Talent & Performance Management

PERFORMANCE IMPROVEMENT PLANS (PIP)

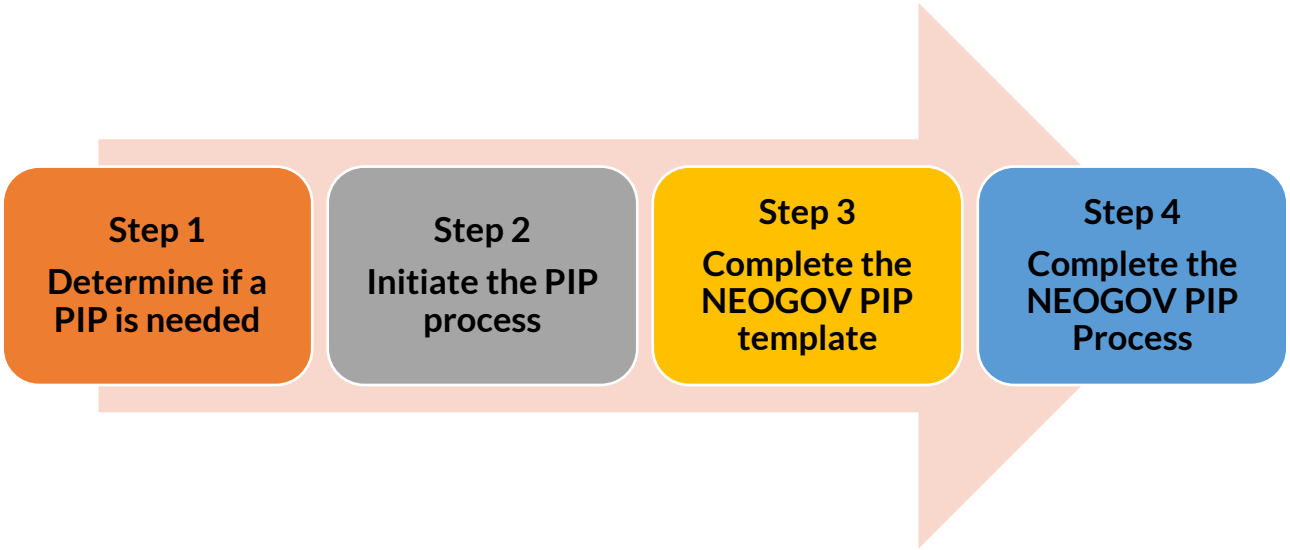
Employees occasionally get off track towards achieving performance expectations. There may be one or more reasons why. Sometimes, a quick analysis can be done to get back on track. In other cases, a more formalized process is needed to help the employee identify performance gaps and refocus.

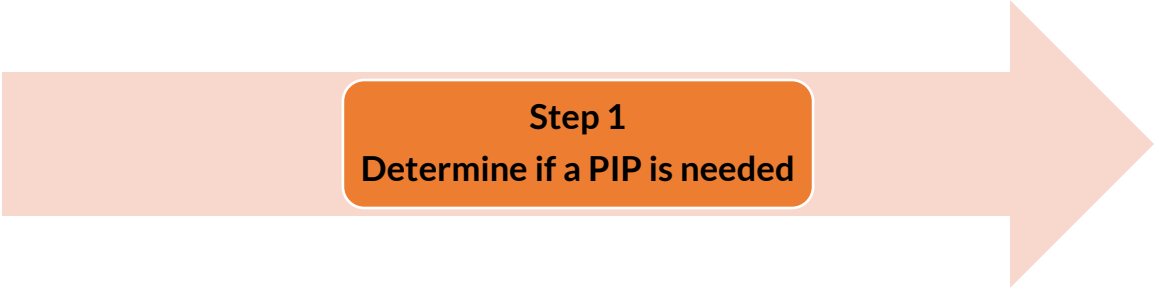
A Performance Improvement Plan (PIP) can be utilized to give an employee with performance gaps the opportunity to succeed. The purpose is to communicate and address gaps related to specific job goals or amend behavior concerns.

The City of Dallas has a formal process for Performance Improvement Plans. The process is a partnership between the manager and employee. Both will work together to put an improvement plan in place to close performance and behavior gaps within a specified time.

Information on the process for implementing an improvement plan is located on the Talent & Performance Management webpage.

