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Why this Process is Important

When an employee's performance does not meet expectations, we believe they deserve clear communication and an opportunity to turn the situation around.

Using this form to communicate expectations, document an action plan, and track progress helps facilitate what is likely to be a difficult conversation between a manager and employee. By putting expectations in writing and measuring progress against observable goals, the conversation focuses on clear, objective outcomes versus vague feelings and emotions.

Once an employee has been the opportunity, guidance and support to improve performance, the outcome is up to them. If performance improves, everybody wins. If not, then having a clearly documented and communicated history of performance helps to support and justify making the difficult decision to terminate employment, if necessary.

About the Form

Overview

Consult with **CUSTOMIZER: Insert the title of the HR or other appropriate individual** before starting this process. A Performance Improvement Plan form should never be the first step in addressing a performance issue. It should always be preceded by at least one or more conversations and a verbal or written warning, all of which have been documented by the employee's manager.

Managers should always work with **CUSTOMIZER: e.g., HR or other appropriate individual** to complete this form prior to setting up a meeting to review it with the employee.

When the initial and follow-up meetings take place, they should be attended by the employee, the employee's manager, and **CUSTOMIZER: Insert the title of the HR representative, or other appropriate individual** to ensure that another party is present to witness the conversation.

This form is divided into three sections:

- ◆ **Initial Meeting** – Summarizes the history and issues. Documents expected performance, action plan and support commitments.
- ◆ **Follow-Up Meeting #1** – Documents progress and observations at first follow-up meeting
- ◆ **Follow-Up Meeting #2** – Documents progress and observations at second follow-up meeting

Getting Started

1. Open the *PI-MGR-3200-M. Performance Improvement Plan Form* and save a copy with the following file name convention: Doe_Jane_Performance_Improvement_Plan_2016_01_03.

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Corrective Action

If applicable, list any corrective action that must be taken by the employee. For example, reading specific subject matter resources, attending a course, or reviewing previous work for errors. These are actions the employee must do.

Time Frame

Insert the end date for the Performance Improvement Plan—this is the date by which the employee is expected to be performing to the standard described in the **Expected Results** section. Set a realistic time frame, but not so long that the process is drags on endlessly. Normally, 3 months is adequate.

Set the date for the first follow-up meeting. It should be soon enough to give early feedback, yet far enough out to allow time for progress to be made. The length of time will depend on the position the employee holds, and the severity and type of problem. Normally 2-4 weeks is sufficient.

Support & Resources

If applicable, list any internal and/or external support or resources that will be provided to help the employee achieve the changes required. This may include coaching, mentoring, job shadowing, counseling, etc. These are optional resources available to the employee, not required.

Action Plan

Create a list of incremental goals that must be achieved by the employee throughout the period of the Performance Improvement Plan, and assign a completion date to each one. Space the completion dates throughout the whole period of the plan (e.g., over all 3 months), rather than making them all due at the end.

Each goal should be specific, measurable and observable, achievable by the individual within the time given, and relevant to the performance area that needs to be improved.

Progress toward each goal will be reviewed at each follow-up meeting, with an opportunity to revise dates or assignments, or add new ones.

Consequences

Standard text is provided in the form template. Revise as necessary.

Authorization & Acknowledgement

Each time the Performance Improvement Plan form is reviewed and updated, two copies are to be signed by the employee, the employee's manager and the witness attending the meeting. One copy is

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- ◆ If the employee did not demonstrate satisfactory improvement in any area, indicate as such and provide specific examples.

Action Plan – Progress Update

Copy the list of goals and completion dates from the **Action Plan** table in the **Initial Meeting** section of the form into the **Measurable Goal** and **Completion Date** columns of the table provided.

Indicate the current status of each goal. Include notes on progress, where appropriate. Examples:

- ◆ Completed, on time
- ◆ Completed, 1 week late
- ◆ In progress, on schedule
- ◆ In progress, late
- ◆ Not completed
- ◆ Not started

Summary Comments

Summarize the results of the performance improvement period. For example:

- ◆ Did the employee demonstrate satisfactory improvement, and fulfil the terms committed to in the written warning meeting?
- ◆ Is further improvement required in some/all areas?
- ◆ Is the employee on track to meet expectations in the timeframe provided?
- ◆ Is an extension warranted, or is further disciplinary action or termination required? Refer to *PO-MGR-3105-R. Performance Management Overview Guide – Involuntary Termination* section.

Note: If an employee is not meeting the expectations outlined during the initial Performance Improvement Plan meeting, and there's no indication of willingness or ability to do so in the timeframe given, there's no point extending the Performance Improvement Plan for its full length. A recommendation for continuation or termination of employment should be made after each follow-up meeting.

Authorization & Acknowledgement

Each time the Performance Improvement Plan form is reviewed and updated, two copies are to be signed by the employee, the employee's manager and the witness attending the meeting. One copy is given to the employee for their records, and the other is kept on file by **CUSTOMIZER: e.g., HR or other appropriate individual**.