

PERFORMANCE CONTRACTING/IMPROVEMENT PLAN

1. Personal Performance Contracts provide a collaborative method for the employee and supervisor to redirect an employee's job performance when things aren't going well. Such contracts offer several benefits.
2. Even though an employee may be having difficulty on the job, this method presupposes that the employee can improve without imposing punitive corrective measures such as discipline, demotion or discharge.
3. This method provides for agreement by both the supervisor and employee in identifying needs and priorities.
4. The contract provides for a continuous focus on objectives.
5. This approach gives the employee a way to see the big picture and better understand where he or she fits into that picture.
6. Contracting allows for a clear means of successfully solving problem areas to the mutual satisfaction of the employee and supervisor, thus developing the employee and building confidence for both parties.
7. A way of ensuring accountability—*who* will do *what* by *when*?

Components of an Employee Contract

1. Supervisor/employee meeting to agree to developmental areas.
2. Confidential, dated, written document
3. A specific statement outlining the unacceptable performance issue
4. Specific performance changes (for both the supervisor and employee)
5. Expected deadlines for performance changes
6. References to quality of work
7. Reference to Metro's overall vision and goals
8. Dates for follow-up meetings to review progress

Sample Employee Contract

Date: June 30, 2001
To: Robert Jones, Administrative Assistant
From: Cynthia Richards, Supervisor
Subject: Performance Expectations

Robert, this memo is to confirm our expectations of each other and our agreements regarding your performance and development based on the agreements we reached during your performance review of April 16th and our discussion of June 27, 1998. Those identified areas for improvement and completion timelines are as follows:

1. You will thoroughly review the applicable laws, rules, regulations, and policies that impact your job. This area has caused problems in your professional competence and technical knowledge in answering questions and completing job assignments. This will be discussed in our meeting on July 15th.
2. Although you are meeting your quantity of duty requirements, the overall quality of your work needs improvement. Specifically, we agreed that you will follow-up on your work, proofread what you have written, and complete job assignments within stated deadlines. Initially, I will review your work more closely with the expectation that you will be doing this independently by summer's end.
3. By working too independently, your work is not being done as efficiently and quickly as it should be. Beginning immediately, I expect you to collaborate with others in your area by checking in with people on a daily basis to more efficiently get tasks done.
4. We also agreed that I will provide more day-to-day interaction with you to field questions and support you in making decisions that are beyond the scope of your job description. I will begin this immediately.

Finally, as we discussed, all of the above items should be done by stated deadlines, they should be done with attention to detail, thoroughness, accuracy and with the College's vision, values and goals in mind.

I sincerely want you to be successful in your role as an Administrative Assistant on my team. Please continue to communicate with me about whatever I can do to support you.

Our first follow-up meeting regarding this contract is set for July 15th. We will determine the next follow-up session at this time.