STEPS TO COMPLETING A PERFORMANCE IMPROVEMENT PLAN (PIP)

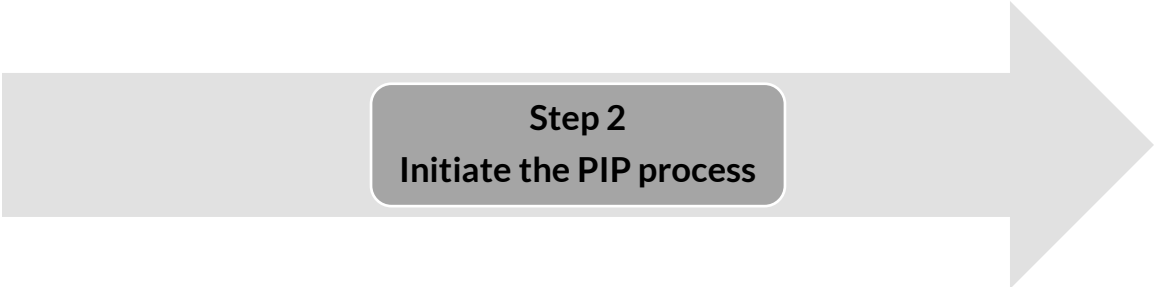




Step 1: Determine if a PIP is needed

The first step is to meet with your department's HR Partner to discuss if a PIP is needed. We all have performance blind spots. A blind spot happens when an employee is not aware of the performance or behavioral deficiencies others see. In such cases, a PIP may not be needed. Gaps are sometimes resolved through regular feedback and coaching.

The HR Partner will guide the manager through a process to determine the correct actions to implement. If a formal plan is necessary, the HR Partner will work with the manager to develop a Performance Improvement Plan.



Step 2: Initiate the PIP process

If the HR Partner determines that a PIP is in the employee's best interest, follow the steps below to initiate a PIP.

Meet with the employee
The first step is to meet with the employee. During this meeting, the manager will inform the employee of what will happen, why it is happening, and the process to be followed. The HR Partner must participate in this initial meeting, and the manager will lead the discussion. The HR Partner will serve as a resource for the manager and employee to answer questions about the process and serve as a knowledge expert on City of Dallas workplace policies. The manager may use a pre-meeting checklist to prepare for the meeting.

Request a PIP template from the HR Partner
After meeting with the employee, the HR Partner will email the Talent & Performance Management Manager to request adding a PIP template to the employee's NEOGOV profile.

The manager will use the template to identify current performance and expected performance. The employee will provide information about the resources needed to complete the PIP successfully.

The HR Partner must include the following information in an email to the Talent and Performance Management Manager:

- Employee name
- Employee ID number
- Manager name
- Manager ID number
- Due date you would like the PIP completed

Be sure the employee is aware they will receive a PIP before requesting a template, as the employee will have immediate access to see it in NEOGOV.

Step 3
Complete the NEOGOV PIP template

Step 3: Complete three sections of the NEOGOV PIP template

- Section 1: Supervisor/Manager Completes: Summary of Concerns & Expectations
- Section 2: Supervisor/Manager Completes: Goals
- Section 3: Employee Completes: Support and Resources

Section 1: Supervisor/Manager: Summary of Concerns & Expectations
The supervisor/manager uses this section to list the summary of concerns and expected outcomes. List in detail the problems with the employee's performance. If there were any previous discussions, record the discussion details and the dates. List the specific performance or behavior that needs improvement.

Section 2: Supervisor/Manager: Goals
The supervisor/manager uses this section to add goals required to close performance gaps. When adding a goal, make sure you assign each goal to the appropriate Category (Key Performance Area).

<u>Steps to add goals in NEOGOV:</u>

1. Click "Add Items," followed by "New Goals" at the bottom of the drop-down list.
2. On the pop-out window on the right, enter the goal name and select the goal due date.
3. Select the appropriate goal category.
4. Enter a detailed description of current performance, expected performance, time to close the gap, and any other pertinent information.

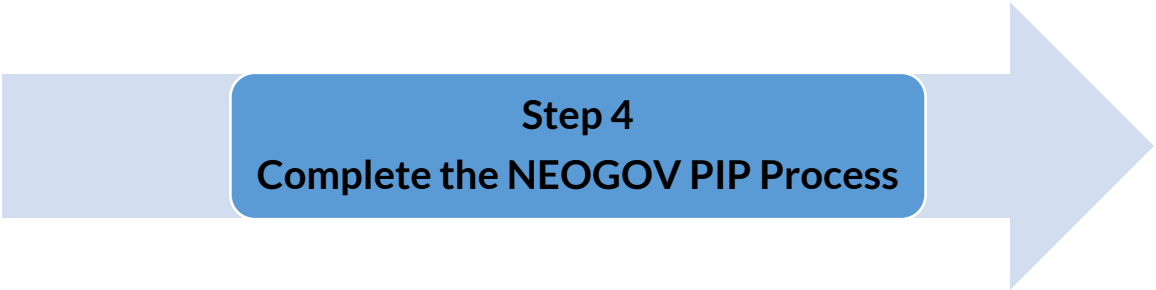
5. Repeat the steps to enter more goals.

