



NEW ORLEANS POLICE DEPARTMENT OPERATIONS MANUAL

CHAPTER: 13.27.1

TITLE: JOB PERFORMANCE IMPROVEMENT PLAN

EFFECTIVE: 12/3/2017

REVISED: Replaces Policy 1057

PURPOSE

To establish instructions and guidelines for the use of the employee Job Performance Improvement Plan (JPIP).

POLICY STATEMENT

1. One goal of the Department is to give every employee the opportunity to be successful in his/her chosen career. The JPIP is one method which can be used to provide a clear and documented exchange between a supervisor and an employee regarding the employee's performance and the supervisor's expectations to assist the employee in improving his/her job performance.
2. JPIP is not exclusively for sub-par or unacceptable performance. It is a tool along with mentoring, redirection, non-disciplinary counseling and remedial training to help clearly define a process to improve an employee's performance, even if it is currently acceptable. (See also: **Chapter 35.1.9 – INSIGHT**).
3. Supervisors, managers, and/or administrators must decide when it's appropriate to move from the verbal and less structured forms of performance improvement mechanisms to the structured, written level to becoming more effective in assessing member performance and in making management decisions to improve an employee's performance.
4. Once supervisory personnel determine a **Job Performance Improvement Plan (JPIP)** is necessary or desirable, the JPIP form shall be initiated.
5. An employee may be compelled to participate in a JPIP in addition to any sanctions resulting from disciplinary action.
6. Failure of an employee to successfully complete the terms and conditions of a JPIP is grounds for disciplinary action with sanctions up to and including termination.

DEFINITIONS:

Behavior—Refers to the way in which employees respond to specific circumstances or situations in the workplace.

Job Performance Improvement Plan—A written managerial plan designed to assist an employee with improving his/her performance. Defines unsatisfactory and/or below standard employee performance and/or behavior. The plan offers clear objectives and establishes a timeline for improvement.

GUIDELINES

7. A Job Performance Improvement Plan (JPIP) should:
 - (a) Identify the standard(s) the employee wishes to improve or the supervisor believes the employee does not meet, specific to the employee's job classification.
 - (b) Clearly state the performance objectives to be met by the plan.
 - i. Ideally, the employee will set the objective(s) and the supervisor will advise if the objective(s) is attainable.
 - ii. The objectives should be measurable, realistic, reasonable and attainable for the employee to have positive changes in behavior and/or performance.
 - (c) Foster a discussion about each area where improvement is desired or needed.
 - (d) Promote a mutual agreement on the nature and severity of the substandard performance, if any.
 - (e) Promote a mutual agreement on the course of action that will increase performance to a desired or acceptable level.
 - (f) Outline the methods to be used in meeting the objective(s) set.
 - (g) Explain the supervisor's role in assisting the employee to achieve desired / satisfactory levels of performance. If structured training is applicable (i.e., E&TD, reassigned to an FTO, etc.), all efforts should be made to make these resources available. Informal training (i.e., ride along with supervisors, etc.) methods should also be available.
 - (h) Establish controls to measure and document progress and communicate them, in writing, to the employee. The controls should be outlined and the employee informed of the control(s) in the JPIP written plan.
 - (i) Be signed and dated by both the employee and the supervisor.
 - (j) Be approved through the employee and supervisor's chain of command to their respective Bureau Chief.
8. While collaboration and agreement between the supervisor and employee is the preferred course of action, if the JPIP is being utilized to improve sub-par or unacceptable performance, in the absence of agreement a supervisor shall set the acceptable standard to meet the objective(s) by the employee throughout the JPIP.

SUPERVISOR'S GUIDELINES

9. A JPIP may be used at any time to improve an employee's job performance.
10. Any conversations and/or actions related to an employee's job performance shall be documented by the supervisor.
11. The following are pertinent in determining if it is appropriate to complete a Job Performance Improvement Plan form:
 - (a) Is the identifiable substandard performance recent?
 - (b) The severity of the problem.
 - (c) Has the identifiable substandard performance been previously discussed verbally?
 - (d) Were there one or more previous verbal discussions about a performance problem(s)?

- (e) Have any actions been taken? List the actions taken to date (ex: Verbal discussion, written agreement, and training).
- (f) What was documented in writing and when?
- (g) Was training provided? When?
- (h) Was the training related to the same sub-standard performance?
- (i) Was the training recent?
- (j) Did the employee receive previous direction(s) or expectation(s) from the supervisor? Did the employee initial the written direction(s) expectation(s)?
- (k) Have contributing factors or causes (e.g. personal problems, motivation, skills, etc.) been identified by a supervisor that mitigates the need to move to a stronger action until other actions are taken (e.g. referral to treatment, training, accommodations, etc.)?

