Performance Improvement Plans

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# Performance Improvement Plans: An Overview

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## What is a Performance Improvement Plan?

A Performance Improvement Plan can be an effective tool in your supervisor toolbox. Performance Improvement Plans are used to monitor and measure unsatisfactory performance behaviors, processes, and work products. They can assist you in raising your employees’ performance levels to meet acceptable standards, expectations, and requirements.

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## Why Should You Use a Performance Improvement Plan?

As a supervisor, you must ensure your employees get the “big picture” of their contributions to your unit/section, division, department, and the county. Make sure your employees know what’s expected of them in their duties, performance, and behavior. They must also understand:

* The standards of the work unit.
* The work performance required of them.
* The impact their duties have on the success of the unit’s operations.

If an employee’s performance falls below the expected level of performance objectives, you should have a counseling discussion with the employee. If counseling does not result in sustained improvement, you can develop a Performance Improvement Plan.

## When Should You Use a Performance Improvement Plan?

A Performance Improvement Plan (PIP) is a ‘last resort’ approach and should be used when the employee has not successfully resolved through previous interventions for one of the following non-disciplinary performance issues:

* An employee’s overall performance becomes unsatisfactory or below acceptable standards, i.e. low or poor efficiency, and low or weak skill sets. The employee’s unsatisfactory performance should be ‘skill’ related and not an issue of the employee’s ‘will’ to do the task or job.
* An employee’s annual rating (if applicable) is unsatisfactory or below acceptable standards.
* An employee’s low or poor performance in as few as ONE (1) performance area that requires the employee to make adjustment.

## When You ***SHOULD NOT*** Use a Performance Improvement Plan?

The PIP should not be used for issues such as employee misconduct, poor or inappropriate behavior or incompetence. Misconduct or behavior issues are something that should be strictly handled through the progressive discipline processes. For example, an employee who fails to meet deadlines and has been issued a directive to complete a task may be referred to discipline for failure to follow the directive and insubordination. Refer to your work unit’s collective bargaining agreement, if applicable, about specific contract language related to discipline.

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## Working with Human Resources

As a Best Practice, it is recommended you consult with your Human Resources (HR) Service Delivery Manager (SDM) *before* you place an employee on a Performance Improvement Plan. Involving your HR SDM is a critical element in successfully implementing and completing a Performance Improvement Plan. Your HR professional will provide ongoing guidance and support during the performance improvement process.

# **Successfully Implementing Performance Improvement Plans**

Now that you know the “what, why, when” of Performance Improvement Plans, let’s talk about the “how.” At its most basic, implementing a Performance Improvement Plan can be summed up as:

|  |  |  |  |
| --- | --- | --- | --- |
| Define the  problem – the improvement  that is required standards that  must be met | Identify the  changes that  must be met | Establish action  plan, goals,  resources and  timetables for  meeting the  standards | Evaluate whethis/her  the standards  have been met |

This guide provides detailed information on developing and implementing Performance Improvement Plans. The process is divided into six stages that are appropriate in most situations, although the process may be altered in special circumstances (for example, depending on the situation, the first stage may be a Performance Improvement Plan instead of counseling).

## Stage 1: Counseling

Up to this point the supervisor/manager should be having meetings with the employee discussing/coaching/counseling the employee on the deficiencies, and what needs to change. The Performance Improvement Plan should not be the first step in attempting to correct the employee’s performance. Use this process during the rating period to discuss unsatisfactory performance and to make sure the employee understands that a problem exists.

