

DIVISION OF PUBLIC HEALTH

Policy Memorandum Number 52

Subject: PERFORMANCE MANAGEMENT

Page 1

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Approved by: 

Date Approved: 08/09/13

Revision Date: August 9, 2013

Supersedes: Original policy dated May 20, 2008

I. PURPOSE

The purpose of the Division of Public Health (DPH) Performance Management Policy is to facilitate consistent and effective employee performance planning and evaluation.

II. POLICY/POSITION STATEMENT

Every employee shall be an active participant in the Performance Management process. This process includes a Performance Plan which will be developed as a coordinated effort between the employee and his or her supervisor, Performance Feedback sessions, and Performance Reviews, all of which shall be conducted periodically as specified in this policy.

An effective performance management system involves an integrated approach including performance planning, performance feedback, mentoring and coaching, performance review and rewarding performance towards building a high energy, motivated workforce that supports the mission of the DPH and the unit.

To be successful, this performance management system is modeled around four basic parameters:

- Letting employees know specifically what needs to be achieved and what is expected of them;
- Communication with employees through formal and informal feedback;
- Supporting your employees through coaching and mentoring and;
- Rewarding and recognizing performers and managing poor performance

Performance management begins the day the employee begins his/her first day of work and ends when he/she leaves your supervision. In order to achieve and provide the highest quality of services, every DPH employee's best effort is needed.

The work expected by the employee is set forth in the *Performance Plan*, which links employee job duties and performance expectations to meeting the organizational mission and objectives. The Performance Plan is designed to provide employees a clear description of job

accountabilities. The Performance Plan is a working tool used to assist the organization, the people we serve, and individual development as a coordinated effort between the employee and management.

Performance Feedback is private, non-threatening communication between the employee and his/her supervisor for the purpose of improving performance and developing employees to their highest potential.

The Performance Review is an evaluation of the employee's job performance based upon expectations and job requirements established in the Performance Plan.

Together, the Performance Plan, Performance Feedback, and the Performance Review are designed to assist management and employees to:

- Set performance expectations;
- Assess to what degree those expectations have been met;
- Document job strengths and areas for improvement;
- Plan for improvement and/or development, and
- Create a performance record which may increase employees' ability to successfully compete for promotional opportunities.

III. APPLICABILITY

This policy is applicable to all Division of Public Health employees, including full-time and part-time merit employees. It is strongly encouraged for all other categories of DPH employees including casual, seasonal, contract, and interns.

IV. DEFINITIONS

- A. Supervisor** is the employee's rater/evaluator.
- B. Manager/Administrator** is the supervisor's rater/evaluator and is usually the supervisor's immediate supervisor and reviewer of Performance Management documents.
- C. Reporting Period** is a performance observation period of at least 3 months, but normally one year in length (i.e. August 2007 thru August 2008).
- D. Formal Feedback** is a scheduled meeting with the intent to establish formal, private non-threatening communication between the employee and his/her supervisor about expectations and actual performance. The primary purpose of performance feedback is to improve performance and to develop employees to their highest potential.
- E. Informal Feedback** consists of the information that supervisors/managers/administrators provide to employees during their regular workplace communications. It can be as simple as commenting on a job well done or an incorrectly completed procedure and showing the employee how it should be done. This communication with the employee on a regular basis helps keep the employee on the road to improvement, increase motivation, and prevents new issues from developing.
- F. Probationary Employee** is an employee placed on probation for a specified period of time in accordance with state personnel requirements.

Appendix A is the State of Delaware *Performance Plan* form. It contains specific language which must be included in every Performance Plan as well as suggested topics you may want to include for clarification.

Appendix B is the *Performance Agreement Language* form for all DHSS employees. This form must be signed by the employee and accompany the Performance Plan.

Appendix C is the *Performance Agreement Language* form for all DHSS supervisors. This form must be signed by the employee/supervisor and accompany the Performance Plan.

