



# Performance Partnership Program

F&S Human Resources, Diversity, & Strategy

# Objectives



**At the end of this session, you should be able to:**

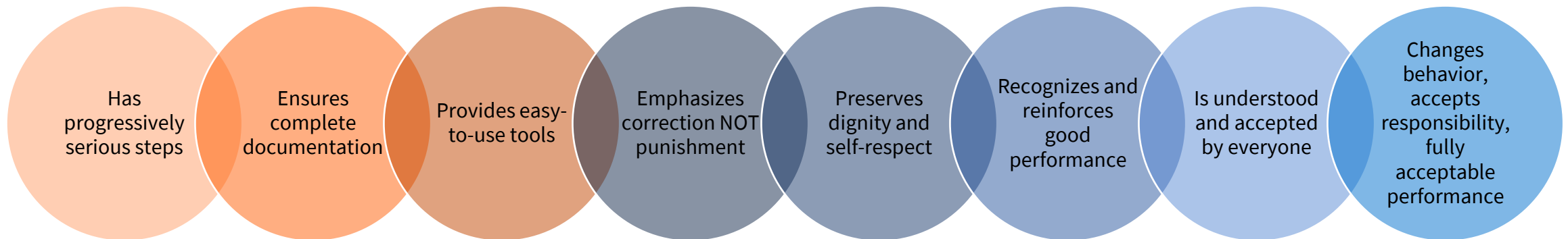
- Describe the characteristics of an effective discipline system.
- List the key components of the Performance Partnership Program (PPP).
- Recognize the role you play in the PPP process.



# Performance Partnership Program | Resources

- Positive Recognition Letter
- Supervisor Observation Log
- Coaching/Counseling Template
- Pre-Meeting Checklist
- Performance Improvement Discussion (PID) Letter
- Pre-Disciplinary Meeting Notice
- Post-Meeting Checklist
- Work Performance Reminder(WPR) Letter
- Written Reminder (WR) Letter
- Decision Making Leave (DML) Letter
- PPP Quick Reference Chart

# An Effective Discipline System...



# Just Cause



- Policy or rule understood?
- Knew they could be disciplined for action?
- Rule reasonably related to the safe, efficient, and orderly operation of the business?
- Substantial evidence of violation?
- Reasonably based on seriousness of offense, employee's record, and consistency of other disciplinary actions?

# Performance Partnership Program | **Key Components**



Collaborative  
program

Corrective, not  
punitive

Informal and  
formal steps

Positive and  
corrective  
actions

Templates  
and checklists

# Performance Partnership Program | Informal Discussions



Positive  
Contact

Positive  
Recognition  
Letter



Constructive  
Contact (CC)

Performance  
Improvement  
Discussion  
(PID)

# Performance Partnership Program | Informal Positive Steps



- **Excuses for not giving positive feedback**
  - Tell what is wrong, so they improve
  - Might ask for a raise
  - Might start to slack off
- **Why use positive steps?**
  - Acknowledges most employees are committed, dedicated, and well-disciplined
  - Increases good performance
  - Sound management tool for motivation





# Performance Partnership Program | Informal Positive Steps



- **Positive Contact**
  - Conversation
  - Generally not documented with a letter
  - Should be documented in managerial notes



# Performance Partnership Program | Informal

## Positive Steps



- **Positive Recognition**

- Conversation or meeting
- Followed up with a letter
- Maintain copies in the employee's departmental personnel file
- The University will provide the Union on a quarterly basis with copies of Positive Recognition Letters issued to AFSCME Local 698, AFSCME 3700, and Graphic Communications International Union employees

**Positive Recognition Letter  
Includes...**

Departmental Letterhead  
Employee's Official Name  
UIN  
Title  
Date



## Scenario



- Jackie has very responsive to recent hiring requests and persistent in advancing application reviews and approvals. Her efforts have contributed to Capital Program's ability to respond to personnel changes and quickly hire support positions.