|  |  |
| --- | --- |
| **Step 1** | During the counseling, discuss with the employee:   * Identify which performance objectives are unsatisfactory. * How satisfactory performance is measured. * Possible solutions to correct the unsatisfactory performance. * The assistance that is available (training, coaching, mentoring, etc.). * The timeframe in which the employee must demonstrate sustained satisfactory performance in the job function(s).   Explain the performance improvement process and advise the employee that she will be placed on a Performance Improvement Plan if the performance deficiencies continue or if the level of satisfactory performance is not sustained.  Document the discussion(s) and place your notes in a hard file or electronic storage for future reference. Please check with your Service Delivery Manager regarding the proper location of the document, but at a minimum, retain a copy in your employer working file for future reference. If the document is filed in the employee’s personnel file, this has a tendency to immediately be perceived as something disciplinary. |
| **Step 2** | If improvement is shown, recognize the achievement and provide positive reinforcement.  If the employee’s performance does not improve, advise the employee that continued unsatisfactory performance during the evaluation timeframe will result in placing his/her on a Performance Improvement Plan.  Document the discussion and retain a copy in the employee’s personnel file. |
| **Step 3** | If the employee’s performance does not improve during the evaluation timeframe, place the employee on a Performance Improvement Plan. Before doing so, discuss with your HR SDM and division director the basis for recommending a Performance Improvement Plan. |

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## Stage 2: Performance Improvement Plan

Use this stage when performance levels have not improved following counseling, when the employee’s annual performance is not satisfactory, or when a performance objective is unsatisfactory during the annual rating.

***Important:*** The supervisor should have coached and/or counseled the employee and the employee’s performance assessment should reflect comments related to the employees poor and reduced performance. This stage may place the employee in employment jeopardy if the performance is not corrected during the performance improvement process.

|  |  |
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| **Step 1** | Discuss and obtain approvals from the appropriate division/department authority and HR SDM. If the employee is represented, refer to the collective bargaining agreement for provisions that apply to the process. |
| **Step 2** | Prepare a memorandum that:   * Summarizes prior discussions with the employee (for example, counseling sessions, annual rating, and performance objective rating). * Summarizes the unsatisfactory performance and why it is unsatisfactory (for example, measured against the standard). * Describes that you are placing the employee on a Performance Improvement Plan, the plan’s process (for example, monitoring and regular meetings), and the plan’s timeframe (not less than 30 days, no longer than one year). * Describes specific examples of the support the employee will receive (for example, training, coaching, or counseling). * Describes the frequency in which you will provide feedback; indicating specific dates when the employee will receive feedback. * Describes the actions that may be taken if the employee does not successfully improve performance (for example, demotion, transfer, or termination). * Closes with a statement of support. * Is signed by you and the employee.   A template of the Performance Improvement Plan Memorandum is available on page 8 in this guide. An example of the PIP Memorandum is available on page 9. |
| **Step 3** | Prepare a detailed Performance Improvement Plan and attach to the memorandum. The plan should include:   * Performance objective and outcome. * Description of how the outcome will be measured. * Timeline for measuring the outcome. * Training to achieve the desired outcome, if available.   A template of the Performance Improvement Plan is available on page 10. An example of the PIP can be found on page 11 & 12. |
| **Step 4** | Give the employee a copy of the memorandum and plan. |
| **Step 5** | Please check with your Service Delivery Manager on final filing of the documents, but at a minimum, place the memorandum, plan and a copy of the employee’s last Performance Assessment in the supervisor’s working file for future reference. |

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## Stage 3: Feedback

Provide feedback to the employee throughout the performance improvement process so that the employee is aware of his/her progress through the various phases of the Performance Improvement Plan.

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| **Step 1** | Provide consistent, timely, and ongoing feedback to the employee as outlined in the Performance Improvement Memorandum. Failure to provide regular feedback will result in an ineffective performance improvement process and may extend the process.  A template of a feedback or Mid-Term Review document is available on page 14 and will help track progress and inform the formal review process. An example of the feedback document can be found on page 15. |
| **Step 2** | Provide the employee with formal documented status or reviews of the employee’s progress through the phases of the plan. The review should reflect cumulative information of the employee’s status since the plan began. The frequency of a formal review may vary depending on the length of the Performance Improvement Plan.  A template of a formal or Mid-Term Review document is available on page 16. And an example can be found on page 17. |
| **Step 3** | Provide the employee with a signed copy of the formal review. The employee should sign the document to acknowledge receipt. Place a copy of the signed document in the employee’s personnel file. |

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## Stage 4: Achieved Performance Improvement

Use this process when the employee’s performance improves to the expected level.

|  |  |
| --- | --- |
| **Step 1** | Prepare a memorandum documenting the improvement in the employee’s performance and advising the employee that the acceptable level of performance must be sustained.  A template of the success memorandum is available later in this guide. |
| **Step 2** | Give the employee a copy of the memorandum. |
| **Step 3** | Place the memorandum in the employee’s personnel file. |

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## Stage 5: Recurrence of Unsatisfactory Performance

The employee is expected to maintain the expected level of satisfactory performance. If the employee falls below the expected performance level, work with your HR SDM and division director to determine whethis/her it is appropriate to again place the employee on a Performance Improvement Plan.

