative *Scheduled
Instructor Evaluators	*Designated	*Designated	*Designated	*Designated
Benchmark	85	85	85	85
Form	Instructor Evaluation Checklist	Instructor Evaluation Checklist	Instructor Evaluation Checklist	Instructor Evaluation Checklist
Announced / Unannounced	Unannounced	Unannounced	Unannounced	Announced
Duration	30 minutes	30 minutes	30 minutes	45 minutes
Can be adjusted based on the schedule of the program. For example, if there are no students in September, then evaluations may resume in the next quarter.				

Probationary Period Evaluations Timeline

Date: 12/10/2023

P&P Template

Probationary Period Evaluations				
	Probation 1	Probation 2	Probation 3	Probation 4
Period	1st Week	2nd Week	4th Week	7th Week
Method of Evaluation	*Peer-Instructor *Formative *Scheduled	*Instructor-Peer *Formative *Scheduled	*Formative *Scheduled	*Summative *Scheduled
Instructor Evaluators	Peer	N/A	*Designated	*Designated *Client
Benchmark	N/A	N/A	70	70
Form	Instructor Evaluation Checklist	N/A	Instructor Evaluation Checklist	Instructor Evaluation Checklist
Announced / Unannounced	Announced	Announced	Announced	Announced
Duration	30 minutes	30 minutes	45 minutes	45 minutes
Peer-peer observations are encouraged during this period. This includes Peer Evaluation (Instructor A evaluating Instructor B or vice versa)				

Instructor Evaluation Checklist (IEC)

Date: 12/10/23

P&P Template

Evaluation Type:

Duration:

Probationary Period: ☐

Benchmark:

Instructor Name:		Location:	
Class:		Book/Curriculum:	
Date:		Time:	

Evaluate each item on the checklist and give a score. (Check each item Not Observed, Needs Improvement, or Not Applicable.)

A. Introduction:		Max (13)	Yes	NO	NA	NI	Total
1	Displayed course and topic title	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2	Introduced self	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3	Explained how the material fits into the course	2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4	Explained objectives to the class	5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5	Stressed the importance of safety	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6	Explained the importance of satisfactory performance	1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7	Motivated cadets to do their best	2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

B. Presentation:		Max (64)	Yes	NO	NA	NI	Total
1	Lesson Plans have been personalized	3					
2	Classrooms and materials are ready for training	4					
3	Information technically accurate	5					
4	Instructor taught from the major teaching points	2					
5	Instructor taught by the approved materials	5					
6	Instructor did NOT read from the lesson plan	2					
7	Transitioned and chained material effectively	2					
8	Used questioning techniques effectively	3					
9	Used training aids effectively	3					
10	Maintained proper eye contact	5					
11	Displayed enthusiasm	2					
12	Used gestures effectively	2					
13	Maintained a positive professional attitude	2					
14	Used time effectively	3					
15	Avoided distracting mannerisms	2					
16	Used communication skills effectively	4					
17	Maintained flexibility	2					

Appendix C

18	Used personal experiences/examples to stress material	3					
19	Explained material clearly	10					

C. Instructor/Student Interaction:		Max (16)	Yes	NO	NA	NI	Total
1	Established and maintained attention	5					
2	Encouraged cadet participation	3					
3	Check cadet for comprehension	5					
4	Established and maintained proper relations	3					

D. Laboratory		Max (6)	Yes	NO	NA	NI	Total
1	Demonstrated lab safety procedures	1					
2	Reviewed lab procedures correctly	2					
3	Safety equipment/devices were in good condition	1					
4	Monitored learner safety	2					

E. Summary:		Max (7)	Yes	NO	NA	NI	Total
1	Established and maintained attention	2					
2	Encouraged cadet participation	2					
3	Check cadet for comprehension	2					
4	Established and maintained proper relations	1					

Grade Calculations:			
Section:	Total Score	out of	Max Score
A Score:		out of	
B Score:		out of	
C Score:		out of	
D Score:		out of	
E Score:		out of	
Total: (A+B+C+D+E)		out of	
Final Score (%):			
Overall Grade:			

*Score = Achieved score

*Max = Maximum possible score

*Final Score % = (Total Score / Total Max) X 100

Quarterly Benchmark: Satisfactory (85+) or Unsatisfactory (<85)

Probationary Benchmark: Satisfactory (70+) or Unsatisfactory (<70)

Appendix C

Evaluator Remarks: Include a brief description of overall performance (strengths and areas requiring improvement). A statement concerning safety evaluation procedures and risk mitigation should be included in this section. All behaviors evaluated as NI, NO, or NA will be explained in this section.