Appendix D is the *Employee Performance Feedback* form. It is applicable to all DPH non-supervisory employees. It serves as a formal communication tool used by both the supervisor and the employee. It assists in gauging how well the employee is meeting the expectations set by the manager/administrator.

Appendix E is the *Supervisor's Performance Feedback* form and is applicable to all DPH supervisors and above. It serves as a formal communication tool used by both the supervisor's manager/administrator and the supervisor. It assists in gauging how well the supervisor is meeting the expectations set by his/her manager/administrator.

Appendix F is the State of Delaware *Performance Review* form. It is used to document performance.

Appendix G is the *Performance Improvement Plan* form. It is to be used to formally address and document performance behaviors that need improvement along with an action plan to guide the employee to a successful outcome.

Appendix H is the *Non-Probationary Employee's Performance Management Tracking Log* which units will use to identify all employees within the unit to help keep track of the disposition of performance plans, feedbacks and reviews.

Appendix I is the *Probationary Employee's Performance Management Tracking Log* which units will use to identify all employees within the unit who are in his/her probationary period to help keep track of the disposition of performance plans, feedbacks and reviews.

V. RESPONSIBILITY

A. Performance Plan (Appendix A)

1. Supervisor
 - a. For new employees, determine the duration of the probationary period by contacting the Human Resources office. Notify the new employee of duration of his/her probationary period.
 - b. In conjunction with the manager/administrator drafts and reviews employee performance plan
 - c. Identifies and documents duties, responsibilities and assignments, as well as expectations, such as quality, quantity, time factors, and the manner of performance, if applicable
 - d. Determines employee's role in an emergency and places one of the statements below in the employee's performance plan:

Essential employee use the following language:

The position is designated as an essential position and the employee's presence at work is required to assist DPH in meeting its operational needs.

Non-essential employee use the following language:

The position is designated as a non-essential position and the employee's presence at work during an emergency is not required to assist DPH in meeting its operational needs. The employee is not required to report to work during an emergency.

Employee has a SHOC assignment role use the following language:

The position is designated as having a State Health Operations Center (SHOC) assignment role. The employee may be called upon to perform functions pertinent to any particular emergency. This includes, but not limited to, coming to the work site (or an alternate work site) when other state offices are closed to perform emergency work functions at the request of the supervisor, Section Chief, Deputy Director or Director. The employee will be contacted and notified of their reporting status. Employee is not on Stand-by status and is not required to remain by the telephone. Unless the employee has been contacted and directed to report, the employee is not required to report to work during an emergency.

- e. Includes following statements in employee performance plan.

Statement for those employees who have yet to attend the 10 Principles of Personal Leadership training class:

Register for and attend the 10 Principles of Personal Leadership training class offered by the Office of Performance Management within this reporting period.

Statement for employees who have attended the 10 Principles of Personal Leadership training class:

Use the 10 Principles of Personal Leadership to guide your interactions with others in a positive fashion to help establish a culture within DPH that respects and values (choose all that applies) customers, clients, patients, and co-workers.

Statement to learn and practice quality improvement:

Learn and practice continuous quality improvement methods to improve service to your customers and public health. (see DPH PM 41 for more information)

- f. Includes a copy of performance agreement language documents (Appendix B and/or C)
- g. Administers the plan to employee within 14 calendar days of the employee's employment start date.
- h. Has final authority to resolve any issues regarding the performance plan
- i. Once the document has been signed by the employee, supervisor and manager/administrator the supervisor makes three copies. One copy is for the supervisor's file, one copy is for the employee and the other copy is for his/her manager/administrator

