

# Performance Improvement Plan Work Instructions

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Doc. Type: <b>HR Work Instructions</b>	Rev Date: <b>08/24/2017</b>	Rev. Level: <b>A</b>

## PURPOSE:

- To ensure that the Town of Kingsville has a standardized process for managing nonunion employees who are experiencing difficulty achieving planned results against objectives or expectations.
- The Performance Improvement Plan is intended to drive early intervention on performance issues by providing the employee an opportunity to improve their performance while working towards achieving business objectives.

## SCOPE:

- Policy applies to all nonunion employees of Town of Kingsville.
- Work Instructions applies to all HR or their designate.

## WORK INSTRUCTIONS:

### 1. Timing:

- 1.1. A Performance Improvement Plan is not necessarily on the same timeline as the Performance Review Process. Specifically, Performance Improvement Plans may be executed following unsuccessful attempts at coaching and development to address performance related difficulties.
- 1.2. The recommended duration of a PIP process is not to exceed 3 months. (This does not include Pre-PIP - Initial Notification of Performance Issue, which is an additional 30-90 days.)
- 1.3. Managers *must* receive input and approval from Human Resources *prior* to the development and communication of the Performance Improvement Plan.
- 1.4. A performance Improvement Implementation Checklist must be completed prior to launching a PIP plan.
- 1.5. The PIP process is fluid and can be altered by the Manager and HR based on employee progress. In other words, a 90-day PIP does not guarantee employment through the end of the 90 days. If a person's performance is not improving, or even worsening, termination of employment may be exercised at any time during the PIP. Likewise, if performance improves significantly in a shorter amount of time, a PIP can be closed sooner than originally scheduled.

### 2. Pre-PIP - Initial Notification of Performance Issue:

- 2.1. The Manager will ensure that job responsibilities and performance expectations have been clearly communicated to the employee and documented.
- 2.2. The Manager will, prior to implementing a formal Performance Improvement Plan (PIP), consult with HR and then initiate a discussion with the employee and outline performance issues and expectations over next 30 - 90 days.
- 2.3. The Manager will document the discussion in a letter format with the month/day/year and submit to employee (recommend via email). (Sample Letter A.) This will be considered the official date upon which the employee is notified that he/she is not meeting expectations.
  - 2.3.1. If performance improves, document and submit communication to employee the need for sustaining performance at the expected level. Leave open the option for a formal PIP if performance declines in the future. (Sample Letter B)
  - 2.3.2. If performance does not improve, begin to develop a formal PIP completing Columns 1 and 2, using the attached PIP form and proceed to next steps.

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### 3. PHASE ONE - Establishing Performance Improvement Plan:

- 3.1. Prior to communication of the necessity for a PIP to employee, the Manager will receive input and approval from Human Resources and HR with provide Manager with initial notification documentation.
- 3.2. Manager will schedule initial meeting with employee (Human Resources attendance is optional) to discuss the necessity for the PIP, outline required performance changes, and develop an action plan with timeline. Be sure to select a time and place that will ensure quality time for the discussion. (Sample Letter C)
  - 3.2.1. The Manager will review with the employee the behaviors that require improvement, citing specific examples where deficiencies were observed and the impact this behavior has on customer satisfaction, business results, departmental efficiency, etc.
  - 3.2.2. The Manager will solicit feedback from the employee to determine root cause of the performance deficiency.
  - 3.2.3. Together, the Manager and the employee are to agree on the action plan that will improve performance, as completed on PIP form. Be sure to include specific actions, dates and support that may be needed by employee. Action plan duration should not exceed 3 months.

*Note: Human Resources will help the Manager to ensure that the time scale for improvement is reasonable under the circumstances (i.e. seriousness of performance deficiencies, impact on business)*
  - 3.2.4. The Manager will communicate potential consequences to employee if performance does not improve.
- 3.3. The Manager will document the Action Plan along with milestones in Columns 3 and 4 of PIP form. Schedule performance checkpoint meetings in Column 5 in order to review on-going progress against the PIP. These should be done at least every 30 days in a formal fashion and clearly documented.
- 3.4. Manager, employee and Human Resources (if present for meeting) should sign the form. A copy of the completed form must be sent to Human Resources.

### 4. PHASE TWO - Conducting Progress Reviews:

- 4.1. The Manager and employee will follow action plan and conduct established review meetings on designated dates and times.
- 4.2. The Manager and employee will at each meeting, document progress using the "Appraisal of Progress" form.
  - 4.2.1. Document progress reviews, include signatures of both employee and supervisor. Provide copies to Employee and Human Resources. (Appraisal of Progress form)
- 4.3. If performance is improving, continue with established review meetings. The Manager with input from HR will Issue a letter to the employee summarizing progress to date. (Sample Letter D)
- 4.4. If performance is not improving, continue with established review meetings. The Manager with input from HR will Issue a letter to the employee documenting continuing performance issues. Inform the employee that failure to improve could result in termination of employment. (Sample Letter E)

### 5. PHASE THREE - Conclusion of PIP:

- 5.1. If performance is at expected level, the Manager and HR will prepare final documentation

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outlining expectations for sustaining performance and leave opening for future action if performance trends downward. (Sample Letter F)

- 5.1.1. Document and print final progress review, include signatures of employee, Manager and Human Resources. Provide copies to employee and Human Resources. (Appraisal of Progress form)
- 5.2. The Manager and employee will set Objectives and IDP for remainder of cycle
- 5.3. If performance is not at expected level, the Manager will consult with Human Resources to agree on specific course of action from this point forward.

## ASSOCIATED MATERIAL:

1. [Sample Letter A – Initial Notification Follow Up](#)
2. [Sample Letter B – Performance Improves](#)
3. [Sample Letter C – Performance Did Not Improve; establish PIP](#)
4. [Sample Letter D – Performance is Improving](#)
5. [Sample Letter E – Performance is Not Improving](#)
6. [Sample Letter F – Performance is at Expected Levels](#)
7. [Appraisal of Progress Form](#)