



The Performance Evaluation process, *P S ... and if it does not work for this employee...*

And if the process to evaluate, to set objectives, to provide the tools for the employee to be successful, to do the follow up... if in despite this applied process you did with rigor does not work, what will you do?

We do a work improvement plan. It is a process that targets the improvement, the necessary change from the employee.

When target is on a technical aspect of the job, a training program and / or a support may achieve the objective and reach the goal. Time must be given to learn the technique and to make monthly follow-ups, and this for a period of time according to the level to be achieved. Usually 3-6 months are needed for improvement to a technical aspect. After this period of time, we evaluate the performance according to the process and the objectives described previously. You will have a better view to decide and take action.

When target is an attitude problem, it becomes to be more complicated. This may be caused by disagreement in the team, a conflict of personalities, a drug situation or event environment, a health problem, or a bad attitude you must investigate the cause to determine a solution and a plan. Solution may be to accompany the employee, a coaching, a probation to this position and may be a medical treatment. You can use a transfer as a solution, but make sure you don't transfer a problem without a recommendation. For all these situations, the improvement plan must be over a relatively short period, from six months to 12 months, because we are talking about attitude. After this period we should evaluate as humanely as possible, the employee's status in the organisation. if it is a family or health dilemma, we use a medical expertise. If it is basically a bad attitude situation, we should use disciplinary measures and do follow-ups if required.



There is another type of improvement plan for a completely different situation. A plan, or a program to develop the potential of a future Manager, a team leader, for a replacement, or a future Manager challenge even at an officer position ... a plan named a career development program, for some called a talent development plan. In contrast to the work improvement plan, this development program maybe in place for several months to a few years. Everything is to discuss, to improve, to develop and to plan the change, for a promotion or a succession.

What you should remember of these two processes is that they must be planned and discussed with the employee, conducted strictly according to a plan agreed by both parties. And you document the plan, the follow-ups, and the results in the employee's file.

You may refer to my web site for more info at :

<http://www.ressourceshumaines-sst.com/index.php?id=48>

I wish you a successful and appreciated process.

