

PERFORMANCE IMPROVEMENT GUIDELINES

1. Purpose: The purpose of a Performance Improvement Plan is to communicate to the employee the specific job performance areas that do not meet expected standards.
2. Develop a Performance Improvement Plan:
 - a) Clearly state why the employee's job performance is a concern and how it impacts the work environment.
 - b) Summarize the facts and events that necessitate the development of a Performance Improvement Plan.
 - c) Develop specific and measurable steps to improve performance and include the employee's ideas for improvement.
 - d) Establish reasonable timelines for improved performance on each expectation.
 - e) Conduct periodic reviews on a regular basis to monitor progress being made toward the expected outcome and provide feedback.
 - f) Communicate consequences for failure to meet expectations and sustain improved performance.
3. Implement the Performance Improvement Plan:
 - a) Document each step of the Performance Improvement Plan
 - b) Provide constructive feedback to help the employee understand how he/she is doing and what is expected.
 - c) Focus on the job and not on the person. Concentrate on a specific behavior to enable the employee to understand what you want and why. The individual will feel less defensive.
 - * Example with focus on behavior: "Your report is two days late."
 - * Example with focus on person: "You are not very reliable about getting things done on time."
 - d) Always meet with the employee and provide an opportunity for discussion and feedback.
 - e) At the end of the Performance Improvement Plan period, the supervisor will determine if the process was satisfactorily completed or if progressive discipline will be implemented in conjunction with Human Resources.