Section 3: Support and Resources
Employees use this section to identify resources, equipment, and support needed to accomplish the goals identified by the manager. The manager may also add support and resources to assist the employee with completing the objectives. The manager's input does not remove the employee's responsibility to indicate what they need to help close performance gaps.

Review the goals with the employee
After adding goals to the template, the manager will meet with the employee to discuss the goals added to the PIP. The HR Partner must participate in the initial goals review meeting, but the manager will lead the discussion. The HR Partner will help guide this meeting and serve as a resource for the manager and employee to answer questions about the process and serve as a knowledge expert on City of Dallas workplace policies.

The manager and employee will also agree on how often they want to have check-in meetings during this meeting. Check-in meetings are required to keep the employee updated on plan progress. The employee may schedule additional check-in meetings as needed. The HR Partner may also request other check-in meetings. The HR Partner is not required to attend all check-in meetings but must participate if requested by the manager or employee. The HR Partner is required to participate in the final check-in meeting.

Initiate the signature process in NEOGOV
After adding goals and reviewing with the employee, the manager must take the NEOGOV template out of Draft status to initiate the signature process. After this step, the manager and employee will be able to add notes to track progress towards achieving goals and in check-in meetings.



Step 4: Complete the following 12 Tasks in the NEOGOV PIP Process

Task 1: Supervisor/Manager removes plan from "draft" status. After changing the status, the manager will receive a notification that a task has been assigned. The manager should acknowledge they have added goals in the PIP.

Task 2: HR Partner acknowledges that goals were added and reviewed. After the supervisor/manager completes the first task, the HR Partner will receive a notification to complete the second task. The HR Partner is responsible for reviewing what the manager added. Request revisions if needed before signing off on this task.

Task 3: Employee items to support/resources. After the HR Partner completes the second task, the employee will receive a notification to complete the third task. The employee acknowledges that support items or resources were added, if needed. The employee is not required to add items; however, it is highly recommended.

Task 4: Manager releases plan to HR Partner for review. After the employee completes the third task, the manager will receive a notification to complete task four. This task is where the manager releases the plan to the HR Partner for final review before it goes to the employee.

Task 5: HR Partner releases plan to the employee. After completing the fourth task, the HR Partner will receive a notification to complete task five. **Completing this task will release it to the employee and manager to start the rating and notes process.**

Task 6: Rating and notes added by manager and employee during plan duration. The plan is now active, and the employee can start working on closing gaps. The manager and employee will be able to add notes to goals. The manager will be able to give ratings and print the current state to share with the employee during check-in meetings. If ratings and notes are added, they will appear on the current state of the printed document. The manager should share the printed PIP with the employee and ask the employee to sign and date the document. The manager will scan the document into a PDF and attach it as a note to the performance plan.

Task 7: HR Partner reviews rating submitted by supervisor. The manager will submit the final rating to complete the PIP at the end of the performance period. The HR Partner will review the submitted information and rating before the manager releases it to the employee. If the HR Partner disagrees with the final rating, the PIP document can be resent to the manager for further review. The two will meet to discuss the plan and make corrections if needed.

Task 8: The manager releases the final rating to the employee. The supervisor will receive a notification to complete the assigned task. After completing this task, the supervisor will schedule a meeting with the employee to discuss the results. The HR Partner is required to participate in this meeting.

Task 9: Employee signs final plan. This step is the final signature for the employee. The employee's signature is NOT acknowledging agreement with the final rating but that the process has ended.

Task 10: HR Partner notifies the Talent & Performance Management Manager of completion. Upon completion of the PIP, the HR Partner will inform the Talent & Performance Management Manager that the PIP is complete and the outcome of the PIP.

Task 11: HR Partner sends a copy of the completed PIP to the Secretary to the Civil Service Board (Director of Civil Service) to notify them of completion in accordance with Civil Service Rules (XIII).

Task 12: HR Partners sends a copy of the completed PIP to HR Records at hrrecords@dallascityhall.com to add to employee's file.