

Performance Improvement Plan Guide

All employees at LCC are expected to perform at a satisfactory level and substandard quality, quantity, and/or timeliness of work is not acceptable. To that end, there may be times that an employee is not meeting expectations and, in those cases, it is necessary to implement a performance improvement plan (PIP).

The purpose of the PIP process is to be a collaborative and interactive process. It requires both the employee and their supervisor to work together to identify areas of concern and develop improvement goals for the employee with an expected timeframe for completion.

The PIP contains the following sections:

➤ Areas of Concern	➤ Activity Goals
➤ Historical Context	➤ Resources & Support
➤ Improvement Goals	➤ Progress Updates and Timelines

More information on each section will be included in this guide. It is important that each section is completed thoroughly and accurately. It is important that both the supervisor and employee understand the plan and their roles in ensuring the plan is completed. Supervisors are encouraged to work with Human Resources as need during the lifecycle of the plan from the development phase to completion.

Areas of Concern

This section should discuss what behaviors or issues have been observed, and how those have impacted the work being performed.

For example, if the department has missed a deadline due to the employee's failure to complete their responsibilities or if others are having to take on more work to compensate for the employee not doing their work, it should be noted here.

Important: The employee should not be "surprised" by anything contained in the PIP. Ongoing performance management is expected of all supervisors.

Historical Context

This section should highlight any past discussions with the employee regarding their performance.

Discussions and/or coaching conversations should be documented with the date and what was discussed. Performance reviews in which the deficiencies were documents should be noted as well as any relevant past disciplinary actions.

Improvement Goals

This section should include the specific improvement goals that need to be addressed based on the areas of concern.

Goals should be specific and be tied to the job duties and responsibilities of the position.

Activity Goals

This section should include the specific activities that will be done to ensure improvement goals are met.

The activities should be specific, listing what they are, how they will be completed, when they will be started and completed, and to which improvement goal that they relate to.

Resources and Support

This section should document any resources and support available to help the employee accomplish the goals.

Examples include specific training, funding, colleague or managerial support, or whatever else may be necessary to aid the employee in their development process.

Expectations

This section should explain the expectations for performance standards and how the completion of performance goals will be evaluated.

In other words, how will both the supervisor and employee be able to assess the progress made on improving performance?

Progress Updates and Timelines

This section should explain the expectations related to updates on progress and goal completion.

Specific goal activities should be documented here, with dates for check in and what progress is expected to have been completed at that check in. It will also outline how the check in will be made for each item, whether it be a meeting, email, sample, etc. If there is an expectation for live progress meetings, how often will that happen? Will this be part of an existing 1:1 schedule or a separate meeting?

As part of this section, it should also be documented how often the employee should expect to receive feedback on their progress.

Following the required sections, the PIP contains information reiterating the expectation of improvement and timeline, as well as possible outcomes of the PIP. While it is the College's hope that every employee placed on a PIP will improve and demonstrate their ability to be

successful in their position, there may be times when that does not occur. As such, the PIP will include language indicating the ability of the College to take disciplinary action up to and including termination, if performance remains unsatisfactory.

Both the supervisor and employee will sign the plan to indicate their agreement with and intentions to complete the plan as outlined in the document. Please ensure that both the supervisor and employee retain copies of the plan, and that a copy is filed with Human Resources as well.