- j. Forwards the original signed plan to the Human Resources Office where it will be placed in the employee's permanent personnel file
 - k. Notifies the unit Administrative Specialist/Support Staff that the performance plan has been completed and turned into human resources
 - l. Provides an updated performance plan within 30 days of the signing of the employee's annual performance review
- 2. Manager/Administrator
 - a. Assesses the content of the Performance Plan prepared by, and in conjunction with the supervisor
 - b. Signs the performance plan once the employee and supervisor have signed the document
- 3. Employee
 - a. Reviews the performance plan for accuracy
 - b. Signs acknowledging receipt of the performance plan
- 4. Unit Administrative Specialist/Support Staff
 - a. Documents the date that the performance plan was completed and turned into human resources on the Performance Management Tracking Log (Appendix H/I)

NOTE:

- ☒ Revisions to the Performance Plan: Modifications to the performance plan during the course of the reporting period generally would be used for changes, additions or deletion of specific job responsibilities, additional special job assignments or modifications to special job assignments. These changes should be coordinated between the supervisor and the manager/administrator prior to reviewing and discussing it with the employee. The performance plan is not intended to fully describe the tools or methods used to accomplish work; these may change without requiring a plan revision.
- ☒ In the event an employee refuses to sign a Performance Plan, does not relieve the employee from responsible for all the duties indicated in the Plan. The employee must still perform all the job duties identified in the Plan notwithstanding the employee's refusal to sign the document.

B. Performance Feedback (Appendix D or E)

- 1. Supervisor
 - a. Probationary Employees:
 - 1.) In addition to formal performance feedback conducted every 90 days, supervisors will meet with probationary employees at least once a month for the first 90 days of employment. It is also recommended that the supervisor continue this practice throughout the employee probationary period to discuss performance and the probationary employee's adjustment to the job. These meetings will be documented via a memo to the supervisory file that is signed by both the supervisor and employee.
 - 2.) Conducts the first formal performance feedback after the employee's first 90 days of employment. Conducts subsequent formal written performance feedback every 90 days thereafter until the first annual performance evaluation is given.

- b. All Employees:
 - 1.) Conducts a mid-term performance feedback session at least once annually, six months into the employees reporting period.
 - 2.) Signs the document indicating the performance feedback has been accomplished.
 - 3.) Gives a signed copy of the completed Performance Feedback Form to the employee and places another in the supervisor's file.
 - 4.) A copy is not required to be forwarded to the manager/administrator or Human Resources
 - 5.) Notifies the unit Administrative Specialist/Support Staff that the performance feedback has been completed
- 2. Manager/Administrator
 - a. Reviews the content of the performance feedback completed by the supervisor prior to the supervisor discussing it with the employee
- 3. Employee
 - a. Probationary employees should inquire to his/her supervisor if he/she has not been administered his/her formal performance feedback after the first 90 days of employment and each 90 day period thereafter until his/her first annual performance review
 - b. All employees need to sign the performance feedback form as acknowledgement that his/her supervisor has conducted the feedback session
 - c. Receives a copy of the completed and signed performance feedback form
- 4. Unit Administrative Specialist/Support Staff
 - a. Documents the date that the performance feedback was completed on the Performance Management Tracking Log (Attachment H/I)

NOTE:

- ☒ If formal and informal feedback is accomplished on a regular basis, performance documentation during a formal performance review will not be a surprise to the employee.
- ☒ Formal performance feedback should not be a substitute for incremental informal feedback (monthly) which is highly encouraged for all employees to help maintain good morale and foster employee development.

C. Performance Review (Appendix F)

- 1. Supervisor
 - a. Initiates the performance review process by:
 - 1) notifying the employee of the upcoming performance review;
 - 2) asking the employee for input regarding accomplishments during the reporting period; and
 - 3) scheduling a meeting with the employee to discuss the performance review before it is finalized.
 - b. Conducts a formal written Performance Review once annually.
 - c. Once all signatures have been obtained, give a signed copy of the completed performance review to the employee and place another in the supervisor's employee file.
 - d. Forwards the original signed performance review to the Human Resources Office where it will be placed in the employee's personnel file.

