



Section 3 Policy Manual

1919 North Meridian Street

Indianapolis, Indiana 46202

317-261-7266 Fax 317-261-7387

www.indyhousing.org

SECTION 3 PROGRAM - POLICY MANUAL

INTRODUCTION - SECTION 3 PROGRAM

Section 3 of the Housing and Urban Development Act of 1968 [12 U.S.C. 1701u], as amended, requires that the Indianapolis Housing Agency (IHA) provide employment, training and contracting opportunities to low-income and low-skilled persons, particularly those individuals who are recipients of government assistance for housing.

The purpose of Section 3 is to ensure that employment and other economic opportunities generated by certain HUD financial assistance shall, to the greatest extent feasible, and consistent with Federal, State, local laws, and regulations, be directed to low and very low-income persons, particularly those who are recipients of government assistance for housing (public housing and Section 8) and to business concerns which provide economic opportunities to low and very low-income persons.

SECTION I - INFORMATION FOR CONTRACTORS

Contractor Requirements

In responding to Requests for Quotes, Bids and Proposals, all contractors will be required to submit forms that indicate their intention to hire and /or contribute to the training fund. Forms are found on the IHA website at www.indyhousing.org under the contracting opportunities icon in the left margin. Failure to supply any of these forms shall render the submittal (s) as non-responsive.

All contractors and subcontractors are required to comply with the IHA Section 3 Policy. Supply contracts are excluded from this requirement. To accomplish compliance, the contractor and IHA will develop a Section 3 Plan that outlines the method(s) used to satisfy the requirement. The plan will outline Section 3 program procedures and contain applicable forms that the contractor will use to report progress toward Section 3 goals. *A Section 3 Plan must be completed prior to signing the contract with IHA.*

IHA has identified two ways that contractors and consultants may choose to satisfy the Section 3 requirement:

1.) Direct employment of qualified candidates (preferred method of participation)

IHA promotes family self-sufficiency and strongly encourages the direct hiring of qualified residents from the communities impacted by work awarded to contractors and subcontractors. All developers, general contractors and/or sub-contractors shall ensure that 30% of new hires will be Section 3 residents.

During development of the Section 3 Plan, the contractor will negotiate with IHA for the number of residents or other Section 3-qualified candidates to be employed, based on the Resident Hiring Scale (see Page 8). The Section 3 plan will be incorporated into the contract and will obligate the contractor to achieve no less than the numerical goal established during the negotiation. This provision applies to contractors and subcontractors whether or not they have included labor costs in their contract budget proposals.

A contractor may request in advance potential employee(s) in the event the contractor should obtain a contract with IHA. To make such a request, the contractor should complete the *Intent to Employ Form* and return it along with the Section 3 *Initial Response Form*. IHA's Section 3 Coordinator will pre-interview and assemble a pool of ready-to-work applicants for the contractor to interview.

Otherwise, the *Intent to Employ Form* is provided to the contractor after the Section 3 Plan is developed and the contract is signed. Contractors will be required to complete the form listing skills necessary for the job for both low-skilled and skilled workers. The Section 3 Coordinator will use information provided on the form to help the contractor find the right candidate(s) for the job.

Guidelines for Direct Employment:

- Contractors should provide job opportunities for skilled and unskilled workers
- Contractors should maintain employment for candidates throughout the duration of a project (candidates will be employees of the contractor or subcontractor, not IHA)
- Where applicable, all contracts using IHA resident workers and low and very low income persons who live in the area where a HUD assisted project is located under Section 3 are subject to the Davis-Bacon Act Wage Rate and the current HUD Form 52158, Maintenance Wage Rate Determination.
- Contractors are strongly encouraged to hire adults age 18 and older.

IHA encourages contractors to attend cultural diversity and sensitivity training sessions to increase awareness of other populations and cultures. The Section 3 Coordinator will provide information about the location and time of such training opportunities.

2.) Contribution to IHA Section 3 Residents' Training Fund

Smaller contractors and consultants may contribute to IHA's Section 3 training fund in an amount based on the Resident Hiring Scale under one of the following contribution options:

Options for Training Fund Contribution

- Option #1: Upfront payment of contribution in its entirety
- Option #2: Payment in equal monthly installments paid during the first half of the contract's duration
- Option #3: Payment of a percentage of each invoiced amount before half of the total amount has been billed

After the Section 3 Plan is developed and the contract is signed the contractor will receive the *Section 3 Contribution to Training Fund Form*, a copy of which should be submitted to IHA with each payment to the fund.

