Luxottica Employee Relations
Writing Formal Corrective Actions (FCAR) – U.S.

How do I write a Formal Corrective Action?

Write a document based on factual information that is organized and concise.

Additional Resources

- **HR Solutions**
- **Performance Management Process**
- **Principles of Conduct – Unprofessional Behavior**
- **Principles of Conduct – Operational Violations**
- **Conducting Investigations**
- **Your Regional Manager**

FCAR Best Practices

- **Be Organized** – gather any necessary information such as dates and details of previous coaching, CARs, PIPs, incidents and issues being addressed.
- **Be Concise** – simply state the facts and describe the issues. Do not include unnecessary details such as long explanations, customer information or transaction numbers. Avoid using "you", "we", and "I".
- **Be Factual** – use specific dates and details, do not include any emotional statements or language.
- **Write the Document in a Private Setting** – keep the document confidential before and after the delivery.

Examples

- **Do -** "On 03/01/2017, John demonstrated unsatisfactory customer service during a customer interaction. This resulted in a customer complaint".
- **Don't -** "During a shift in March, John didn't want to help customers because he 'wasn't feeling good'. John received a customer complaint because of this." **(Lack of specifics / Unnecessary Details)**
- **Do -** "On 04/01/2017, John was scheduled from 10am-2pm, but arrived at 10:07am. This resulted in the store opening 7 minutes late"
- **Don't -** "John, you were supposed to be at work last Tuesday, but opened the store late. You cannot do this because we might get fined". **(Emotional / First-Person)**

Luxottica Employee Relations
Writing Formal Corrective Actions (FCAR) – U.S.

Heading

It is important to fully complete the heading of the Corrective Action Record. Always be certain to include the date the document was completed.

LUXOTTICA

CORRECTIVE ACTION RECORD

Employee Name:	(Full Name of Recipient)	**Associate Job Title:**	(Title)	**Date:**	(Date of Document Creation)
Supervisor:	(Supervisor's Full Name)	**Supervisor Title:**	(Supervisor's Title)	**Location:**	(Store #)

Body

- The body portion of the FCAR should contain the description of the issue being addressed and the impact to the business. Do not include any emotional statements, simply state the facts and describe the issue being addressed.
- The impact paragraph should include the company policy that was violated and how that violation impacted the store or customers.

Examples of Impact Paragraphs

- **Behavior** - "(Name)'s behavior is unacceptable and will not be tolerated. (name)'s actions have negatively impacted the store environment and has caused management to question (his/her) ability to demonstrate sound judgment and critical thinking."
- **Customer Service** – "(Name)'s actions are unacceptable and will not be tolerated. (Name)'s failure to provide excellent customer service negatively impacted the customer experience and may have negatively impacted their decision to purchase in the future.

Briefly state the reason for corrective action and any relevant information:

This corrective action record is to address unsatisfactory attendance.

On the following dates, (employee's first name) has demonstrated unsatisfactory attendance:

- (date) – Absence #1
- (date) – Absence #2
- (date) – Tardy 15 minutes

As stated on page 19 of the Associate Guide, "You are expected to be at your work area ready to work at your scheduled time. Unscheduled absences and tardiness place an unfair burden on those associates who are present and working as scheduled." Failure to arrive on time for your scheduled shift may have negatively impacted customer service.

LUXOTTICA

Previous Corrective Actions

List all other Corrective Actions that have been taken, including APR's or informal coaching. Briefly list the topic of each and the exact date of delivery.

List all other Corrective Actions taken:
(previous delivery date, if applicable) – Associate Performance Record / Attendance, Customer Service
(previous delivery date, if applicable) – Formal Corrective Action / Attendance

Future Expectations

Future expectations should be clear and easy to understand. Use simple and direct statements and avoid any emotional wording. Every Expectations section should end with the following statement:

"Any further violations of unsatisfactory performance or behavior, including unsatisfactory attendance, will result in further corrective action up to and including termination of employment."

EXPECTATIONS OF THE ASSOCIATE GOING FORWARD

List requirements that the associate must meet in order to correct the problem. (This may include positive steps and developmental plans.) Please print:

All associates must arrive on time for their scheduled shifts. Effective immediately, (employee's first name) must ensure that (he/she) is arriving to work on time for (his/her) scheduled shifts.

Any further violations of unsatisfactory performance or behavior, including unsatisfactory attendance, will result in further corrective action up to and including termination of employment

Associate Comments

At the end of the delivery of the FCAR, the employee should be provided the opportunity to write a comment. If the employee has written anything stating that the document is untrue or false, do not discuss the comment with the employee and inform your Regional Manager.

The employee, the manager delivering the FCAR and any witnesses should sign the document at the bottom. If the employee refuses to sign the document, write "Refused to Sign" on the employee signature line and date the document.

ASSOCIATE COMMENTS (OPTIONAL):

BASED ON ABOVE INFORMATION THE COMPANY IS TAKING THE APPROPRIATE ACTION:

☒ Corrective Action ☐ Termination

SUPERVISOR SIGNATURE DATE ASSOCIATE'S SIGNATURE DATE WITNESS (Optional) DATE

ASSOCIATES SIGNATURE DOES NOT NECESSARILY DENOTE AGREEMENT WITH THIS DOCUMENT.

Any further occurrence of unacceptable performance or behavior will result in further disciplinary action up to and including termination of employment.

FCAR Retention

The employee should be provided with an unsigned copy of the FCAR once it has been delivered. The signed FCAR should be placed in the employee's file and a copy sent to the Regional Manager.

Employee files should always be in a secure location in the store. If there are concerns about confidentiality at the current location, discuss with your Regional Manager.