# Performance Partnership Program | Informal Corrective Steps



- Constructive Contact (CC)
- Performance Improvement Discussion (PID)

# Performance Partnership Program | Informal Corrective Steps



## Why address informally?



- A problem has been identified:
  - Mutually develop an effective solution
  - Notify employee of future expectations
  - Avoid the need for disciplinary action

# Performance Partnership Program | Step One: **I** Corrective Contact (CC)

**Conversation**



**Coaching and  
constructive  
feedback**



**Non-disciplinary  
discussions**



**Informal notes**



**Immediate  
correction when the  
occasional slip-up  
occurs**



Employee must be told it is a CC, if represented by  
AFSCME 3700, AFSCME 698, and SEIU Local 73

# Performance Partnership Program | Step One: Corrective Contact (CC)

- Supervisory documentation of discussion recommended

SUPERVISOR OBSERVATION LOG				
EMPLOYEE NAME:				
<b>NOTE:</b> It is recommended that supervisors maintain ongoing records throughout the year of commendable performance and corrective measures. This will help to inform the annual performance review process as well as when more formal corrective action is needed.				
DATE	PERFORMANCE EVENT	EXPECTATION	OUTCOME(S)	DISCUSSION
<b>EXAMPLE:</b> 11/17/22	John submitted EOY report 11/16/22	Report expected on 11/15/22 (see email attached)	Unable to meet Dean's deadline for review of departmental reports	Met with John 11/18/22

# Performance Partnership Program | Step Two: Performance Improvement Discussion (PID)

- Structured discussion
- Pre/Post-discussion activity by supervisors
- Anytime, including formal corrective discipline
- Documented PID letter

*An employee may request that a Union representative attend a PID. The presence of a Union representative; however, will not relieve the employee's obligation to participate in that discussion.*



# Performance Partnership Program | Step Two: Performance Improvement Discussion (PID)

## Before the meeting

- Conduct a thorough investigation
- Review any notes
- Complete pre-meeting checklist
- Determine meeting location

# Performance Partnership Program | Step Two: Performance Improvement Discussion (PID)

## During the meeting

- Describe the problem
- Be specific
- Ask the employee for their perspective
- Let them respond
- Remind of previous discussion(s)
- Give expectations
- Gain agreement
- Share confidence in employee

# Performance Partnership Program | Step Two: Performance Improvement Discussion (PID)

## After the meeting

- Document with a post-meeting checklist
- Write PID letter
- Follow-up
- Reinforce performance improvement



## Scenario 1



John, a locksmith, has been arriving late for his morning shift multiple times in the past month, impacting his ability to start work requests timely...

## Scenario 2

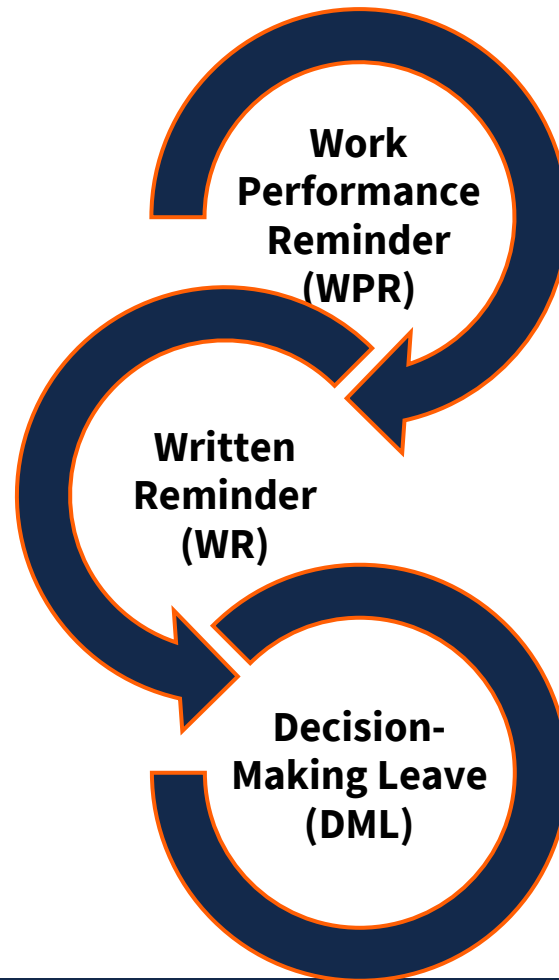


Mark, a garage supervisor, has been dismissive of newer employees, making them hesitant to ask for guidance on the tasks they need to complete on any given evening. His supervisor has previously provided feedback to him about the need to improve his behavior. Yet the problems still persist, and further action needs to be taken...

