



Addressing Performance Issues: Guidelines and Action Steps

Addressing performance issues provides an opportunity for employees to demonstrate commitment to their own success. It is the supervisor's responsibility to provide clear expectations related to goals and how to achieve them. The employee should be provided a strong and supportive environment to assist them with meeting or even surpassing the established goals.

Performance Discussions and Documentation

When performance/behavior issues surface, the supervisor should follow these steps:

1. Promptly address the issue(s) by meeting with the employee in a confidential setting.
2. Document the verbal discussion. This can look differently depending on the type of behavior and number of occurrences.
3. Have the employee compose and provide a summary of the discussion. This helps to determine the employee's understanding of the issue and the expectations for resolution.
4. Document the employee's efforts to resolve the issue, along with applicable dates and indicate if the behavior has been corrected.
5. If the issue resurfaces, additional documentation and details will be needed. Ideally, the documentation will contain:
 - a. Prior meeting dates as well as prior discussions, recommendations and attempts to correct behavior(s)
6. Determine if a Performance Improvement Plan (PIP) is appropriate. Consider the severity and impact of the behavior as well as the number of occurrences.
7. Include the issues in performance reviews, along with documentation related to any recurrences of prior issues

Remember, if a performance issue is not documented, it is as if it did not happen. If you have any questions on how or what to document, please contact Human Resources.

Developing a Performance Improvement Plan

A Performance Improvement Plan (PIP) is an effective tool in performance improvement-related situations. Supervisors should document the following items when using a PIP:

1. The performance to be improved; be specific and cite examples
2. The work performance expectation and that it must be performed on a consistent basis
3. The support and resources that will be provided to assist the employee
4. The plan for providing feedback to the employee. Specify PIP review meeting times, with whom and how often. Specify the measurement you will consider in evaluating progress.
5. The possible consequences if performance standards are not met
6. Sources of additional information such as the Staff Handbook
7. A realistic timeline for improvement (i.e., 30, 60, 90 days)



Finalizing and Presenting a Performance Improvement Plan to an Employee

Please make sure you obtain the needed approvals and signatures as outlined below:

1. Before presenting a PIP to an employee, review it with the next level manager and the Director of HR/Title IX Coordinator for approval.
2. Once approved, the supervisor signs and dates the PIP document.
3. Present the PIP to the employee in a confidential setting and obtain the employee's signature.
4. Retain the original PIP document for the duration of the PIP timeframe and send a copy to the Director of HR/Title IX Coordinator

Performance Improvement Plan Review Meetings

Hold regular PIP review meetings based on the schedule created in the PIP. These meetings allow:

- The supervisor to give honest, constructive feedback and reasonable support while staying up-to-date on the employee's progress
- The supervisor to help the employee stay on track, providing the best opportunity for success
- The employee to explain their efforts in resolving the performance issue(s) and challenges
- The supervisor and employee to discuss required or recommended assistance and/or training opportunities, which may include:
 - Resources provided by our Employee Assistance Program (EAP)
 - Outside training in areas of performance weakness
 - Coaching by the supervisor or a mentor

Please keep the Director of HR/Title IX Coordinator informed of the employee's progress during PIP timeframe.

Performance Improvement Plan Results

If the employee succeeds in meeting the performance expectations and completing the action plan in the specified timeframe, the PIP is considered completed and closed. The supervisor should:

- Check the box on page 2 of the PIP, sign and date the form
- Forward the original signed document to HR so that it can be placed in the employee's personnel folder to become a part of their permanent record

Should further corrective action be required, the supervisor will collaborate with the manager and HR to decide on the next plan of action. This may take the form of an extension to the PIP or other disciplinary action up to and including termination.

If an extension to the PIP is the approved course of action, the supervisor should:

- Check the appropriate box on page 2 of the PIP, sign and date the form
- Document the needed improvement areas and any related training/support, identify a new timeline for improvement
- Obtain necessary approval signatures (i.e., supervisor and manager)



- Present the updated PIP document to the employee and obtain the employee's signature
- Continue to monitor employee progress against the new goals through established meetings
- Retain the original PIP extension document until the end of the extended timeline and provide a copy to the Director of HR/Title IX Coordinator

The Director of HR/Title IX Coordinator should be kept informed of the employee's progress during this new timeframe.

Performance Improvement Plan Extension Results

Upon successful completion of the PIP extension, the PIP is considered completed and closed. The supervisor should:

- Check the appropriate box on page 2 of the PIP, sign and date the form
- Forward the original signed PIP document, along with the PIP extension document, to HR so that it can be placed in the employee's personnel folder to become a part of their permanent record

If the employee fails to make the required improvement(s) following the PIP extension, the supervisor will collaborate with the manager and HR to determine the next plan of action which may include further disciplinary action including termination. The supervisor will check the appropriate box on page 2 of the PIP, sign and date the form, then forward the original signed PIP document, along with the PIP extension document, to HR for placement in the employee folder.