

Performance Improvement Plan Guide

A Performance Improvement Plan (PIP) is intended to be implemented for employees who are not meeting performance expectations. The purpose of a PIP is to outline areas for improvement and state clear expectations for employees who require significant improvement in job performance. A PIP may be commenced at any time during the evaluation cycle. Please work with your HR Partner prior to implementing a Performance Improvement Plan.

Manager Instructions: Please use the attached Performance Improvement Plan document for your direct reports.

1. **Areas for Improvement:** Detail Area(s) for Improvement, which may relate to EPMP Success Factors/Values, individual or departmental goals, job behaviors or competencies.
2. **Specific, Measurable Outcomes:** Develop concrete, measurable, objective outcomes that define successful performance. These should be expressed clearly, in a manner that is not ambiguous or open to interpretation.
3. **What Success Looks Like:** Provide examples of behaviors and outcomes that illustrate successful performance.
4. **Tools, Resources, Training, Supports:** With the employee, identify resources he/she needs to perform successfully in the outlined Areas for Improvement. Provide a specific description of those resources.
5. **Length of Plan:** Determine the appropriate length of time for the PIP, based on factors including the employee's time in position, the number of areas of improvement cited, and the severity of the performance deficits. Most plans can be implemented with integrity within 30-60 work days. Extenuating circumstances may warrant implementing a plan for up to 90 work days.
6. **Employee Input and Feedback** After discussing the Performance Improvement Plan with the employee, encourage the employee to document comments and feedback in the space provided.
7. **Plan Review Dates:** Collaboratively with the employee, determine the schedule that the two of you will meet to review progress toward the stated outcomes. Document these dates on the PIP. There is no required schedule regarding the frequency of plan reviews. Some plans may need to be reviewed at least weekly, whereas others will better served by different review schedules, based on the required outcomes and supports provided.

Signatures: Ensure that you and the employee both sign the Performance Improvement Plan at the close of the plan development meeting. The employee's signature does not indicate agreement with the plan. Rather, it indicates receipt of the plan.

8. During implementation of the plan, complete the Summary of Meeting to Review Plan each time you and the employee meet to discuss progress toward the outcomes. If you meet on more than four occasions, please use an additional form.

It is permissible to extend the plan for up to a total of 90 work days. Plans may be extended if there is not adequate data to support a decision regarding the performance outcome.

9. **Outcome:** At the conclusion of the plan, review the employee's performance toward the outcomes, and check the appropriate box communicating whether the outcome was successfully met or not successfully met. Then ensure that you and the employee both sign and date the Performance Improvement Plan at the bottom of the final page. After signing, provide a copy of the document to the employee. Retain a copy for your desk file, and submit the original to your HR Partner.