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## Stage 6: Employee Fails the Performance Improvement Plan

It is the expectation that the employee will achieve the expected level of satisfactory performance as outlined in the Performance Improvement Plan. If the employee should fail to meet the performance objectives outlined in the plan – or fails to maintain the expected level of satisfactory performance – you may:

1. Provide a written extension of the current Performance Improvement Plan. The extension period should not exceed one year.
2. Impose disciplinary action, including demotion, transfer, or termination. This step ***must*** be discussed in advance with your division director and HR SDM.

# Tips on Performance Improvement Plans

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| --- | --- |
| **DO** | * Investigate and address poor performance on a timely basis.   • Remember that your primary objective is to bring the problem to the employee's attention so that the employee knows what performance and behavior he/she needs to correct. (Use a conversational style. Verbally walk through a review of the history of the performance issues. If the employee believes you have been fair and objective, he/she may not like the outcome; however, he/she is much more likely to accept it.)  • Discuss the employee's performance behavior privately, away from other employees.  • Ask for feedback to confirm the employee understands the issues.  • Keep in mind the performance improvement process is intended to provide guidance to the employee to ensure consistent application of the required knowledge, skills and ability of the position.  • Look for opportunities to provide positive reinforcement.  • Treat the employee as you normally would.  • Meet the follow-up commitments outlined in the PIP.  • Provide specific examples of employee’s performance during the feedback process.  • Ensure ongoing, consistent and timely feedback at least once per month.  • Take into consideration the application of other performance improvement efforts within the work unit to make sure your requirements are fair and consistent. Be sure you are reviewing the performance and not the employee.  • Provide written formal review of the employee’s progress at least once during the performance improvement process.  • Allow a reasonable about of time for the employee to demonstrate and sustain improvement. The duration of the PIP should be appropriate based on the amount of improvement required and outlined in the PIP. |
| **DON’T** | * When talking with the employee, DON’T race through the history and background of the problem. This is important information the employee needs to hear and understand.   • DON’T say there is no alternative but to put the employee on a Performance Improvement Plan. (Explain why there is a plan and how it can help redirect the behavior or performance.)  • DON’T just give the document to the employee and tell him/her to read it. (You may not approve of the employee’s behavior, but she still deserves your fairness and objectivity. Once you address the unsatisfactory performance and inform his/her of your expectations, ask his/her what you can do to help. Let the employee know that you support his/her in his/her work and believe she can improve his/her performance to an acceptable level. Remember to provide positive reinforcement when you see the desired level of performance.)  • DON’T compare the employee to others. Focus on the employee’s performance as measured against an objective and achievable standard.  • DON’T fail to allow adequate time for questions. You need to make sure the employee understands exactly what is expected of his/her and what will happen if acceptable performance is not achieved.  • DON’T focus solely on problems; discuss a balanced appraisal. A little positive reinforcement can go a long way.  • DON’T treat the employee in a degrading or demeaning fashion.  • DON’T deviate from the performance expectations outlined in the performance improvement document. |

# Templates

## Performance Improvement Plan Memorandum ***Template***

Date:

To:

From:

Subject: Performance Improvement Plan

**STATEMENT OF HISTORY AND UNSATISFACTORY PERFORMANCE –** During the past ***[dates or period of time]***, it has become increasingly evident that you have not been performing your assigned work in accordance with what is expected of a (n) ***[job title]***.

On ***[dates of counseling sessions]***, you were counseled about this unacceptable level of performance. To date, this/here has not been any significant improvement. ***[Department, division, or work unit]*** values you as an employee. === OR === During the last annual performance review, your performance rating was ***[state the overall score or the score of the performance objective that was unsatisfactory]***.

