



Establishing a Performance Improvement Plan

A Performance Improvement Plan (PIP) is a way to give underperforming employees the opportunity to succeed while still holding them accountable for past performance. It is not always clear why an employee has poor performance. Did he or she not receive appropriate training? Does he or she not understand the expectations of the job? Are there unforeseen roadblocks in the way? Until supervisors really allow for open dialogue and consistent feedback, the employee may not have really had the opportunity to be successful. A PIP may not be the best option for addressing significant deficiencies or behavioral issues.

Step 1: Summary of Performance Concerns

First document the employee's performance areas that need improvement. In documenting the main performance issues, be objective and specific. Provide facts and examples to further clarify the severity or pattern of performance concerns.

Step 2: Develop a Summary of Performance Expectations/Action Plan

Next, the supervisor should establish an action plan for improvement. This action plan should include Specific and Measurable objectives that are Accurate, Relevant and Time-bound (otherwise known as SMART goals).

SMART goal examples:

- *In May, June and July, employee X must have less than 3% quality errors per month and produce at least 150 units per month.*
- *During this 90-day performance evaluation, employee X must have perfect attendance. This means that he/she must clock in and be ready for work by the start of each scheduled shift, return from all scheduled breaks on time and remain at work for his/her entire shift.*

Consider if the employee may need any additional resources, training or coaching in order to meet these objectives. This action plan should clearly set performance expectations and should include a statement about the consequences for not meeting these objectives.

Step 3: Develop Timeline and Reviewing the PIP Draft

Prior to meeting with the employee, the supervisor should seek assistance from his or her manager and HRS to review the PIP to ensure the documentation is stated clearly and without emotion. The third party can also review the suggested action plan to ensure it is specific, measurable, relevant and attainable within the PIP timeline. (PIP timelines are commonly 30, 60, or 90 days in length.)

Step 4: Review the Plan With the Employee

During this meeting, the supervisor must clearly lay out the areas for improvement and plan of action. The supervisor may need to modify the action plan after receiving the employee's input and feedback where doing so adds value or does not diminish the integrity of the plan. Make any changes to the plan before the supervisor and employee sign the PIP form. Be sure to follow-up to obtain signatures once feedback is incorporated.

Step 5: Follow up

The employee and supervisor should establish regular follow-up meetings (weekly, bi-weekly or monthly). In these meetings, discuss and document progress toward objectives. Employees should be provided the opportunity in follow-up meetings to ask questions and seek guidance or clarification on performance expectations. The supervisor should ensure any potential roadblocks are discussed and that the employee has been provided the necessary tools and training.

Step 6: PIP Conclusion

If an employee fails to sufficiently improve, performance worsens, or the employee refuses to commit to the PIP the supervisor should consult HRS regarding next steps.

When the employee does show some improvement but is unable to achieve some or all of their action plan objectives within the PIP timeline, depending on the nature of the improvement the supervisor may agree to extend a PIP for a few more weeks.

If it is determined that some of the objectives were not completely within the employee's control, the supervisor may decide to either extend the PIP or end the PIP due to the progress that was observed.

When the employee has responded positively by meeting the objectives, the supervisor should formally close the PIP but will want to be sure the employee understands that continued good performance is expected.

The PIP should be retained in the supervisor's employee file.

See next page for PIP Template



Performance Improvement Plan

Employee:

Position Title:

Supervisor:

Department:

Summary of Performance Concerns:

Summary of Performance Expectations/Action Plan:

Timeline for Performance Improvement:

Failure to provide an immediate and sustained improvement in performance may result in disciplinary action up to and including termination of employment.

Supervisor Signature: _____ **Date:** _____

Employee Signature: _____ **Date:** _____