The contribution dollar amount shall be based upon the initial or actual proposed labor dollar amount.

Compliance with Section 3

IHA's Section 3 staff will analyze and evaluate the contractor's compliance with requirements and obligations set forth in the Section 3 Plan and contract. In the event that a review reveals a contractor has not complied with Section 3 requirements, IHA will undertake efforts to help the contractor achieve compliance.

In the event the contractor encounters a problem with a Section 3 employee (employee walks off job or quits; termination; job performance; attendance; tardiness; drug or alcohol use), the contractor should fully document the situation and immediately provide the documentation to IHA's Section 3 Coordinator. This information should also be documented on the *Section 3 Employee Progress Form*.

Ongoing failure or refusal to comply with the Section 3 Plan and contract may result in payment being withheld by IHA until compliance is achieved or termination of the contract. Debarment or suspension of the contractor or limited denial of participation pursuant to 24 CFR Part 135 may result, when applicable.

Past compliance with the Section 3 program does not guarantee the award of future contracts from IHA nor does it exempt a contractor from requirements of the Section 3 program under future contracts with IHA.

SECTION II - INFORMATION FOR RESIDENTS

Section 3 Advisory Committee

A Section 3 Advisory Committee, comprised of members of Indianapolis Citizens Empowerment Foundation (I.C.E.F.), will provide a forum to identify and develop programs to serve residents' needs. The advisory committee works in conjunction with the Section 3 Coordinator and other IHA staff.

Resident Information System

The Resident Information System will provide job leads, when available, from the following sources: Section 3 Coordinator, flyers, job alerts and other appropriate means of distribution. Resident councils, resident management corporations, other resident organizations and neighborhood organizations will be linked with the Resident Information System to notify residents of the available training, employment opportunities and special services.

The Section 3 Coordinator will provide information via regular postings on the IHA website (www.indyhousing.org) to make residents aware of employment opportunities. Workshops will be offered to assist residents with pre-employment skills, interviewing and other supportive services via IHA's community partners and other agency providers.

Skill Building and Enhancement

The Section 3 Coordinator will conduct interviews of every candidate interested in the program. The interview will include discussions regarding the candidate's relevant skills, employment history, and possible barriers to present or future employment.

Residents with a high school diploma may be afforded opportunities for continuing education. IHA works with many institutions of higher learning, including: Indiana University Purdue University at Indianapolis (IUPUI), Ivy Tech State College, Martin University and Butler University. IHA also works with continuing education programs to assist candidates with their individual academic and potential employment pursuits. IHA also works with a number of service providers to promote educational opportunities to its residents in need of secondary educational assistance. Residents in need of a General Equivalency Diploma (GED) may be recommended for IHA's GED program or other community GED programs depending on the resident's skill level.

Residents needing skills enhancement may be referred to an appropriate service provider (i.e. education, training, workshops, mental health, and drug abuse/alcoholism) for assistance.

Job Readiness Workshops

The Section 3 Coordinator refers candidates to Job Readiness workshops. Workshop topics will include resume preparation, application completion, how to dress for interviews, conflict resolution, and overcoming barriers to employment. In addition, residents will have the opportunity to complete a mock job interview and build job retention skills. Residents that complete the workshop will receive a Work Readiness Certificate. The intent of the certificate is to serve as an asset to the residents once they initiate the job search portion of the workshop.

Training Programs

IHA strives to provide its residents with employment and training opportunities to help them gain a measure of economic independence and vitality. IHA works with a number of organizations that provide job-training opportunities to residents.

Agency Goals

The Indianapolis Housing Agency will achieve its Section 3 goals via the following methods:

Hiring

At least 30% of the aggregate number of full and part-time new hires that are employed by contractors must be Section 3 residents/participants with a preference for public housing residents residing at the development where the work is being performed or located in other housing owned or managed by the IHA or as outlined below under the subtitle, “*Employment Opportunities*”.

Contracts

The IHA shall attempt to *the greatest extent feasible* to contract with and/or allow its contractors to subcontract at least 10% of the total dollar amount of all Section 3 covered contracts for building trade work for all Capital Improvements Projects and non-construction Section 3 businesses or Resident Owned Businesses.

