

## PERFORMANCE IMPROVEMENT CHECKLIST

- Assume you are a supervisor in an agency with a high file review error rate. As part of your analysis, you will complete this checklist and make an action plan for the items which need to be addressed. Add questions to this checklist which will assist in the analysis.

	Are caseloads too high, too low, too uneven from one month to another?
	If so, do you have a plan to redistribute them?
	Could a Clerk assist a housing specialist, thereby reducing the caseload?
	Is the interpretation of your policies consistent because they are clear?
	Do you have procedures in place for each function?
	Do you have redundant forms and letters? Do staff know which ones are “the right ones” to use?
	Is desk and work organization and time management a problem?
	Do you have comprehensive file checklists?
	Do you require that all staff use them?
	Do you follow up to see that policy, procedures, desk guides, training material, forms and letters and checklists are being used correctly by each person?
	Do you have a calendar of events for each functional area?
	Are you providing clear, written instructions to staff?
	Are you providing adequate follow-through on assignments?
	Do you have performance standards in place?
	Do you have performance measurements in place?
	Do you have a system in place for analysis of the performance data?
	Do you have a written error reduction strategy in place?
	Have you analyzed what the high performers are doing right?
	Have you analyzed what the supervisors with high performing teams are doing right?
	Have you laid out methods of operation for staff?

## HCV Executive Management

### CHAPTER 7: Performance Solutions

	Have you properly utilized clerks in assisting staff?
	Do you always “inspect what you expect?”
	Do you often provide one-on-one mentoring to staff?
	Do you have weekly staff meetings?
	Do you provide “on-the-spot” praise for staff when warranted?
	Do you always give negative feedback in a private location?
	Is it “ok” for a poor performer to continue to not meet goals and performance standards?
	What systems do you have in place to provide training and mentoring to poor performers?
	How long do you allow a poor performer to improve?
	Are you putting up with poor performers because of the laborious hiring and training process?
	What effect does this have on motivation?
	Are you establishing a plan and sticking to it so that “crisis management” is avoided?
	How do you instill team building?
	Do you utilize Individual Development Plans?
	Do you provide adequate resources for implementation of the plan?
	Do you follow up regularly with that staff person to be sure the plan is being implemented?
	Do you delegate properly?

## HCV Executive Management

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If you manage supervisors, use the checklist above and add these questions:	
	Are you creating a consistent system for managers to manage?
	Are you helping supervisors set up regular meetings, daily check-ins with their people to ensure the work is getting accomplished and holding employees accountable?
	Are you always following up with your supervisors to see that the actions you require are being done?
	Are you avoiding crisis management and ever-changing priorities?
	Are you creating written plans of actions for your supervisors?
	Are you creating written error reduction plans for your supervisors?
	Do you have a series of reports to analyze performance improvement?
	Are you providing adequate staff training, both external and internal?