

*Section Number: 30-5*

*Effective Date: January 1, 2012*

## **Subject: Formal Coaching Tools for Supervisors**

**Purpose:** To provide guidance to supervisors on formal coaching tools available to them.

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**Verbal Coaching and Feedback:** Supervisors are expected to provide timely and regular feedback to staff.

**Regional Expectations:** General expectations are provided to all employees by their Regional Manager.

**General Team Expectations:** When necessary, additional details are provided by the supervisor to the employee to clarify or expand upon the Regional Expectations. Supervisors will seek guidance from their Eligibility Office Manager or Regional Manager when developing team expectations to ensure they meet regional and division standards.

**Letter of Expectations (LOE) and Letter of Instructions (LOI):** Supervisors can utilize a LOE/LOI to refocus attention to specific general expectation; this can be one specific area needing improvement or multiple areas an employee needs to focus attention for improvement. An LOE/LOI can be utilized to remind the employee of the general expectations if verbal coaching has not achieved the desired results. (See 30-5.1 for detailed guide on completing an LOE/LOI)

**Performance Improvement Plan (PIP):** PIPs are utilized for employees in permanent status. Supervisors will utilize a formal PIP to assist an employee to reach performance expectations. A PIP will ensure all performance improvement areas are addressed, it will include specific responsibilities for the employee and will ensure adequate supports are in place for the employee. PIPs usually identify specific timeframes for improvement; plans must be monitored carefully by the supervisor. Frequent discussion and feedback from the supervisor to the employee is critical during the plan – the supervisor will ensure clear documentation of all areas of improvement and those needing additional improvement to meet performance standards.