Instructor Improvement Plan:		
Instructor Name: I have been debriefed on this evaluation.	Signature:	Date:
Instructor Evaluator 1	Signature:	Date:
Instructor Evaluator 2	Signature:	Date:

Instructor Evaluation Checklist (IEC) Usage:

The IEC is utilized to conduct the following evaluations:

1. Summative Evaluations: <ul style="list-style-type: none"> Duration: 45 minutes. All applicable sections of the IEC must be evaluated. <p>Quarterly Evaluations:</p> <ul style="list-style-type: none"> Benchmark: 85. <p>Probationary Period:</p> <ul style="list-style-type: none"> Benchmark: 70. 	2. Formative Evaluations: <ul style="list-style-type: none"> Duration: 30 minutes. The evaluator selects specific sections of the IEC for observation. <p>Quarterly Evaluations:</p> <ul style="list-style-type: none"> Unscheduled. Benchmark: 85. <p>Probationary Period:</p> <ul style="list-style-type: none"> Scheduled. Benchmark: 70. 	3. Peer-to-Peer Observations: <ul style="list-style-type: none"> Duration: 30-45 minutes. Scheduled. No benchmark. Types: <ul style="list-style-type: none"> Peer-to-Instructor: <ul style="list-style-type: none"> The IEC form serves as a guide for the observation but is not filled out. Scheduled. Benchmark: 70. Instructor-to-Peer: <ul style="list-style-type: none"> Scheduled. Benchmark: 70.
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Self-Assessment Report

Date: 12/10/2023

P&P Template

Instructor Name:		Date:	
Class:		Course:	

Course Goals: **Fully Achieved** ☐ **Partially Achieved** ☐ **Not Achieved** ☐

Comment on three areas of your teaching in which you have excelled and why. Use the suggested areas below if needed. Provide concrete examples to support your claims.

board setup	balance & variety of tasks	classroom management
task setup & instructions	teaching techniques	rapport building
use of time	answering questions	lesson objectives
lesson planning	disciplinary issues	student attention
rule enforcement	subject knowledge	teacher talk time

Think about some areas of your teaching you could improve. Write a brief plan about how to improve in those areas.



Student Feedback Form

Date: 12/10/2023

P&P Template

Student Name:		Instructor Name:	
Location		Date:	

Instructions: Provide feedback on the following items by marking (✓) in the box. Put written comments at the end.

NA = Not applicable

The Student:		Yes	No	NA
1	I learned a lot in this class			
2	I did all homework assignments			
3	I was prepared for class daily (books, pencils, notebooks, etc.)			
4	I did not sleep in class			
5	I worked hard in this class			

The Instructor:		Yes	No	NA
1	The instructor started and finished the class on time.			
2	The instructor answered my questions.			
3	The instructor's voice was clear and audible			
4	The instructor treated me fairly			
5	The instructor moved around the class during student practice			
6	The instructor was friendly			
7	The instructor used the class time for teaching and student practice			
8	The instructor explained the objectives of the lesson			
9	The instructor explained grammar points clearly			
10	The instructor enforced the classroom rules			

The Classroom:		Yes	No	NA
1	The classroom was clean and organized			
2	The light and temperature of the classroom were good			
3	The classroom rules were posted and easy to understand			
4	The classroom was safe			
5	The equipment in the classroom worked (projector, audio, etc.)			

Comments:



P&P Template

Supervisor and Program Feedback Form

Date: 12/10/2023

Location:

Date:

Part 1: Supervisor

What constructive or positive feedback can you offer your supervisor?

Part 2: Program Apparatus

What constructive or positive feedback can you offer the program? What are they doing right and what could be done differently?

To:

From:

CC:

Date:

Subject: Performance Improvement Plan (PIP)

Concerns about your have been brought to my attention. In this Performance Improvement Plan (PIP), I would like to outline some areas for monitoring and evaluation.

The information contained in this Performance Improvement Plan describes the concerns with your performance.