The IHA Section 3 Coordinator will evaluate the subject business type in order to determine qualifications and eligibility to be deemed a Section 3 Business Concern and/or a Resident Owned Business.

Employment Opportunities

To qualify for Section 3 employment opportunities, interested candidates must:

- Be a resident of Marion County at least 18 years old; and
- Have income at or below 80% of the Area Median Income; and
- Not be involved in any legal action with IHA; and
- Be listed on a lease, and in good standing, with a public housing community; or
- Be a Section 8 resident certified as eligible for Section 3 participation; or
- Be a non-public housing, non-Section 8 resident certified as eligible for Section 3 participation (low-income or very low-income)

The IHA Section 3 Coordinator will evaluate candidates to determine qualifications and eligibility

Database of Job-Ready Candidates

IHA will maintain an ongoing database of job ready candidates. Information may be added, modified and/or deleted from a specific candidate's file as needed. Candidates will be required to complete an intake form and an interview when requesting to be included in the database.

In addition, prior to being placed in the database, each candidate must either work with the Section 3 Coordinator individually or in a workshop setting to enhance their current work maturity and job retention skills.

The Section 3 Coordinator will pre-interview candidates before their name is forwarded to a contractor or hired for employment. Resume and/or application information for eligible employees will then be provided to all contractors and subcontractors for interviews and possible job placement.

When there are more qualified Section 3 candidates than positions to be filled, the Section 3 Coordinator will recommend those candidates for placement with other non-Section 3 employers or other existing local Section 3 Programs. The Section 3 Coordinator will also coordinate training, job readiness and other capacity building programs to promote suitable and successful employment of residents.

Consideration of Qualified Residents for Employment at IHA

IHA's Human Resources Department and Resident Relations Department are encouraged to consider qualified residents for employment opportunities and training efforts whenever feasible. Qualified Section 3 candidates will have the option to apply for IHA's posted job positions. Applicants must meet the minimum job qualifications for the posted position(s) and follow the Agency's hiring process through the Human Resources department. The Director of Human Resources will verify applicant qualifications. The qualified applicants will be referred to the position hiring Director who will determine if the applicant will be selected for an interview.

Employment Issues

One of IHA's goals is to prepare residents to be job ready and secure gainful, lasting employment. Some employees may experience difficulties in achieving and maintaining employment. To address these issues, IHA has added a mandatory certified Job Readiness Program and implemented a case management model to provide the necessary support to maintain employment.

In situations when a Section 3 employee is having a problem at work, they should direct those concerns to their employer. The employee should document the problem and any subsequent conversations with their employer. The employee can contact the Section 3 Coordinator if additional job readiness training is needed.

In the event that the Section 3 employee does not satisfactorily perform the job due to poor work habits (i.e. tardiness, absenteeism, alcohol/drug use, abusive language, lack of job performance) the employee will be referred to receive training and appropriate support services. The employee's name will be removed from the job ready database until successful completion of the appropriate training or support program (s), at which time the employee's file will be reviewed by the Section 3 Coordinator to identify the best course of action.

In the event the employee is unable to perform the job, the IHA Section 3 Coordinator will provide the contractor with another qualified applicant. Removal of an employee does not negate the obligation of the contractor to meet their Section 3 plan.

SECTION III - FREQUENTLY ASKED QUESTIONS

How does Section 3 affect the contractor (employer)?

Contractors that receive contracts from IHA that are partially or wholly funded by the U.S. Department of Housing and Urban Development (HUD) must provide employment opportunities and/or other employment-related services to public housing residents and other Section 3 participants to the greatest extent possible. As a result, IHA has established employment and training goals that contractors and subcontractors must meet in order to comply with Section 3 requirements.

All contractors submitting bids or proposals to IHA are required to certify that they can and will comply with Section 3 requirements. It is the responsibility of contractors and vendors to achieve and maintain Section 3 compliance.

How are hiring requirements determined?

IHA has adopted the following scale for hiring or contribution to the training fund for all construction, service and professional service contracts that contain a labor component. IHA expects an appropriate number of eligible employees with particular qualifications or willingness to begin unskilled labor.

For a contractor with more than one open contract with IHA, the base hiring amount or contribution to the training fund will be based on the *cumulative* amount of all contracts.