This memo's intent is to make you fully aware of this situation and to assist you in improving your work performance. However, it is important that you realize the responsibility to improve is yours alone. Consequently, you are being placed on a Performance Improvement Plan (PIP).

You must demonstrate immediate improvement in the following areas, which are described in furthis/her detail in the attached Performance Improvement Plan:

**SUMMARIZE PERFORMANCE EXPECTATIONS**

**PIP PROCESS AND FOLLOW-UP** – For the next ***[time period and dates]***, you will be on a PIP. I will review your progress on meeting deadlines and using appropriate interpersonal skills, requiring improvement every ***[frequency of review or specific dates]***. During these meetings I will share with you whethis/her or not you have demonstrated the kind of significant and sustained improvement the PIP requires. You will receive a mid-period progress review and a closing memo at the end of the previously designated PIP time period. During the PIP time period, I will guide you in becoming a more effective contributing employee of our ***[department, division, work unit]***. Your objectives are:

**SUMMARIZE PERFORMANCE OBJECTIVES**

To assist you in reaching the performance objectives described in the PIP, ***[list resources available – training, coaching, mentoring, etc]***.

Improvement must occur ***[describe the timeframe]*** and must be maintained. If any portion of the improvement plan is not achieved during ***[the specified time frame]***, appropriate action up to and including termination may occur. A decrease in performance after successfully completing the improvement plan may result in placing you back on a PIP or taking appropriate action including termination.

I realize this process may be stressful and encourage you to contact the Employee Assistance Program (EAP) and utilize their services and assistance to aid you in relieving some of that stress. As always, I am available for you to discuss the PIP and any concerns you may have. A copy of this document will be placed in your personnel file. *(Whether to place in personnel file is optional. Discuss this with your Service Delivery Manager.)*

Your signature acknowledges that you have been given the information and understand the content listed in this document.

Employee Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_

Supervisor Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_

***(Templates are only recommended. Please feel free to use those that fit or modify to your needs)***

|  |
| --- |
| Date: August 23, 2011 ***Example*** of Performance Improvement Plan Memorandum To: John Doe  From: Jane Supervisor  Subject: Performance Expectations  During the past three months, I have spoken with you regarding my concern that you have not been performing your assigned work in accordance with what is expected of an Administrative Specialist III. On June 4 and July 2, you were counseled about this unacceptable level of performance. My concern is without significant improvement your continuation as a successful employee in our department is in jeopardy. After our counseling session, I am disappointed this/here has not been any improvement.  We value you as an employee. This memo's intent is to make you fully aware of this situation and to assist you in improving your work performance. We believe with the proper tools you will be able to make the necessary changes to improve your performance, however, it is important that you realize the responsibility to improve is yours alone. Consequently, you are being placed on a Performance Improvement Plan (PIP).  You must demonstrate immediate improvement in the following areas, which are described in furthis/her detail in the attached Performance Improvement Plan:   * **Time Management:** You have been consistently late in meeting your assigned deadlines to complete investigative reports. * **Inappropriate Interpersonal Skills:** Your interaction with co-workers is often inappropriate and disruptive. The behavior of rude interruptions, talking over someone else, talking and telling jokes during meetings is unacceptable. This/here are complaints of this unprofessional behavior in your interactions with othis/hers.   For the next six months, September 2011 to March 2012, you will be on a PIP. I will review your progress on meeting deadlines and using appropriate interpersonal skills, requiring improvement every two months. During these meetings I will share with you whethis/her or not you have demonstrated the kind of significant and sustained improvement the PIP requires.  Your objectives are:   * **Time Management:** You will meet all deadlines set for the investigative reports and/or discuss extensions to your deadlines as agreed to by your supervisor for the six months. * **Interpersonal Skills:** You will engage with your co-workers in a professional and productive manner. You will be expected to maintain professional relations with co-workers for the [list the duration period] without any reports or demonstrations of disruptive or inappropriate behavior in the workplace.   To assist you in reaching the performance objectives described in the PIP, you will meet with me on a bi-weekly basis to provide you coaching and feedback on your progress in the areas detailed above. You will also receive mentoring from a professional coach to further develop your interpersonal skills.  As discussed in our meeting, you will be required to attend the following training. We will continue to support you in attending these and other related training offerings you might identify:   * Effective Time Management Skills – September 13, 2011 * Effective Communication Skills – September 15, 2011 * Collaboration in the Workplace – October 30, 2011   Improvement must occur within six months and be sustained. If any portion of the improvement plan is not achieved during this time period, appropriate action may occur such as discipline up to an including termination. In addition, a decrease in performance after successfully completing the improvement plan may result in placing you back on a PIP or taking disciplinary appropriate action.  As always, I am available for you to discuss the PIP any concerns you may have. A copy of this document will be placed in your personnel file.  Your signature acknowledges that you have been given the information and understand the content listed in this document.  Employee Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_  Supervisor Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_ |

