

## **INTRODUCTION OF Performance Improvement Plan (PIP)**

Effective October 1, 2017, a new Performance Improvement Plan (PIP) process will be implemented. It is a solution aimed at standardizing the process used for managing non union employees who are experiencing difficulty achieving planned results against objectives or expectations.

Establishing this process will enable all of us to proactively address performance issues in a timely and systematic fashion and provide employees with clear expectations and consequences for their performance.

The process includes a formal PIP plan that is created by the Manager and Employee, outlining performance gaps and action plans for improvement; a series of meetings to review performance, and a series of memos to document performance. HR will guide you through the process with the required forms.

Key points about the process:

- The PIP and Performance Review Process are two separate processes. They stand alone from each other; but should be related with logic.
- Human Resources must be consulted prior to communicating the need for a PIP to an employee. HR will help Managers identify the appropriate course of action and duration of the PIP.
- HR will participate in the meetings with the employee. The following instances would require HR:
  - New managers or supervisors who have not implemented a PIP and are not comfortable doing so
  - The need for the PIP is due to an extreme event or issue that the manager or supervisor is not equipped to address alone
- Documenting the progress of a PIP is important. In the event of the need for a termination, this documentation will outline attempts by all parties to improve performance.
- Face-to-face meetings should always be conducted when reviewing progress with the employee.
- The PIP is a fluid process and can be altered by the Manager or HR based on employee progress. If performance does not improve upon conclusion of the PIP, HR must be consulted prior to taking any course of action.

The new Performance Improvement will help drive early intervention on performance issues. Ultimately, it will provide the Employee an opportunity to improve their performance while working towards achieving business objectives.

This process will be rolled out to in more detail to all Directors and Personnel Committee during the next Managers Meeting and Personnel Committee Meeting.