

Policy Name	PERFORMANCE IMPROVEMENT		
Policy #	713	Category	HUMAN RESOURCES
Steward	Manager, Human Resources	Date Approved	April 11, 2024
Next Review Date		Date Reviewed or Revised	

POLICY

A performance improvement plan is a formal process used by supervisors to help employees improve performance or modify behavior. The intent is to provide sufficient structure to support required performance. The performance improvement plan (PIP) identifies performance and/or behavioral issues that need to be corrected and creates a written plan of action to guide the improvement and/or corrective action

A PIP is a structured communication tool designed to facilitate constructive discussion between the employee and the supervisor in developing strategies to improve performance. An effective PIP will:

- Identify the performance to be improved or the behavior to be corrected
- Provide clear expectations about the work to be performed or behavior that must change
- Identify the support and resources available to help the employee make the required improvements
- Establish a plan for reviewing the employee's progress and providing feedback to the employee for the duration of the PIP
- Specify possible consequences if performance standards as identified in the PIP are not met.

PRINCIPLES

1. Employee Responsibilities

- Meet the performance expectations outlined in this document
- Advise supervisor immediately of any circumstances that may impact employee's ability to meet expectations

2. Supervisor Responsibilities

- Conduct regularly scheduled review meetings for the duration of the plan
- Document progress in a Performance Review Report

- Provide honest, consecutive, and timely feedback and reasonable support on an ongoing basis
- Identify and provide any additional and reasonable resources, training, and assistance the employee requires to achieve a satisfactory performance

3. Out-of-Scope Supervisor Responsibilities

- Ensure that the PIP process identified in Performance Improvement Form is adhered to
- Address any issues that arise from this plan

SCOPE

This policy applies to all individuals employed by the College.

DEFINITIONS

N/A

PROCEDURES

The following process is recommended when implementing a PIP with an employee:

1. Initial Meeting

The Supervisor and employee should meet, during which the supervisor should:

- Provide clear evidence of the performance concerns to be addressed
- Develop clear, objective, and measurable job performance expectations and support mechanisms in consultation with the employee
- Assign responsibility of each requirement to the appropriate person
- Establish the length of the PIP (e.g., usually three months) and schedule review meetings (e.g., usually weekly, or bi-weekly)
- Advise of possible outcomes should the employee fail to meet performance expectations
- Document the PIP in writing;
- Supervisor, Employee and Out of Scope Manager should sign the plan; however, if an employee refuses to sign, it should be noted on the document.

2. Review Meetings

Regular review meetings should be held during which the supervisor should:

- Review and discuss the PIP requirements with the employee and decide, against each criterion, whether the employee has met, or has not met the performance requirements for the review period
- Provide objective evidence/examples to demonstrate the decision and document within the review meeting notes
- Where the performance requirements are not being met, consider the support offered, and whether the employee would benefit from any additional support;
- Sign the review meeting notes along with the employee (if the employee refuses to sign, it should be noted in the document).

NOTE: Where a supervisor observes instances of behavior or performance concerns which do not meet the requirements of the PIP, these concerns should be raised with the employee as they occur and revisited in the review meeting.

3. Final Review Meeting

- In consultation with the employee, decide whether the performance requirements have been met or have not been met for the duration of the PIP.
- Document the final outcome of the PIP and advise the employee whether they have met or not met the requirements of the PIP.
- Where the performance requirements have been met:
 - Revert to normal performance monitoring through work plan review and discussions.
 - Advise employee they are required to maintain the expected levels of performance and failure to do so may result in disciplinary action.
- Where the performance requirements have not been met:
 - Consult with Human Resources to discuss options for further action

LEGISLATIVE AND COLLECTIVE AGREEMENT REFERENCES

N/A

LINKS TO OTHER RELATED POLICIES, DOCUMENTS, AND WEBSITES

Performance Improvement Form

[Policy 712 Performance Management Policy](#)