- e. Notifies the unit Administrative Specialist/Support Staff of the date that the performance review was completed and forwarded to HR.
 - f. The employee may request a performance review and the supervisor will complete a performance review for the reporting period in question when:
 - 1) there has been a change of supervision (i.e. employee or supervisor gets reassigned or departs DPH); and
 - 2) less than one year, but more than three months has elapsed since the employee's last performance review.
 - g. In the event an employee receives a rating of Needs Improvement or Unsatisfactory, he/she will be provided with a Performance Improvement Plan (PIP) (see Appendix G) (see NOTES below)
2. Manager/Administrator
- a. Reviews the content of the performance review completed by the supervisor prior to the supervisor discussing it with the employee.
 - b. Signs the completed performance review once it has been presented and the supervisor and employee have both signed the document.
3. Employee
- a. Inquires to his/her supervisor if he/she has not been administered his/her performance review in a timely manner.
 - b. Makes comments on the performance review form that he/she deems appropriate.
 - c. The employee will have up to five (5) business days to present his/her written comments or attachment(s) to the supervisor. All written comments and attachments provided to the supervisor pertaining to the performance review will become part of the performance review and the employee's Human Resources personnel file.
 - d. Signs the performance review as acknowledgement that his/her supervisor has conducted the performance review session.
 - e. Receives a copy of the completed performance review document once all the signatures have been received.
 - g. The employee may request a performance review and the supervisor will complete a performance review for the reporting period in question when:
 - 3) there has been a change of supervision (i.e. employee or supervisor gets reassigned or departs DPH); and
 - 4) less than one year, but more than three months has elapsed since the employee's last performance review.
4. Unit Administrative Specialist/Support Staff
- a. Documents the date that the performance review was completed on the Performance Management Tracking Log (Attachments H/I).

NOTES:

- ☒ All unsatisfactory or needs improvement Performance Reviews shall be shared with the employee's next level Manager/Administrator, and Section Chief prior to being issued to the employee.

- ☒ Pursuant to the State of Delaware Merit Rules, Chapter 13.4 Review Appeal; the employee shall have the right to discuss any Performance Review or documentation with the next level of authority and may submit written comments.

VI. ACCOUNTABILITY

A. The following reporting procedures shall be implemented to ensure maximum participation and compliance in support of DPH's Performance Management system.

1. All units within each Section will keep current the Non-Probationary Employee's Performance Management Tracking Log (Appendix H) for all employees who have completed his/her probationary period and/or the Probationary Employee's Performance Management Tracking Log (Appendix I) for all employees who have not completed his/her probationary period. The Non-Probationary Employee's Performance Management Tracking Log shall include a list of all employees within the unit, date of hire and completion dates of the following: performance plan, mid-term performance feedback form, and performance review including the date it was sent to Human Resources. The Probationary Employee's Performance Management Tracking Log shall include a list of all employees who are within his/her probationary period, his/her date of hire and completion dates of the following: performance plan, first 90-day feedback, second 90-day feedback, third 90-day feedback, performance review, and date it was sent to Human Resources. These completed forms shall be electronically transmitted to the Section's Office Manager or designee each quarter.
2. Section Chiefs will be responsible for ensuring this process is followed.

B. Performance management actions may be delayed due to employee FMLA, vacation, sick, personal, or compassionate leave, compensatory time off, military service, or other unavoidable circumstances. These actions will resume within one week of the employees return to work.

C. For any performance management document specified in this policy, each employee will have up to five (5) business days to review/add documents and sign acknowledging receipt of the particular performance management document.

D. In the event an employee refuses to sign a performance management document, the supervisor will place an employee refusal to sign statement on the document and request the next level manager/administrator witness the employee refusal and sign a refusal to sign statement. Sample refusal to sign statement: "John Doe was provided his performance plan/feedback/review on such and such date and refused to sign acknowledging receipt of said document. I, Jane Doe, next level manager/administrator in John Doe's chain of command witnessed this event and confirm it via my signature below."

