

Approved:



Department of Transportation

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Office: Human Resources

Topic No.: 250-045-003-b

EMPLOYEE PERFORMANCE IMPROVEMENT PLAN

PURPOSE:

This procedure describes the process used by Department of Transportation (Department) managers and supervisors to assist employees who must improve their performance to meet the expectations of their position.

AUTHORITY:

Sections 20.23(3)(a), 110, and 334.048(3), Florida Statutes (F.S.).

SCOPE:

Department managers and supervisors.

REFERENCES:

Chapter 60L-35, Performance Evaluation System, Florida Administrative Code (F.A.C.)
Sections 110.1055, 110.224, and 110.605(1)(b), F.S.

1. DEFINITIONS

Overall Rating: The employee's level of performance for the evaluation period derived by calculating the average of all of the individually-rated performance expectations.

People First Performance & Talent Management System (People First): The State's electronic evaluation system used for recording performance evaluations of all employees.

Performance Evaluation: An assessment of an employee's performance, of assigned duties and responsibilities as described in the employee's performance expectations, documented on a performance evaluation form and acknowledged via the electronic signature in People First.

Performance Evaluation Cycle: The annual rating period for all employees, July 1 through June 30.

Performance Expectation: A statement that describes the level of satisfactory performance for all competencies and unit work activities.

Performance Improvement Plan (PIP): Document prepared by managers and supervisors, in coordination with the Human Resources Office and the General Counsel's Office, that describes job performance deficiencies and identifies required performance improvements and a detailed plan to achieve expectations. The standard timeframe for PIPs is 90 calendar days.

Performance Rating: Score given for each of the competencies on an employee's performance evaluation document.

Rater: The employee's current immediate supervisor or a designated managerial employee who has sufficient knowledge of the employee's duties, responsibilities, and job performance to complete an employee Performance Evaluation or Performance Improvement Plan.

Reviewer: Rater's immediate supervisor or other employee who has been designated by management to review and sign performance evaluations completed by a Rater.

2. PERFORMANCE DEFICIENCIES

Employees fail to meet performance expectations for a variety of reasons. It is the role of the supervisor to determine the cause and provide documentation of specific instances where deficiencies occur.

The supervisor must counsel the employee of the deficiency as instances occur and work with the employee to avoid repeated instances.

Deficiencies must be based on the job expectations defined in the employee's position description and performance evaluation. If there are behavioral patterns, such as: chronic absences, failure to follow directions, or insubordination, that hinder acceptable performance of the expectations, the supervisor should contact the Human Resources Office to discuss recommendations for a course of action.

3. PERFORMANCE IMPROVEMENT PLAN

3.1 Initiating the PIP

- A) If an employee is not meeting expectations in one or more areas, the supervisor must complete an evaluation in People First to record the employee's performance deficiencies.
- B) The supervisor should initiate the PIP using **Form No. 250-045-10, Performance Improvement Plan**, leaving the Progress Notes and the signatures blank, then send the form and the completed evaluation to the Human Resources Office (HR) for review.
- C) Once reviewed by HR, the supervisor must meet with the employee to discuss the PIP, including the expectations for performance, the timetable for improvement and the schedule for progress meetings. Both the supervisor and employee must sign the PIP. A copy must be sent to HR.
- D) The supervisor or manager will meet weekly or biweekly with the employee and provide comments on the employee's progress and review any documentation. Missed meetings will be noted with the reason for the meeting not occurring (absence, workload, etc.). The supervisor will follow up all meetings with an email or memo to the employee describing the discussion and the goals for the upcoming week. The supervisor shall send a copy of this email or memo and any documentation which reflects the employee's progress or lack of progress to HR and the Reviewer.
- E) Throughout the 90-day PIP period, the supervisor should enter progress notes in the comments section of the evaluation in People First.

3.2 Closing the PIP

At the end of the 90-day PIP period, the supervisor will complete an evaluation in People First to assess improvement over the entire PIP period. A comment to reflect the PIP period should be added to the rater's "overall" comments.

- A) If the employee earns an overall rating of at least "3" (meeting expectations), the PIP is deemed successful and can be finalized after discussing with HR.
 - 1) The supervisor must meet with the employee and discuss the successful completion of the PIP process.
 - 2) The supervisor must send the final PIP document and a copy of the evaluation to HR.
- B) If the employee does not earn an overall rating of at least "3" (meeting expectations), the PIP is deemed unsuccessful.

- 1) The supervisor and Reviewer must meet with HR to discuss the unsuccessful PIP and propose a recommended action. All supporting documentation related to the PIP must be provided, and the supervisor's recommendation for action must have prior approval of the Cost Center Manager.
- 2) The supervisor must meet with the employee and discuss the unsuccessful completion of the PIP process.
- 3) HR and the Office of General Counsel will review the recommended action and participate with the supervisor when advising the employee.
- 4) The supervisor will meet with the employee to deliver the results of the agreed upon action. Refer to Disciplinary Actions, Procedure No. **250-012-11**.

4. TRAINING

No training is required by this procedure.

5. FORMS

The following form required by this procedure is available from the Department's Forms Library:

No. 250-045-10, Performance Improvement Plan