

PERFORMANCE IMPROVEMENT PROCEDURE



All reference to personnel includes both paid employees and volunteers.

Definition

The Performance Improvement Procedure should be used by line managers when a member of personnel's performance is not meeting required standards, either identified as part of the Performance/Progress Review process, or as a result of an ad hoc incident. It involves the formulation of a Performance Improvement Plan (PIP).

A Performance Improvement Plan is a written tool for the purpose of

1. Improving the performance or behaviour of a member of personnel
2. Addressing performance discrepancies identified in the Performance/Progress Review process.

Cooperation and continuing communication between the member of personnel and supervisor is essential to the success of the Performance Improvement Plan.

Procedure for implementing the PIP

1. Define the problem
2. Each needed improvement should be identified in separate statements
3. Each statement should be supported by appropriate documentation using specific examples to identify areas of improvement
4. Define the task, skills and/or behaviours where improvement is required
5. Establish the priorities of the areas requiring improvement. Consider frequency of occurrence, relationship to all aspects of the position and the consequence of error
6. Define the consequences of failing to meet the PIP – these could include disciplinary action
7. Identify the standard upon which performance will be measured for each area requiring improvement –
 - Are they reasonable?
 - Are they attainable?

The Plan

Develop a mutually agreeable action plan specifying how the standards will be met. This should include specific training and any other special support that will assist the member of personnel to meet the standards. See template Appendix A.

Establish short and long-range goals and timetable for accomplishing change in performance/behaviour with the member of personnel.

Put the PIP in writing and include signatures of both the member of personnel and supervisor. This should be countersigned by the supervisor's line manager. Any PIP should be agreed by the Director of Business Support prior to it being signed

Reviewing the PIP

1. Establish periodic review dates
2. Both the supervisor and the member of personnel must participate in monitoring goals
3. Measure actual performance against the standards
4. Results of each meeting must be recorded in writing and given to the member of personnel
5. At the end of the PIP time period, a final evaluation should be conducted. Was the plan successful?
 - If so, the member of personnel should be notified and removed from the plan
 - If the performance of the member of personnel is still of concern then a member of the senior management of ACT (or where appropriate the Chairman of the Trust or his appointee) should decide what further actions should be taken, including the calling of a meeting under the Disciplinary Procedure.

Date of next review – October 2019