## **Performance Improvement Plan** *Template*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Performance Area of Improvement** | **Performance Objective & Desired Outcome** | **Measurement** | **Timelines to Meet Desired Outcome** | **Tools (Training)** | **Mentor(s)** | **Comments/ Current Status** |
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NOTE: Each page of the Performance Improvement Plan should have a footnote indicating the following information

The employee’s name and Page \_\_ of \_\_\_

**Example:**

Performance Improvement Plan for <insert employee’s name> Page 1 of 1

***(Templates are only recommended. Please feel free to use those that fit or modify to your needs)***

## ***Example*** of a Performance Improvement Plan to Accompany the PIP Memorandum

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Performance Area of Improvement** | **Performance Objective & Desired Outcome** | **Measurement** | **Timelines to Meet Desired Outcome** | **Tools (Training)** | **Mentor(s)** | **Comments & Current Status** |
| **1.**  **Time Management** | Meet all deadlines determined for investigative reports and/or discuss extensions as agreed to by your supervisor. | Timely submittals of completed investigative reports for the duration of the PIP. | 6 months (Feb, 2012) | Training  Effective time management  Develop and maintain a work plan for your investigations to discuss and review with your supervisor during scheduled 1:1 meetings. | Supervisor |  |
| **2. Interpersonal Skills with Co-workers** | Demonstrated ability to maintain professional relations with co-workers. | Observed ability to maintain professional relations with co-workers.  Zero displays of disruptive behavior in the workplace. | 6 months (Feb, 2012) | Training:  Effective Communication Skills  Collaboration in the Workplace  Participate in six (6) coaching sessions by assigned consultant. | Supervisor  Professional Coach |  |

Performance Improvement Plan

## Feedback ***Template***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Date*** | ***Performance Area of Improvement*** | ***Performance Objective & Desired Outcome*** | ***Measurement*** | ***Feedback*** |
|  |  |  |  |  |
|  |  |  |  |  |

*\* Measurement means what the employee must do (or level of performance) to meet the performance Objective outlined in the previous column)*

Your signature is required to indicate you have been given the information and understand the content listed in the document.