Total amount of contract/service contract(s)	Base hiring amount and/or contribution to the training fund
\$1 to \$9,999	\$250
\$10,000 to \$24,999	\$1,000
\$25,000 to \$99,999	10% of labor dollars
\$100,000 to \$199,999	9% of labor dollars
\$200,000 to \$299,999	8% of labor dollars
\$300,000 to \$399,999	7% of labor dollars
\$400,000 to \$499,999	6% of labor dollars
\$500,000 to \$999,999	5% of labor dollars
\$1,000,000 to \$1,999,999	4% of labor dollars
\$2,000,000 to \$3,999,999	3% of labor dollars
\$4,000,000 to \$6,999,999	2% of labor dollars
\$7,000,000 or more	1.5% of labor dollars

Are candidates job ready?

In many cases, candidates will be ready to work having all the necessary skills to perform the job. IHA keeps an updated list of such candidates. Residents in need of skill enhancement or job readiness training will be given ample opportunity to become job ready.

What are some sample jobs for low- and non-skilled workers?

It is IHA’s objective for residents to achieve self-sufficiency through full time employment. Entry-level positions should be designed to introduce employees to the job market. Such opportunities may include, but are not limited to: receptionists, assistants, file clerks, clerical support, construction helpers, construction clean-up crews, flagmen/women, and resident recruiters or liaisons. *On the Job Training* is always encouraged upon availability.

How will Section 3 compliance be monitored and enforced?

i) *Reports*

The contractor and or developer shall submit monthly reports regarding the status of each Section 3 participant. An annual report will also be requested from each contractor/developer in connection to the performance of each project. This Annual Report will document the efforts and success of all Section 3 participants and sub-contractors working under the general contractor, in implementing these policies and procedures and in reaching the percentage goals for employment and business opportunities established in these polices. It is also the responsibility of the Section 3 Coordinator to evaluate contractor compliance with training fund contributions.

ii) *Certified Payroll*

The developer and/or contractor shall submit weekly-certified payroll reports to the IHA Construction Project Manager. This report shall be submitted weekly and clearly identify Section 3 Hires.

iii) *Site Visits*

An assigned IHA staff member will conduct periodic site visits to the worksite. The IHA staff person shall visibly notice each Section 3 hire on site. The general contractor will sign a monitoring form verifying that a Section 3 worker is present. If the worker is not on site, the IHA staff person must contact the Section 3 hire.

How do I inform IHA that I am hiring to fulfill Section 3 requirements?

The Section 3 Coordinator and contractor will meet prior to signing the contract to develop the Section 3 Plan. The coordinator will then help facilitate the employment match for the contractor.

Once the contractor hires a Section 3 eligible person, the contractor will complete an *Initial Employee Placement Report* for each New Hire and submit it to the Section 3 Coordinator at the address listed on the form. The form may be photocopied if more than one employee is hired.

What happens if Section 3 goals aren't met?

- 1. Notice of non-compliance.** The contractor will be given 30 days to achieve compliance otherwise thereafter payment from IHA will stop. The contract may be terminated after 60 days.
- 2. Non-compliance.** Contractors found to be in non-compliance (contractors who do not remedy non-compliance after notice) are ineligible to receive future contracts. Moreover, pursuant to 24 CFR Part 135.76, the IHA may initiate and/or file a complaint on behalf of a Section 3 Resident or Section 3 business concern with the Assistant Secretary for Fair Housing and Equal Opportunity, Department of Housing and Urban Development, Washington, DC 20410.

How do I file and process a complaint?

Complaints regarding IHA's Section 3 Program must be submitted in writing to the Section 3 Coordinator. All complaints must include the complainant's name, address, telephone number, and a brief narrative detailing the complaint, including but not limited to, the date of the alleged violation and the date the alleged violation was discovered. Complaints shall be filed within 30 calendar days after the complainant becomes aware of any alleged violation.

The Section 3 Coordinator will investigate every complaint. All parties involved will have the opportunity to submit testimony and/or evidence as may be available and relevant to the complaint. The Section 3 Coordinator will issue a written determination within 30 days after the filing of the complaint.

Filing a complaint does not terminate a contractor's Section 3 requirements. Contractors remain accountable for fulfilling the agreed upon Section 3 hiring or training fund contribution requirements.