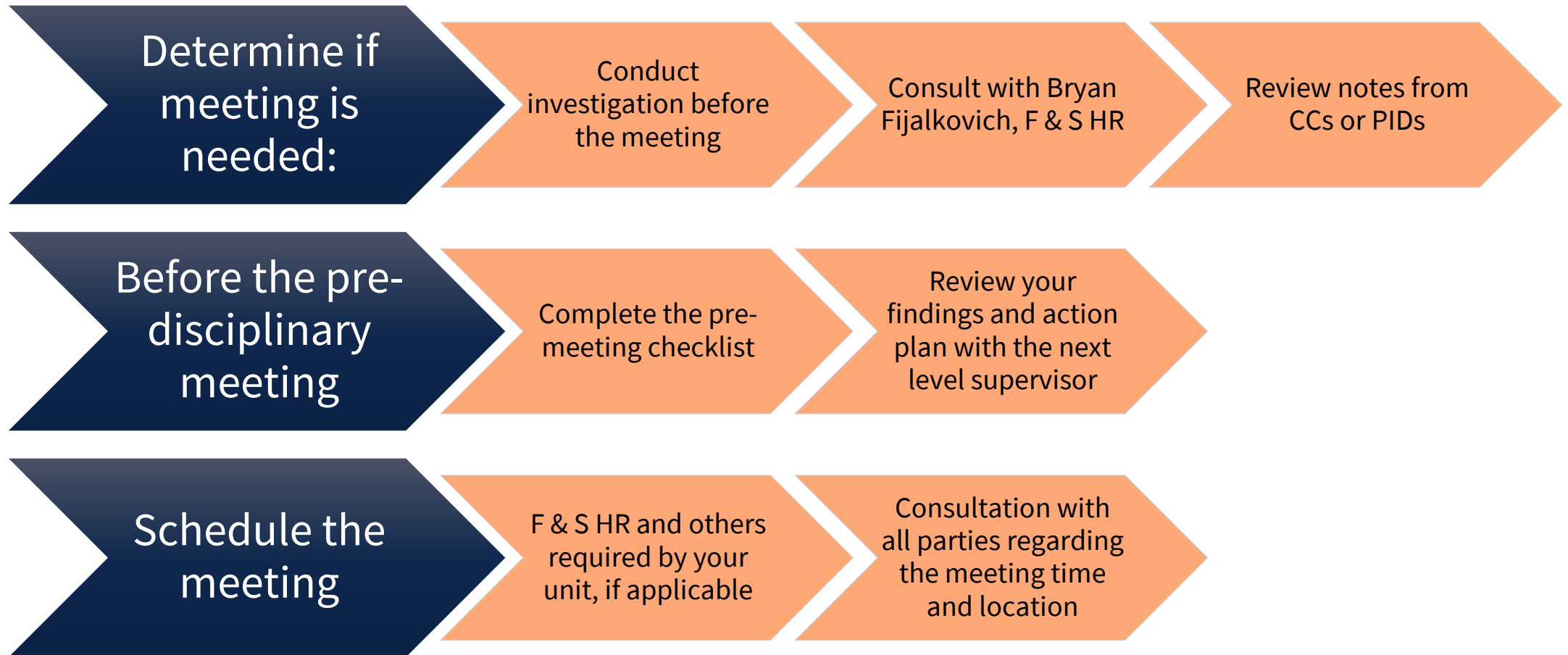


# What happens when informal steps don't work?

# Performance Partnership Program | **Formal** **Corrective Actions**



# Performance Partnership Program | Pre-Disciplinary Meeting





# Performance Partnership Program | Pre-Disciplinary Meeting Notification



- **Notify employees at least three days in advance**
  - “F&S HR/Associate Director of HR will copy the employee, supervisor, LER rep., and Union, *if applicable*”
  - The notification will:
    - Provide the date, time, and location of the meeting (*virtual meeting information, if applicable*)
    - Include the specific reason for meeting
    - Apprise the employee of her/his right to representation

# Performance Partnership Program | At the Pre- Disciplinary Meeting

## Describe the problem

- “(Name), I have a problem.”
- State the actual performance and the specific expected performance.
- Say “tell me about it...” or similar statement.

