

## UA Performance Improvement Plan (PIP) Guidelines

Purpose: The purpose of a Performance Improvement Plan (PIP) is to communicate to the employee the specific job performance areas that do not meet expected standards. This is typically done as an alternate to immediate disciplinary action. The PIP is an ongoing process that requires monitoring and feedback from the supervisor.

The steps below will assist you in preparing and implementing a PIP.

### **Step 1: Meet with the Employee Prior to Drafting the PIP**

Before drafting the PIP, it's important to meet with the employee to discuss expectations, poor performance and the plan to move forward. This will prevent the employee from being caught by surprise when receiving a PIP. The employee may also share some information that will be helpful in developing the PIP.

### **Step 2: Developing the Performance Improvement Plan (PIP)**

#### Summary of Concerns

In the Summary of Concerns section of the Employee Performance Improvement Plan form, clearly state the issues/concerns that need to be improved or corrected. Each problem should be stated separately. For example:

- Employee fails to complete work assignments in a timely manner
- Employee is rude and discourteous towards supervisor and co-workers

When possible, the PIP should list specific facts or events in which the problem(s) occurred. This section should be clear, objective and factual. There should be no opinions, hearsay or workplace gossip included in the PIP. If needed, the specific facts or events can be included in an addendum the PIP form.

#### Plan

Steps for Improvement: In the Plan section, the PIP should explain what the employee is required to do in order to demonstrate satisfactory performance. This section should list clear, quantifiable objectives for the employee to show improvement. Make sure to include the employee's ideas for improvement. List the specific work requirement that needs improvement and how the employee's progress will be measured. The PIP may consist of both short-term and long-term goals.

#### Deadline

Set a deadline by which the employee must satisfy the requirements of the PIP. The length of the deadline may vary depending on the level of improvement needed and how long it might take to measure improvement. However, the employee should be able to realistically achieve the goals in the length of time specific.

#### Follow Up Meetings

It is vital that the supervisor schedule and conduct follow up sessions on a regular basis to monitor progress being made toward the expected outcome and provide feedback.

#### Consequences of failure to improve

The PIP should also set consequences for failure to improve. Language to that effect is already included in the form but may be modified as needed.

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### **Step 3: Implementing the Performance Improvement Plan**

#### Initial Meeting

Once the supervisor has prepared the PIP, the supervisor should meet with the employee to review the final document in detail to ensure that the employee understands what the expectations are, how the employee failed to meet the expectations and what is required of the employee in order to improve performance. The employee should be given an opportunity to ask any questions and then asked to sign the PIP.

*Supervisors should be clear that the purpose of the PIP is not to punish, but to help the employee be successful by providing clear goals for improvement.*

#### Follow Up Meetings

It is vital that the supervisor conduct follow up sessions on a regular basis to monitor progress being made toward the expected outcome and provide constructive feedback to help the employee understand how he/she is doing and what is expected. The supervisor should not wait until the last day before the deadline of the PIP to talk with the employee about their progress (or lack of it).

Keep the focus on the job and not on the person. Concentrate on specific behaviors to enable the employee to understand what you want and why. The individual will feel less defensive. For example, telling the employee "Your report was two days late" provides the employee with clear, objective feedback rather than telling the employee "You are not very reliable about getting things done on time."

Document the results of each meeting and the employee's progress on each step in the PIP.

The supervisor should contact their HR Partner if the employee fails to demonstrate sustained improvement within the time frame of the PIP to discuss progressive discipline.