E. Section Chiefs will need to work with his/her unit supervisors and managers/administrators who supervise employees on generating a system of accountability for complying with this policy and for distribution to the Section Office Manager or designee.

F. Section Chiefs will ensure that all employees under their authority is given an annual performance review and given an updated performance plan within 30 days of signing his or her annual performance review.

VII. EFFECTIVE

- A. This policy is effective on the date approved with signature.
- B. This policy will be adjusted accordingly, based on any future decisions by Human Resources Management, the Department of Health and Social Services or DPH.
- C. This policy supersedes all other Division policies, directives, or rules related to this subject.



The State of Delaware Performance Plan

Name, Job Title: **Janie Doe, Administrative Specialist II**
Department-Division-Section: **DHSS - DPH - Director's Office**
Supervisor, Job Title: **John Smith, Office Manager**
Date, or time period covered: **June 2008 through June 2009**

Employee ID# **123456**

What is the agency mission and/or operational needs that this employee's job performance will affect?

DHSS Mission: To improve the quality of life for Delaware's citizens by promoting health and well-being, fostering self-sufficiency, and protecting vulnerable populations.

DPH Mission: To protect and enhance the health of the people of Delaware by:

- Working together with others
- Addressing issues that affect the health of Delawareans
- Keeping track of the State's health
- Promoting positive lifestyles
- Responding to critical health issues and disasters
- Promoting the availability of health services

To this end, the mission of the **Director's Office is to demonstrate leadership for improving the health of Delawareans and meeting the needs of Delaware communities.*

**Note: This mission statement should reflect the employee's respective office.*

Please list the duties, projects or performance standards that will be used for evaluation purposes.
Note: Current job dimensions may be substituted and/or included.

PRINCIPAL PERFORMANCE MEASURES

Specific employee duties, projects, and performance standards should be included here

Professional Development

Under the principal performance measures, in addition to specific employee duties the supervisor should add a professional development area where employee training is recommended for the reporting period.

Employee's Printed Name	Employee's Signature	Date

Evaluator's Printed Name	Evaluator's Signature	Date

Reviewer's Printed Name	Reviewer's Signature	Date

NOTE: ADDITIONAL PERFORMANCE PLAN EXPECTATION CONSIDERATIONS

- TEAMWORK
- CUSTOMER FOCUS
- EMPLOYEE PROFESSIONAL DEVELOPMENT
- CREATIVE AND INNOVATIVE THINKING
- ETHICS AND INTEGRITY
- TACT AND DIPLOMACY
- WRITTEN, VERBAL AND NON-VERBAL WORKPLACE COMMUNICATION
- WORKPLACE SAFETY



PERFORMANCE AGREEMENT LANGUAGE

For all DHSS employees:

- **Employee will read or otherwise become familiar with and will adhere to all applicable policies, standards, rules and regulations of DHSS and the Division including, but not limited to:**
 - **DHSS Beliefs and Principles**
 - **Standards of Behavior in the DHSS Workplace**
 - **Delaware Drug-Free Workplace Policy Statement**
 - **Employee non-discrimination statement**
 - **The Use of Inter-Network Services**
- **The above policies are established to create a safe and stress-free workplace. As state employees, it is our responsibility to help ensure that all clients, and our fellow employees, feel free and unencumbered to conduct business without the threat or fear of intimidation. An employee who witnesses a violation of the above rules, regulations or policies is required to report such violation to his/her supervisor, the Human Relations Office or anyone in authority with whom he/she feels comfortable.**
- **Employee will support the DHSS commitment to quality service for internal and external customers as designated in the FAIR statement: Friendly, Accessible, Informative and Responsive.**
- **Employee will cooperate in any investigations conducted by the Department or any agency acting as an agent of the Department. Employee will promptly supply requested information and will provide correct and all available information.**

Employee's Name

Date



PERFORMANCE AGREEMENT LANGUAGE

For all DHSS supervisors:

- Employee will read or otherwise become familiar with and will adhere to and enforce all applicable policies, standards, rules and regulations of DHSS and the Division including, but not limited to:
 - o DHSS Beliefs and Principles
 - o Standards of Behavior in the DHSS Workplace
 - o Delaware Drug-Free Workplace Policy Statement
 - o Employee non-discrimination statement
 - o The Use of Inter-Network Services
- The above policies are established to create a safe and stress-free workplace. As state employees, it is our responsibility to help ensure that all clients, and our fellow employees, feel free and unencumbered to conduct business without the threat or fear of intimidation. An employee who witnesses a violation of the above rules, regulations or policies is required to report such violation to his/her supervisor, the Human Relations Office or anyone in authority with whom he/she feels comfortable.
- Employee will support the DHSS commitment to quality service for internal and external customers as designated in the FAIR statement: Friendly, Accessible, Informative and Responsive.
- Employee will ensure that all DHSS policies, Federal and State laws, rules and regulations are consistently applied and enforced, including the use of appropriate disciplinary action.
- Employee will document all employee complaints that allege harassment, misconduct or discrimination and notify the appropriate Human Resources Office.
- Employee will cooperate in any investigations conducted by the Department or any agency acting as an agent of the Department. Employee will promptly supply requested information and will provide correct and all available information.
- Employee will ensure that all supervised staff have equal opportunities to attend training and/or staff development programs, consistent with available funds and the needs of the organization.
- Employee will use coaching skills directed towards enhancing career development of supervised staff and will work towards the creation of a work environment where the talents of all employees can be utilized and their suggestions are treated as worthwhile.
- Employee will base all hiring decisions on valid work-related criteria.

Employee's Name

Date



Formal Non-Supervisory
Performance Feedback Form

Name, Job Title:

Department-Division-Section:

Type of Feedback:

☐ 90-Day (probationary employee only) ☐ Mid-Term ☐ Other _____

Supervisor, place a mark on the double-headed arrow scale, from "Needs Significant Improvement" to "Needs Little or No Improvement," for each behavior that applies. If a particular behavior is not applicable to what the employee does, write "N/A" (Not Applicable) on or near the scale.

Job Performance Indicators	Needs significant improvement	Needs little or no improvement
1. Job Performance		
Quality of work		
Quantity of work		
Timeliness of work		
2. Job Knowledge		
Technical expertise		
Applies knowledge to duties on Performance Plan		
3. Compliance with Standards		
Arrives to work on time		
Follows dress code		
Support for Organizational Activities		
Promotes respectful relationships in the workplace		
4. Communication Skills		
Written		
Verbal		
E-mail		
5. Training Requirements		
Seeks training opportunities		
Completes mandatory training		
Attends training suggested by supervisor		
6. Leadership Potential		
Shows respect for authority		
Demonstrates initiative		
Promotes team environment		
7. Additional Factors		
Comments:		



Additional Supervisor Comments:

Employee Comments:

☐ 1st 90-Day Feedback

☐ 2nd 90-Day Feedback

☐ 3rd 90-Day Feedback

Employee's Printed Name	Employee's Signature	Date

Supervisor's Printed Name	Supervisor's Signature	Date



Appendix E



**Formal Supervisory
Performance Feedback Worksheet**

Additional Supervisor Comments:

Employee Comments:

☐ 1st 90-Day Feedback ☐ 2nd 90-Day Feedback ☐ 3rd 90-Day Feedback

Employee's Printed Name	Employee's Signature	Date

Supervisor's Printed Name	Supervisor's Signature	Date



The State of Delaware Performance Review

(Please complete the sections that apply.)

Name, Job Title:

Department-Division-Section:

Supervisor, Job Title:

Date, or time period covered:

1. Areas where performance is distinguished or exceeds expectations, if any:

2. Areas of specific performance deficiencies or unsatisfactory work, if any:

3. Areas where growth or skills/knowledge development is suggested or needed. If not applicable, please use this space and/or attach summary explanation of how employee met expectations.