## Employee Response

- Give the employee a chance to respond and explain
- Listen respectfully to what they say
- Remind the employee of any previous discussions and agreements

## Caucus and Next Steps

- Temporarily excuse the employee
- Confer and decide action to be taken
- Call the employee back
- Tell the employee the specific change in performance you expect
- Gain the employee’s agreement

# Performance Partnership Program | After the Pre-Disciplinary meeting



- **After meeting resulting in a PID, WPR or WR**
  - Complete the post-meeting checklist
  - Write a letter indicating WPR or WR discussion
  - Provide employee with the original signed letter
  - Distribute copies – via email
  - Follow-up

# Performance Partnership Program | **First Formal Step: Work Performance Reminder**



- Pre-Disciplinary meeting
- Active for 6 months

# Performance Partnership Program | Second Formal Step: Written Reminder (WR)



- Pre-disciplinary meeting
- Active for 12 months
- Given when:
  - Same category of problem within 6-months after WPR
  - 2 WPRs of unrelated issues
  - Infraction warrants a more severe level of discipline

# Performance Partnership Program | Third (Final) Formal Step: Decision Making Leave (DML)



- Pre-disciplinary meeting
- Active for 24 months
- A 1-day *disciplinary* suspension with pay

# Performance Partnership Program | Third (Final)

## Formal Step: Decision Making Leave (DML)



### Notify employee during the meeting...

- 1 day paid leave
- Final step in PPP process
- Personal decision regarding their employment
- To report to you upon return from DML
- Confirm an understanding of the expectations
- Additional problems in the next 24 months may result in discharge