Performance Problem Areas:

Listed below are the areas in which you must improve your performance. To meet the minimum performance expectations for your position, you must implement the corrective measures within the noted timeline. I have provided you with Problem Areas, Performance Concerns/Examples, Performance Expectation(s), Corrective Measure(s) and Timeline(s) for Improvement below.

Performance Problem Areas:

Performance Concern(s)/Example(s):

Performance Expectation(s):

Corrective Measure(s):

Timeline(s) for Improvement:

Consequences

I will assist you with achieving your objectives in any way that I can. During the next calendar days of this performance improvement period, through , I will be monitoring your performance closely.

It is imperative that you understand the consequences if, during this performance improvement plan, the above objectives are not met, your employment will be terminated if you do not demonstrate and sustain immediate and noticeable improvement, as outlined in this plan. Keep in mind that it is important to refer to this document throughout the performance improvement period.

I will continue to monitor your progress until I am comfortable that your performance has improved. The Company reserves the right to review your performance at any time during this period and take appropriate action. Additionally, a recurrence of the identified performance issues, after completion of the plan, may result in termination without the benefit of another formal improvement program.

Next Steps:

The expectation is that you will complete the above performance plan in the specific time frame and that this improvement is sustained over time. If you are not able to meet any of the above expectations, please notify us immediately. I will also schedule a meeting with you each week, to discuss your progress toward meeting the Performance Improvement Plan.

Outcome:

Progress needs to be made toward meeting and sustaining the expectations in the Performance Improvement Plan. Failure to do so will lead to further disciplinary action up to and including termination at any time for inability to meet standards of required performance of your job.

Acknowledgment:

The employee's signature does not indicate agreement or disagreement with the information presented in this communication but is an acknowledgement that the information contained herein has been discussed with the employee. This document will be filed in the employee's personnel file.

Notice to employee: Failure to sustain an acceptable level of performance and/or failure to adhere to Company policies, procedures, practices, or mandated regulations will result in further disciplinary action, up to and including termination, even if this Written Communication has not yet concluded. This Communication does not guarantee you continued employment for its duration, or for any specified period of time.

I have read and understand the contents of this Performance Improvement Plan memo.

Employee Signature:	Printed Name:	Date:
Manager Signature:	Printed Name:	Date:
HRBP Signature:	Printed Name:	Date:

Weekly Performance Improvement Plan (PIP) Results

Number: **HR 107B**

Date: 10/7/2022

Problem Area	Week 1:	Week 2:	Week 3:	Week 4

To:

From:

CC:

Date:

Subject: Performance Improvement Plan Closeout Memo

During the past days, I have been working with you on improving your performance in the following areas:

Your performance in these areas has improved, therefore, you have successfully completed this Performance Improvement Plan.

I look forward to your continued strong performance in these areas and I remain available to work with you as needed. Please let me know if you would like to continue our regular meetings that have been established as part of this PIP.

It is expected that you will sustain the improvements made in your performance as a result of this PIP. A recurrence of the identified performance issues, after completion of the plan, may result in disciplinary action up to and including termination without the benefit of another improvement program.

Acknowledgment:

The employee's signature does not indicate agreement or disagreement with the information presented in this communication but is an acknowledgement that the information contained herein has been discussed with the employee. This form will be filed in the employee's personnel file.

This Communication does not guarantee you continued employment for any specified period of time.

I have read and understand the contents of this Performance Improvement Plan Closeout Memo.

Employee Signature:	Printed Name:	Date:
Manager Signature:	Printed Name:	Date:
HRBP Signature:	Printed Name:	Date:



P&P Template

Letter of Warning

Number: HR 107D

Date: 12/6/2022

To:

From:

CC:

Date:

Subject: Letter of Warning

Type of Warning:

Issue

Expectations/Corrective Action

Warning

Acknowledgment

The employee's signature on this document does not indicate agreement or disagreement with the information presented in this warning, but it is an acknowledgement that the information contained herein has been discussed with the employee. This information will be filed in the employee's personnel file.

Please let me know if you have any questions or concerns.

Employee Signature:	Printed Name:	Date:
Manager Signature:	Printed Name:	Date:
HRBP Signature:	Printed Name:	Date:

Attachments: *If there is a relevant policy or document that you want to attach as part of this document you should include the name of it here i.e., Time Reporting policy.*