Employee Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_

Supervisor Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_

***(Templates are only recommended. Please feel free to use those that fit or modify to your needs)***

## 

## ***Example*** of Feedback Template

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Date*** | ***Performance Area of Improvement*** | ***Performance Objective & Desired Outcome*** | ***Measurement*** | ***Feedback*** |
| Sept 5, 2011 | *Time management* | *Meet all deadlines determined for investigative reports and/or discuss extensions as agreed by your supervisor* | *Timely submittals of completed investigative reports for the duration of the PIP* | *Since the PIP, you have met each of the scheduled deadlines to submit investigative reports.*  *You are scheduled to attend Effective Time Management training on September 13, 2011 to provide you tools to better manage the timely delivery of your work products.* |
| Sept 5, 2011 | *Interpersonal skills with co-workers* | *Demonstrated ability to maintain professional relations with co-workers* | *Observed ability to maintain professional relations with co-workers.*  *Zero displays of disruptive behavior in the workplace.* | *Since the PIP, your behavior with your co-workers has been professional and appropriate. This/here have been no reports of disruptive behavior.*  *You are scheduled to attend Effective Communication Skills on September 15, 2011 and Collaboration in the Workplace on October 30, 2011 to provide you with tools to continue to improve your interactions in the workplace.* |
| Sept 19, 2011 | *Time management* | *Meet all deadlines determined for investigative reports and/or discuss extensions as agreed by your supervisor* | *Timely submittals of completed investigative reports for the duration of the PIP* | *Since the PIP, you continue to meet the deadlines set for your submittals of investigative reports. Keep up the good work!* |
| Sept 19, 2011 | *Interpersonal skills with co-workers* | *Demonstrated ability to maintain professional relations with co-workers* | *Observed ability to maintain professional relations with co-workers.*  *Zero displays of disruptive behavior in the workplace.* | *Since the PIP, your behavior with your co-workers has been professional and appropriate. You have applied some of the skills from the Interpersonal Conflict Resolution class to successful resolve a conflict with another co-worker. I am very pleased with your progress to date.* |

## Mid-term Status Review Memorandum Template

Date:

To:

From:

Subject: Performance Improvement Plan Status

**STATEMENT OF HISTORY OF PIP AND IMPORTANCE OF IMPROVED PERFORMANCE TO OPERATIONS** – The purpose of this letter is to inform you of your mid-term status review and your progress on your current Performance Improvement Plan (PIP). Your ability to perform the [classification or working title] duties is critical to the success of ***[work unit]***.

**SUMMARIZE PROGRESS** – You have made progress in some of the performance objectives identified in the PIP, but you have not demonstrated satisfactory improvement in all areas. In the next three months, it is critical that you make a concentrated effort to demonstrate significant and sustained improvement in all of the performance objectives detailed in the PIP.

Attached is a chart which provides a cumulative listing of the performance objectives, outcomes and measurements, timelines to meet desired outcomes, the tools to support you in each outcome, and the progress of your performance to date.

**PROVIDE EXAMPLES OF PERFORMANCE IN THE PERFORMANCE OBJECTIVES OUTLINED IN PIP** – His/here are some examples of your progress thus far in the identified areas for improvement:

**PERFORMANCE AREA FOR IMPROVEMENT #1**:

• Examples…

**PERFORMANCE AREA FOR IMPROVEMENT #2**:

• Examples…

**SUMMARIZE NEXT STEPS** – Thank you for your efforts towards improvement. I am concerned during the past ***[quantify timeframe]*** this/here has not been significant improvements towards meeting all the goals of the Performance Improvement Plan. While I am hopeful that you will be able to satisfactorily perform the requirements defined in the Performance Improvement Plan, your failure to meet the expectations of the position may lead to disciplinary action up to and including termination.

You will receive your final written progress report on ***[insert date]***. By that time it is important for you to have accomplished and sustained the improvements indicated on the enclosed chart. Please be assured I will continue to support you in the development of your skills. Please let me know if you have any ideas for me to consider that you believe will aid you in achieving success.

Your signature is required to indicate you have been given the information and understand the content listed in the document.