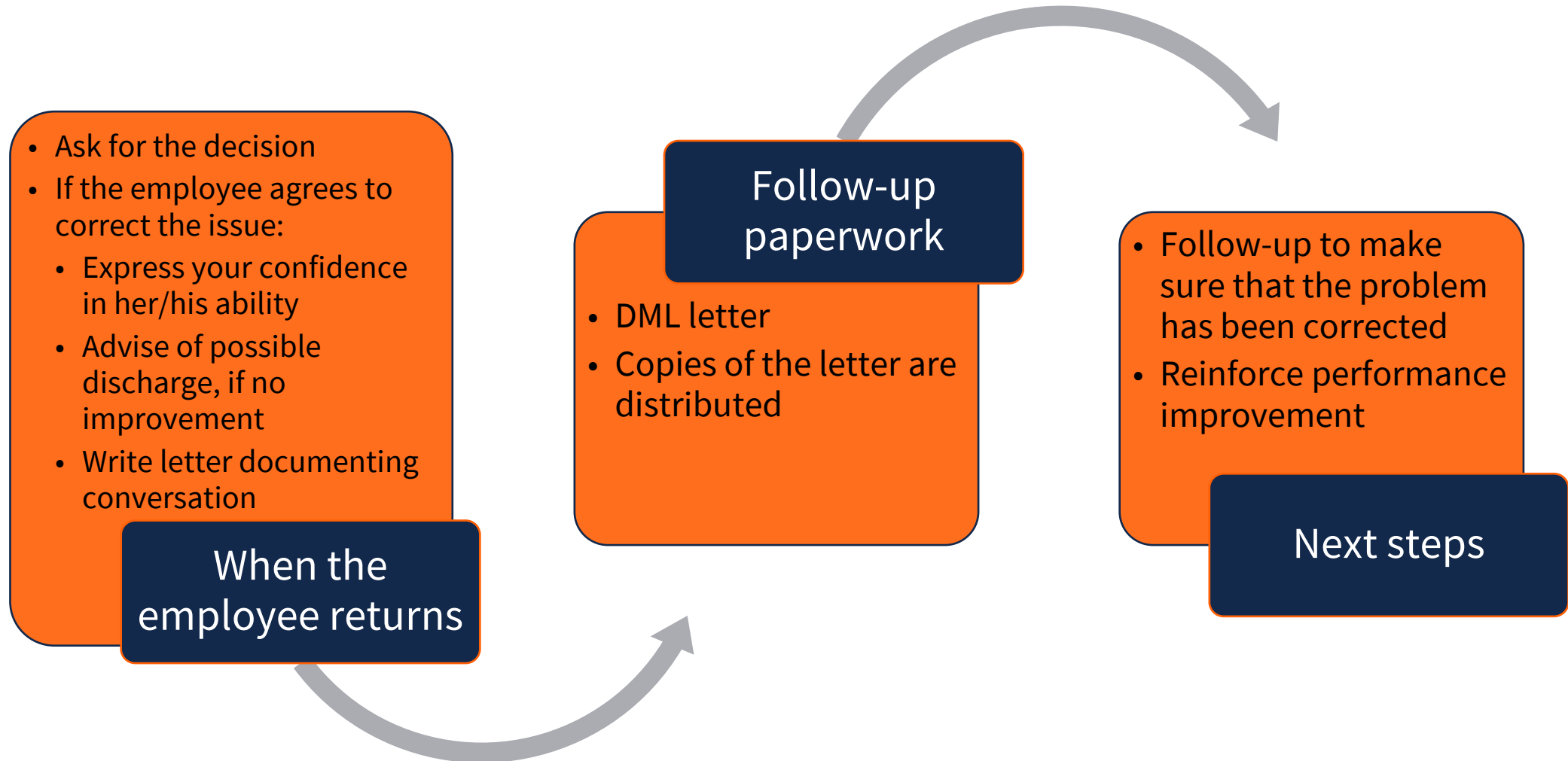
### After the meeting

- Complete Post-Meeting Checklist
- HR/Dept. prepare suspension documents using DML letter

### Employee must decide during 1 day paid leave...

- Correct the immediate problem and perform as expected, OR
- Remain employed without any commitment and face discharge if problems continue, OR
- Resign from the University

# Performance Partnership Program | Third (Final) Formal Step: Decision Making Leave (DML)





# Performance Partnership Program | Third (Final)

## Formal Step: Decision Making Leave (DML)



### DML Concerns and Misconceptions

- Free vacation day
- Its too soft/tolerant/permissive
- It increases costs
- It won't be upheld by third parties
- Good employees will resent it

### Why suspend?

- Allows “cooling-off” period
- Communicates the seriousness of the issue
- Demonstrates management’s resolve
- Provides time to think
- Previews unemployment
- Sends message to others
- Accepted by third parties

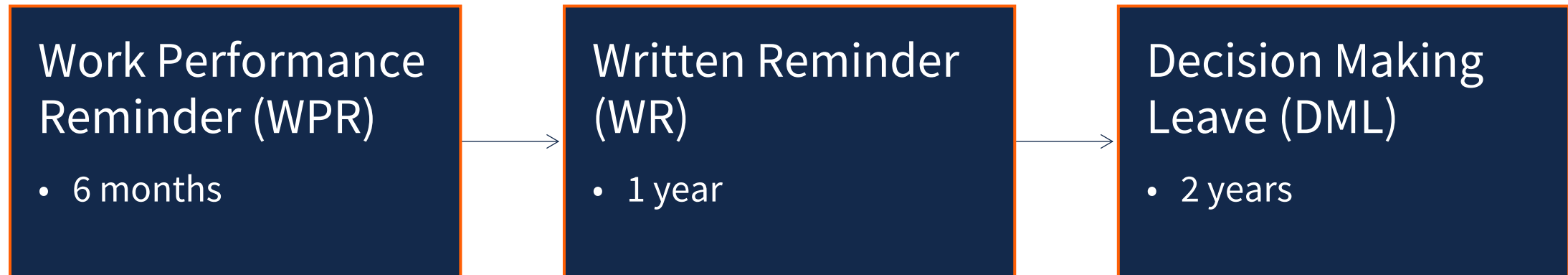
### Why Pay?

- Changes supervisor’s role from adversary to coach
- Demonstrates department’s good faith
- Consistent with organizational values
- Eliminates money as an issue
- Doesn’t punish family
- Reduces anger, hostility, and risk of workplace violence

# Performance Partnership Program | Deactivation of Discipline



- Specific activation period
- Deactivates at the end of that period, if no other issues
- Used as historical information



# Performance Partnership Program | Discharge

- When performance management was not effective
- Outside of the PPP

# Illinois Human Resources| Faculty/ Staff Assistance and Well-Being Services

Personal, professional, and confidential assistance to faculty, staff, retirees, and their households, who are experiencing difficulties that interfere with their well-being and/or ability to work ([217-244-5312](tel:217-244-5312))

24-Hour Crisis Line for mental health emergencies ([217-244-7739](tel:217-244-7739))





## Scenario 3



Kevin, a building service worker has been missing certain cleaning tasks in his assigned area, leading to complaints from building occupants. However, this is not the first time the issue has been brought to his attention. He has had a performance improvement discussion with his supervisor in the past...

## Scenario 4



Lisa, a maintenance manager, has been consistently forgetting to update work orders in the system after completing repairs. She has already received a Work Performance Reminder, but the issue continues...

## Scenario 5



- Matt, a grounds foreperson, has had multiple documented incidents of using a dismissive and condescending tone toward junior team members. He has already received both a Work Performance Reminder and a Written Reminder, yet complaints continue...



# Questions?



We're here to answer them!