All complaints should be submitted to:

Section 3 Coordinator
Resident Relations Department
Indianapolis Housing Agency
1919 N. Meridian Street
Indianapolis, IN 46202

SECTION IV –REVIEW OF SECTION 3 PROCESS

- Submit *Section 3 Contractor Initial Response* form as part of the procurement process (not required for supply procurements)
- Upon notice of procurement award, meet with IHA Section 3 Coordinator
- Review 24 CFR Part 135 in it's entirety
- Develop Section 3 plan and sign related agreements
- Execute contract with IHA

Definitions

Section 3

A Section 3 resident, Business Concern and Resident Owned Business are defined by the following:

- **a) Resident:**

1) One who resides in the Indianapolis Housing Agency's public housing
or 2) A person residing in the Marion County area and meets the following criteria:

- Low-income persons – families or single person(s) whose income does not exceed 80% of the Area Median Income for the Marion County area.
- Very low-income persons – families or single person(s) whose income does not exceed 50% of the Area Median Income for the Marion County area.

b) Section 3 Business Concern:

- Fifty-one percent (51%) or more of the business is owned by Section 3 resident(s), or
- At least 30% of the firm's permanent full time employees are Section 3 residents, or were Section 3 residents within 3 years of the date of first employment with the business; or
- Provides evidence of a commitment to: (1) subcontract 10% or more of the total dollar amount of all Section 3 covered contracts for building trades work for maintenance, repair, modernization or development of public or Indian Housing, or other building trade(s) work arising in connection with housing rehabilitation, housing construction, must be awarded to Section 3 Business Concerns.
- Non-construction Section 3 Business Concerns will also be sought to be utilized for the sake of fulfilling Section 3 obligations whenever the need may arise and to *the greatest extent feasible*

The IHA Section 3 Coordinator will evaluate all businesses to determine qualifications and eligibility when desiring to be deemed a Section 3 Business Concern and/or a Resident Owned Business.

c) Resident Owned Business (ROB):

A ROB is a Business Concern owned or controlled by public housing residents that is:

- At least 51% owned by one or more public housing residents;
- Managed and daily business operations are controlled by one or more such individuals

d) Covered Activities

The type of work and activities covered under these policies and procedures includes any contract, or subcontract awards, for building trades works, such as or associated with demolition, rehabilitation, and new construction arising from Capital Improvement or HOPE VI projects procured through the use of sealed bids, Request for Proposals or other similar methods.

e) New Hires

For the purpose of determining Section 3 compliance, a “new hire” is a newly employed person occupying a permanent, temporary, or seasonal full-time position.

SECTION 3 CONTRACTOR INTENT TO EMPLOY

Section 3 Contractor/Employer Information

Mail or fax this form to:
Patricia Jones - Section 3 Coordinator
1935 N. Meridian St., Indpls., IN 46202
T: 317-261-7362 / F: 317-261-7387

Contractor (Employer) Information

Company Name (the "Contractor") _____ Contact Person _____

Address _____

City _____ State _____ Zip Code _____

Telephone Number _____ Fax Number _____ Email address _____

Job Information

Job Title: _____ Number of Openings: _____

Job Duration: *Full or Part-time* _____ 150 days _____ over 150 days

Shift: 1 2 3 _____ Rotating _____ Split _____
Work Days: Sun Mon Tues Wed Thurs Fri Sat
(Circle all that apply)

Work Hours: Fr _____ To _____ Age: _____ Typing Speed: _____
AM/PM AM/PM Hours _____ Per _____

Driver's License Required? Yes/ No Type? Reg: _____ / Chauff: _____ / CDL: A B C

Endorsements: _____ Need Help Finding Residents: Y _____ N _____

Job Details (include essential job duties/functions and any machinery operated/tools used):

Yrs. Experience: _____ Required / Desired

Level of education: _____ Required / Desired

Salary Range: Min _____ Max _____ Per: Hour / Day / Week / Month / Year

Benefits (Check all that apply):

- | | | |
|------------------------------------|--|--|
| <input type="checkbox"/> 401(K) | <input type="checkbox"/> Life Insurance | <input type="checkbox"/> Sick/Disability Leave |
| <input type="checkbox"/> Bonuses | <input type="checkbox"/> Major Medical | <input type="checkbox"/> Uniform Furnished |
| <input type="checkbox"/> Clothing | <input type="checkbox"/> Mileage Reimbursement | <input type="checkbox"/> Vacation Leave |
| <input type="checkbox"/> Dental | <input type="checkbox"/> Prescription Coverage | <input type="checkbox"/> Vehicle Furnished |
| <input type="checkbox"/> Education | <input type="checkbox"/> Retirement Plan | <input type="checkbox"/> Vision Plan |