Employee Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_

Supervisor Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_

***(Templates are only recommended. Please feel free to use those that fit or modify to your needs)***

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| --- |
| Date: November 29, 2011 ***Example*** of Mid-term Status Review Memorandum To: John Doe  From: Jane Supervisor  Subject: Performance Improvement Plan Status  The purpose of this letter is to inform you of the status of your progress on your current Performance Improvement Plan (PIP). Your ability to perform the Administrative Specialist III duties is critical to the success of our section.  Although you have made progress by improving in some of the performance objectives identified in the PIP, but you have not demonstrated satisfactory improvement in all areas. In the next three months, it is critical that you make a concentrated effort to demonstrate significant and sustained improvement in all of the performance objectives detailed in the PIP.  Attached is a chart which provides a cumulative listing of the performance objectives, outcomes and measurements, timelines to meet desired outcomes, the tools to support you in each outcome, and the progress of your performance to date. His/here are some examples of your progress thus far in the identified areas for improvement:  **Time Management:**  You have completed the work plan detailing your workload associated with the investigative reports. You were late in meeting the October 3rd and October 11th deadline for your investigative reports. You did not complete and submit these reports to your supervisor until five days after the deadline. You did complete the time management training course provided.  **Inappropriate interpersonal skills:** You have demonstrated improved judgment in your interactions with co-workers. This improvement was observed on September 16th and September 28th during a conflict with your peers during which you choose a collaborative approach to resolve the disagreement. You have also completed all three of the required training courses as well as two coaching sessions.  Thank you for your efforts towards improvement. I am concerned during the past two months this/here has not been significant improvements towards meeting all the goals of the Performance Improvement Plan. While I am hopeful that you will be able to satisfactorily perform the requirements defined in the Performance Improvement Plan, you have not met all of the expectations of the position. If improvement in these identified areas does not occur it may lead to disciplinary action up to and including termination.  You will receive your final written progress report on February 28. By that time it is important for you to have accomplished and sustained the improvements indicated on the enclosed chart. Please be assured I will continue to support you in the development of your skills. Please let me know if you have any ideas for me to consider that you believe will aid you in achieving success.  Your signature is required to indicate you have been given the information and understand the content listed in the document.  Employee Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_  Supervisor Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_ |

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## *Template* to Accompany Mid-term Status Review Report

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Performance Area of Improvement** | **Performance Objective & Desired Outcome** | **Measurement** | **Timeline to Meet Desired Outcome** | **Tools: Training & Mentors** | **Progress Noted** |
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***(Templates are only recommended. Please feel free to use those that fit or modify to your needs)***

## ***Example*** of Mid-term Status Review Report

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| --- | --- | --- | --- | --- | --- |
| **Performance Area of Improvement** | **Performance Objective & Desired Outcome** | **Measurement** | **Timeline to Meet Desired Outcome** | **Tools: Training & Mentors** | **Progress Noted** |
| **1. Time Management** | Meet all deadlines determined for investigative reports and/or discuss and meet extensions as agreed to by your supervisor. | Timely submittals of completed investigative reports for the duration of the PIP. | 6 months (Feb, 2012) | Develop and maintain a work plan for your investigations to discuss and review with your supervisor during scheduled 1:1 meetings.  **Mentors:**  Supervisor  Training:  Effective Time Management | **September 2011**  Employee has developed a work plan for the assigned investigative reports.  **October 2011** Employee has missed two submittal deadlines (10/3 & 10/11) of investigative reports. The reports were submitted five days past the deadlines. Improvement in this area is required to successfully meet the objectives of the PIP. |
| **2. Interpersonal Skills with  Co-workers** | Demonstrated ability to maintain professional relations with co-workers. | Observed ability to maintain professional relations with co-workers.  Zero displays of disruptive behavior in the workplace. | 6 months (Feb, 2012) | -Interpersonal Conflict Resolution  -Effective Communication Skills  -Collaboration in the Workplace  Participate in six coaching sessions by assigned consultant.  **Mentors:**  -Supervisor  -Professional Coach | **October 2011**  Employee has attended all three training classes.  **November 2011**  Employee has participated in two sessions with the coach.  The employee has had zero complaints of inappropriate or disruptive behavior in the workplace. This behavior is much improved since the inception of the PIP and must be sustained. |

## Success Memorandum Template

Date:

To:

From:

RE: Performance Improvement Plan – Success

I am pleased with both your improvement and successful completion of your Performance Improvement Plan. Congratulations! This memorandum confirms that you have successfully met the terms of your Performance Improvement Plan dated ***[date]***.

The ***[department, division, or work unit]*** expects you to maintain an acceptable level of performance at all times. A decrease in performance, after successfully completing the improvement plan, may result in placing you on anothis/her improvement plan or taking disciplinary action up to and including termination.

A copy of this document will be placed in your personnel file. I am confident that you will be able to sustain these levels of performance and this/herefore meet or exceed the performance expectations for your position.

Your signature acknowledges that you have been given the information and understand the content listed in this document.

Employee Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

***(Templates are only recommended. Please feel free to use those that fit or modify to your needs)***