

University of Maine Work Performance Improvement Plan

The following are examples of how a supervisor might describe substandard and/or unacceptable work performance. Suggestions for describing standards for acceptable work performance follow in italics.

* * * * *

Job Knowledge

Disregard of established policy and procedure have caused errors and/or unacceptable work products, financial harm, etc. Work produced lacks quality and has required that the work be redone. Mistakes have caused misinformation to be received by customers. Customers have lost credibility in the quality of our 'product'. Errors due to lack of knowledge have caused financial harm to the department/University budget.

Employee demonstrates basic knowledge of policies and procedures. Checks finished product/information with supervisor before releasing. Follows established departmental guidelines in providing/interpreting information.

Productivity

Fails to complete assignments within established time frames. When assignments are completed, does not take initiative to work on lower priority projects or help co-workers. Employee is easily distracted/diverted from main work activities. Work produced contains errors.

Completes assignments on time. Maintains focus on priorities despite work related interruptions. Work contains minimal errors.

Dependability

Employee does not complete work as assigned/agreed. Employee fails to comply with departmental process and procedures. Employee requires constant and/or direct supervision to maintain reasonable levels of productivity.

Employee can be counted on to finish work as assigned. Employee demonstrates ability to work as directed without close supervision.

Attendance

Reports to or leaves work after normal start or before quitting time. Takes overly long or unauthorized work breaks. Leaves work site without informing supervisor of whereabouts and expected time to return. Does not call in for unexpected absences and avoids supervisor by leaving a voice mail message. Frequently takes time off (non Family Medical Leave) which disrupts workplace functioning.

Consistently works as scheduled. Arrives on time. Informs co-worker(s) and supervisor when the employee will be unavailable during the work time. Makes an effort to speak directly with supervisor when calling in for an unexpected absence. Schedules non-work activities so as to minimize the disruption on the workplace.

Communication (Oral and Written)

Uses inappropriate language in the workplace. Uses slang or jargon inappropriately. Responds to co-workers and clients in a brusque, unresponsive, condescending, angry, etc., manner. Fails to actively listen.

Maintains a cordial working relationship with co-workers and clients. Responds to questions in an open and friendly manner. Uses active listening techniques.

Relationships With Others

Hinders other employees' productivity/effectiveness. Responds negatively to feedback about work performance. Frequently causes conflict within the workplace. Personal appearance and demeanor conveys a lack of confidence about the employee's ability to effectively do the job. Appears disheveled and unkempt. Responds in a hostile, negative, aggressive tone to co-workers, other staff and customers.

Interacts with co-workers, staff and customers in a civil and professional manner. Responds positively to feedback. Presents an image in personal dress and grooming that is consistent and appropriate to the work site.

Leadership and Supervision

Intimidates, avoids, or undermines co-workers and employees. Takes credit for employees' success, deflects blame from himself/herself. Dismisses employee suggestions. Makes decisions that are not based on complete or accurate information. Actions perceived as arbitrary and capricious by employees. Own work behavior/performance does not set an appropriate example for employees supervised.

Effectively influences others. Delegates appropriately. Provides timely feedback to employees. Open to employee concerns and needs. Decisions and assignments are communicated appropriately to employees. Perceived as fair and reasonable by employees. Own actions demonstrate at least minimal supervisory effectiveness.

Organization and Planning

Does not follow through on commitments/assignments. Does not identify ahead of time what information, tools, and supplies will be needed to complete work. Disregards work of a priority nature while completing a task already begun.

Follows through and completes commitments/assignments as expected. Assembles the information, tools, and supplies needed to complete the work. When required, divides time among several projects

Problem Solving and Decision Making

Fails to gather adequate information prior to making a decision. Focuses on problems rather than working to or contributing to the development of solutions. Avoids communicating with supervisor and/or seeking solutions to problems encountered.

Gathers relevant information, contributes to analysis of problem and participates in process to solve problem. Proactively communicates with supervisor when problems are encountered. Attempts to anticipate problems that may occur.

Initiative

Employee does not take action unless specifically directed to do so by supervisor. Often asks others what to do next. Work achieved falls below specifications. Does not take the opportunity to initiate additional tasks within job description. When faced with minor changes in work situation, delays action until further supervisory direction is received.

Begins assigned work/projects without direct supervisory involvement. Seeks opportunities to provide greater service or contribute to work/projects not directly assigned but within scope of normal job responsibilities. Takes independent action as appropriate. Demonstrates flexibility/adaptability to changes in the organization.

Following Instructions

Work is not completed as assigned. Portions of an assignment are overlooked and left uncompleted. Supervisory instructions are ignored or misinterpreted.

Each part of an assignment is completed. Asks supervisor for help if assignment is understood or if conditions change that complicate the completion of the assignment.

Organization

Files, reports, and other items are lost or misplaced frequently. Daily work activity is disorganized and/or confused. Deadlines are missed.

Appropriately prioritizes work assignments.

University of Maine

WORK PERFORMANCE IMPROVEMENT PLAN

EMPLOYEE: _____ DATE: _____

SUPERVISOR: _____ DEPT: _____

The following describes area(s) of concern and or substandard unacceptable work performance:

Standard(s) or criteria for acceptable work performance:

Specific steps I, as an employee, will take to achieve these expectations:

I understand that my failure to improve my work performance to the acceptable standard described above may result in additional work performance improvement plans and or disciplinary action, up to and including dismissal.

Employee: _____

Timetable for periodic verbal and written feedback:

Verbal -

Written -

Additional steps, I as a supervisor, will take to support the employee in achieving these expectations:

Supervisor: _____

cc: Personnel File
Human Resources