Pay Benefit Details: _____

Form Completed by: _____ Date: _____

SECTION 3 CONTRIBUTION TO TRAINING FUND

Contractor (Employer) Information

<i>Company Name (the "Contractor")</i>		<i>Contact Person</i>
<i>Address</i>		
<i>City</i>	<i>State</i>	<i>Zip Code</i>
<i>Telephone Number</i>	<i>Fax Number</i>	<i>Email</i>

Amount of Contract Award: _____

Total Amount of Contribution to Training Fund: _____

Contribution Option (selected during preparation of Section 3 Plan):

- Option #1: Upfront payment of contribution in its entirety
- Option #2: Payment in equal monthly installments paid during the first half of project duration
- Option #3: Payment of a percentage of each invoiced amount

Payment #: _____ **Amount of This Payment:** _____

Remaining Payments: _____ **Remaining Balance:** _____

<i>Contact Person for Training Fund Contribution</i>	<i>Telephone</i>	<i>Date of Submission to IHA</i>
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**Send training fund contribution to:
(Check or Money Order accepted)**

Indianapolis Housing Agency
Attention: Finance Department
1919 N. Meridian St.
Indianapolis, IN 46202-1303
RE: Section 3 Training Fund

SECTION 3 CONTRACTOR PLACEMENT REPORT

Initial Employee Placement Report

(Completed by Contractor or Section 3 staff when Section 3 employee is hired)

Mail or fax this form to:
Patricia Jones - Section 3 Coordinator
1935 N. Meridian St., Indpls., IN 46202
T: 317-261-7362 / F: 317-261-7387

SECTION 3 CONTRACTOR/EMPLOYER NAME: _____

EMPLOYER ADDRESS: _____

EMPLOYEE: _____ SSN#: _____

START DATE OF PLACEMENT: _____ REPORT DATE: _____ PLACEMENT END DATE: _____

Part 1: CURRENT EMPLOYMENT STATUS

<i>Job Title</i>	<i>Hourly Wage</i>	
<i>Place of Employment</i>	<i>Address</i>	<i>Phone</i>

Part 2: BENEFIT INFORMATION (CHECK ALL THAT APPLY)

401 (K) <input type="checkbox"/>	Life Insurance <input type="checkbox"/>
Vacation Leave <input type="checkbox"/>	Uniform Furnished <input type="checkbox"/>
Sick /Disability Leave <input type="checkbox"/>	Other <input type="checkbox"/>

Contact Person or Supervisor for Above Employee

Telephone

COMMENTS:

SECTION 3 CONTRACTOR PLACEMENT REPORT

Employee Progress Report

(Contractor completes 30 days after initial placement)

SECTION 3 CONTRACTOR: _____

EMPLOYEE: _____ **SSN#:** _____

START DATE OF TRAINING: _____ **REPORT DATE:** _____ **TRAINING END DATE:** _____

Part 1: CURRENT EMPLOYMENT STATUS (CIRCLE APPROPRIATE STATUS)

Still Employed <i>(Complete Parts 3 & 4)</i>		No Longer Employed <i>(Complete Part 2)</i>	
Fired	Laid Off	Quit	Sick Leave

Part 2: NO LONGER EMPLOYED (CHECK ALL THAT APPLY)

Poor Work Habits <input type="checkbox"/>	Attitude Problems <input type="checkbox"/>
Attendance <input type="checkbox"/>	Appearance <input type="checkbox"/>
Performance <input type="checkbox"/>	Other (specify) <input type="checkbox"/> _____

Part 3: STILL EMPLOYED (RATE THE EMPLOYEE ON THE FACTORS LISTED)
(SCALE OF 1 TO 5; 1=POOR, 5=EXCELLENT; A RATING OF ≤ 2 REQUIRES PERFORMANCE IMPROVEMENT PLAN)

	1=POOR	2	3=AVERAGE	4	5=EXCELLENT
Work Habits	1	2	3	4	5
Attitude	1	2	3	4	5
Attendance	1	2	3	4	5
Performance	1	2	3	4	5
Appearance	1	2	3	4	5

Part 4: PERFORMANCE IMPROVEMENT PLAN (FOR FACTORS RATED ≤ 2)

ISSUE(S) TO ADDRESS:

STEPS NEEDED TO IMPROVE:

TIMETABLE FOR CORRECTION:

Section 3 Employee

Employer/Trainer