CONDUCTING A JOB PERFORMANCE IMPROVEMENT PLAN MEETING

BEFORE MEETING WITH THE EMPLOYEE

- 12. Before meeting with an employee on a JPIP, supervisors shall:
 - (a) Advise/consult with the other supervisors in the employee's chain of command to ensure the JPIP is consistent with other plans and expectations.
 - (b) Ensure disciplinary action or a PIB investigation has not been initiated or is not under consideration by supervisors based on any of the performance problems identified in the JPIP.
 - (c) Arrange for a private setting and ample time for discussion of the plan.
 - (d) Plan the agenda for the meeting.
 - (e) Complete the Job Performance Improvement Plan form (Form #183).

DURING THE MEETING WITH THE EMPLOYEE

- 13. During the JPIP meeting, supervisors shall:
 - (a) Review completely the Job Performance Improvement Plan form with the employee.
 - (b) Focus on the performance expectations, not the employee.
 - (c) If any deficiencies, clearly state them along with examples of unacceptable performance. (e.g., reports sent back, activity sheets with no self-initiated activity, etc., all of which is documentation that establishes the need for the JPIP. This information must be included on the Job Performance Improvement Plan form).
 - (d) Remain calm, professional and maintain a positive, respectful, and helpful demeanor.
 - (e) Listen to any explanations or statements of the employee relative to the issues under discussion and review.
 - (f) Consider having a second supervisor present.
 - (g) Identify any contributing factors outside the employee's control (e.g., training not provided, unclear instructions provided, etc.).
 - (h) Work toward a joint solution.
 - (i) Set clearly defined objectives for improved performance.
 - (j) Set a time frame for periodic evaluation of progress.
 - (k) Take notes and summarize the discussions.
 - (l) Advise the employee of consequences, if progress is not attained.
 - (m) Keep the employee focused on the issues under discussion and review and help him/her take ownership (e.g., don't allow the employee to rationalize or minimize poor performance or its negative impact).
 - (n) Express confidence the employee will improve.

AFTER THE MEETING

14. After the JPIP meeting, supervisors shall:
 - (a) Follow up on progress using the Job Performance Improvement Plan form.
 - (b) Document all meetings during the JPIP process in writing on NOPD Form 183, Job Performance Improvement Plan.
 - (c) Ensure supervisors in the employee's chain of command are notified and follow-up on the Job Performance Plan (JPIP).
 - (d) Document progress in writing.
 - (e) Meet regularly with the employee.
 - (f) Document performance behavior, discussions, etc.
 - (g) Ensure time frames are met.
 - (h) Identify and recommend officer assistance if required
 - (i) Approve a contingency plan if the employee does not reach expectations.

COMPLETING THE JOB PERFORMANCE IMPROVEMENT PLAN FORM

15. Only supervisory employees can complete a Job Performance Improvement Plan form.
16. Supervisors shall complete all sections of the Job Performance Improvement Plan form.
17. Filling out the Job Performance Improvement Plan form:
 - (a) Indicate if the report is the initial JPIP or a follow-up report.
 - (b) Enter all applicable information concerning the employee and the initiating supervisor as well as the date of the meeting.
 - (c) Describe in detail the facts and/or circumstances justifying the employee participating in a JPIP.
 - i. Identify/define the problem. (Be specific with dates, times, names, and/or other details.)
 - ii. Summarize the history and actions taken to date.
 - iii. Outline the significance of the performance deficiency.
 - iv. Explain the impact of the unacceptable performance/behavior/conduct.
 - (d) If additional space is needed for any section of the form, the reporting supervisor shall attach an interoffice memo with the additional information and clearly indicate what the additional information references.
18. Indicate which, if any, documents are attached to the form. Employees shall be allowed to submit a statement documenting any explanation or documentation for their performance resulting in the JPIP. Any written statements will be attached to the Job Performance Improvement Plan form.
19. The original signed copy of the JPIP and all supporting documentation shall become part of the employee's electronic and hard copy personnel file in the personnel jacket.
20. If there is a change in the employee's assignment for any reason, before a JPIP is completed, the JPIP shall continue at the employee's new assignment. It shall be the duty of the originating supervisor to inform the employee's new supervisor of the JPIP. If the new assignment does not require the same job responsibilities that required the JPIP, then the initiating supervisor and new supervisor shall decide if the JPIP will continue. If it is agreed the JPIP should be terminated, the reasons for termination shall be noted in the JPIP.
21. The employee and initiating supervisor shall sign and date the form. By signing this JPIP, the employee acknowledges that he/she has received a copy of the JPIP. The form shall be forwarded through the affected employee's chain of command through their bureau chief for review/approval and sign.

FAILURE TO MEET PERFORMANCE EXPECTATIONS

22. If the JPIP was initiated for an employee's unsatisfactory job performance and the unsatisfactory job performance continues after completing all required provisions outlined in the Job Performance Improvement Plan (JPIP) form, a formal disciplinary process shall be initiated.
23. Failure of an employee to successfully complete the terms and conditions of a JPIP is grounds for disciplinary action with penalties up to and including termination (Civil Service - Rule 9).
24. Supervisors may consult with their Commanders, the Personnel Director, or a representative of the Public Integrity Bureau (PIB) for assistance.