

## **Performance Improvement Procedure**

The Performance Improvement Procedure (PIP) is designed to facilitate constructive discussion between a staff member and his or her supervisor and to clarify the work performance to be improved. It is implemented, at the discretion of the supervisor, when it becomes necessary to help a staff member improve his or her performance. This process is in keeping with the various collective agreements. Supervisors are expected to read and be familiar with the applicable collective agreements for their employees.

The supervisor develops the improvement plan with input from the affected employee and advice from their HR Consultant, (your HRC can advise you of any collective agreement requirements). The purpose of the activities outlined is to help the employee to attain the desired level of performance. The plan is normally recorded in a Letter of Expectation or a Letter of Advice and Guidance. Contact your HR Consultant for assistance with letter format.

The PIP differs from the Performance Planning and Review (PPR) process in that the focus is on improvement. Assuming the employee is already participating in the University's recommended PPR process, the format and the expectation of the PIP should enable the supervisor and employee to communicate with a higher degree of clarity about specific expectations. In general, people who are performing their jobs effectively, and meeting the expectations of the PPR process, will not need to participate in a PIP.

In all cases, it is recommended that the supervisor's supervisor and the assigned Human Resource Consultant both be involved in preparing for the meeting with the employee and the preparation of the letter or improvement plan form. This will ensure consistent and fair treatment of employees across the University.

The supervisor is expected to monitor and provide feedback to the employee regarding his or her performance on the PIP and may take additional action as warranted. Such action may have to be dealt with through the appropriate collective agreement. See your HR Consultant.

The supervisor should review the following items with the employee during the Performance Improvement meeting.

1. State the current performance issue(s), and clarify what needs to be improved. Be specific and cite examples. (e.g. quality or quantity issues, personal behavior issues like attendance, client service problems or interpersonal problems).
2. State the level of work performance expectation and that it must be performed on a consistent basis. Be specific and cite examples.
3. Clarify employee goals and actions required to improve performance including targeted dates.
4. Identify skills, knowledge or attributes needing development and agree on a learning and development plan with targeted dates.

5. Specify the support and resources you will provide to assist the employee. (e.g. clarifying role expectations, learning and development, coaching, EFAP etc.).

6. Clarify expected results - identify the measures (quantity, quality, time) that will be used to evaluate progress.

7. Communicate your plan for providing feedback to the employee. Specify meeting times, with whom and how often. Specify the measurements you will consider in evaluating progress. Set up the 'check in' dates.

Following the meeting provide the employee with the letter of expectation or advice and guidance or the Performance Improvement plan form to confirm and clarify what has been discussed.