



POLICY AND PROCEDURE MEMO

SUBJECT: PERFORMANCE IMPROVEMENT PLAN

NO. 2.021
DATE: 2/10/2020

Blair Cox
CITY MANAGER

I. POLICY STATEMENT

A Performance Improvement Plan is a written tool available to supervisors for the purpose of improving the performance or behavior of the employee, and addressing performance discrepancies identified in the annual employee evaluation process.

Cooperation and continuing communication between the employee and supervisor is essential to the success of the evaluation process and the Performance Improvement Plan. It is a tool to use only if the supervisor and the employee have mutual agreement on the contents of the plan.

II. SCOPE

This policy applies to all staff.

III. DEFINITIONS

A Performance Improvement Plan is a written tool available to supervisors for the purpose of: A) Improving the performance or behavior of the employee and B) addressing performance discrepancies identified in the annual employee evaluation process.

IV. PROCEDURE

1. Define the performance factor requiring improvement
 - a. Each performance factor given a rating of NEEDS IMPROVEMENT (NI) OR UNSATISFACTORY (U) should be identified in separate statement(s).
 - b. Each statement(s) should be supported by appropriate documentation using specific examples to identify areas of improvement. Define the task, skills and/or behaviors where improvement is required.
2. Establish the priorities of the areas requiring improvement. Consider:
 - a. Frequency of occurrence
 - b. Relationship to all aspects of the position
 - c. Consequence of error
3. Identify the standards upon which performance will be measured and develop an action plan that specifies how the standards will be met. This should include specific training and any other special support that will assist the employee to meet the standards.



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4. Establish short- and long-range goals and timetables for accomplishing change in performance/behavior with the employee.
 - a. Are they reasonable?
 - b. Are they attainable?
 - c. Are they flexible?
5. Put the Performance Improvement Plan in writing and include signatures of both the employee and supervisor.
6. Establish period review dates.
 - a. Both the supervisor and the employee must participate in monitoring goals.
 - b. Measure actual performance against the standards.
 - c. Results of each meeting should be made available in writing.
7. Establish a Performance Improvement Plan file for the employee.
 - a. Include documentation that identifies both improvements and/or continued deficiencies.
 - b. Encourage the employee to review this file periodically.
8. At the end of the Performance Improvement Plan time period, a final evaluation should be conducted. Was the plan successful?
 - a. If so, the employee should be notified and removed from the plan.
 - b. If not, consider the following options:
 - i. Continue the plan.
 - ii. Amend or extend parts of the plan.

V. ENFORCEMENT

The direct supervisor and/or department head is responsible for identifying employees that could benefit from a Performance Improvement Plan and to implement such plan in a timely manner.