4. Employee comments, self-review and/or documentation of performance events.

We have met and discussed this document. The employee's overall performance is

☐ Distinguished ☐ Exceeds Expectations ☐ Meets Expectations ☐ Needs Improvement ☐ Unsatisfactory

Please select one.

Employee's Printed Name	Employee's Signature	Date
Evaluator's Printed Name	Evaluator's Signature	Date
Reviewer's Printed Name	Reviewer's Signature	Date

Performance Improvement Plan Instructions (PIP)

Before issuing a Performance Improvement Plan to an employee, the supervisor will consult with and coordinate the PIP with the next level Manager/Administrator and Section Chief.

Materials required to complete a Performance Improvement Plan

1. Employee's Performance Evaluation (needs improvement or unsatisfactory rating)
2. All documentation of employee's performance, including employee's Performance Plan, Performance Feedback Form(s) and any other documentation relating to the reason(s) for this PIP.

Part I: Completing the Performance Improvement Plan (PIP) Form

1. Complete data at the top of the first page. Indicate the Purpose of the PIP.
2. Answer the questions in Section One as thoroughly as possible.
3. Give Section Two to the employee and instruct the employee to answer all questions as thoroughly as possible.
4. Schedule a meeting with the employee to review the content of Sections One and Two. During the meeting with the employee, discuss plans for performance improvement.
5. Obtain all required signatures at the end of Section Two.
6. Give a copy of the PIP Form to the employee, keep another copy in the supervisor's personnel file and send the original to Human Resources.

Part II: Completing the Performance Improvement Plan Process

1. Schedule dates for follow-up discussions with the employee in Section Three. The employee has 90-120 days to make recommended improvement in his/her performance. During this 90-120 day period, the supervisor should provide regular feedback and coaching to the employee.
2. At the end of the 90-120 day period, the status of the employee's improvement must be indicated in Section Three on the PIP Form.
3. Insert comments regarding the employee's performance improvement in the space provided in Section Three.
4. Obtain all required signatures.
5. Give a copy of the PIP Form to your employee, keep another copy in the supervisor's personnel file and send the original to Human Resources.



PERFORMANCE IMPROVEMENT PLAN (PIP)

Employee Name:	<hr/>		
	Last	First	MI
Section/Unit	<hr/>		
Job Title	<hr/>		
Supervisor:	<hr/>		
	Last	First	MI

Section One: To be completed by Supervisor

List the employee's Job Standard(s) that require attention and describe the specific improvement(s) needed to meet those standards.

Job Standards requiring improvement (define the problem):
Specific improvement needed (identify what needs to be done differently):
Steps to achieve this improvement (training, equipment, feedback, etc.):



Performance Improvement Plan

Section Two: To be completed by Employee

List any notable obstacles you encountered in performing your job during the evaluation period.

Do you have any questions about what is expected of you in your job? Please explain.

How can we work together to help you improve in the above areas?

In your current position, what additional training would be helpful in preparing you to do your job more effectively?

Is there anything else you would like to include in this Performance Improvement Plan?

Upon establishment of this plan, obtain the following signatures. Give one copy to the employee, and maintain the other in the departmental file.

Employee Signature: _____ Date: ____/____/____

Supervisor Signature: _____ Date: ____/____/____



Performance Improvement Plan

Section Three: Follow-Up

The supervisor must conduct and document a follow-up review 90 to 120 days after the establishment of the Performance Improvement Plan. This follow-up may indicate a need for an additional review.

Dates of follow-up discussions with employee:

_____	_____	_____
_____	_____	_____

Status: ☐ Resolved ☐ Other (explain)

Follow-up Review Signatures:

Employee Signature: _____ Date: ____/____/____

Supervisor Signature: _____ Date: ____/____/____

January 1 – December 31, 2008

[illegible]

January 1–December 31, 2008

[illegible]