**How to Conduct a Performance Improvement Plan (PIP)**

**Guide**

**Instructions:** The Performance Improvement Plan (PIP) should be used when an employee receives a low to unsatisfactory rating on their annual performance evaluation. It may also be used any time an employee’s performance or conduct fails to meet the supervisor’s expectations.

1. **Preparation**

* Ensure a comfortable, confidential environment.
* Allocate plenty of time.
* Ensure privacy, no interruptions.
* Ensure each part of the form is completed.

1. **Open the Discussion**

* Establish the purpose and importance of the discussion.
* State why you have arranged the meeting.
* Ask if they have any questions about the process.

1. **Clarify**

* What are the performance/behaviour issues and concerns? Clarify the behavior/performance issue by providing examples *(document issues)*.
* Articulate that coaching and problem solving don’t appear to have corrected the situation.
* Explain the impact of the performance/behavior issues *(document impact)*.
* Restate the required performance standards *(document required standards)*.
* Give the employee the opportunity to respond and actively listen to their response *(document response)*.

1. **Action**

* Discuss corrective actions required.
* State ideas that can help the employee overcome their performance/behaviour issues.
* Ask the employee for their ideas and suggestions on how to overcome performance/behaviour issues.
* Document corrective actions to be undertaken.

1. **Agree**

* Set a date for progress to be reviewed *(document date)*.
* Explain the consequences if the performance/behaviour issues continue (eg. more formal steps may need to be taken which may include termination of employment).
* Obtain agreement from the employee that they will commit to the Performance Improvement Plan by signing the plan.

1. **Follow-up**

* Meet again on the follow-up date agreed.
* Do not put off meetings or coaching sessions.
* When the employee sees you are also accountable, they will be more likely to follow through.

**Performance Improvement Plan (PIP)**

|  |  |
| --- | --- |
| **Employee:** {emp\_name} | **Date:** {date} |
| **Supervisor:** {sup\_name} | **Department:** {department} |
| **Phase:** Initial Meeting |  |

**Purpose:**

The purpose of this Performance Improvement Plan (PIP) is to define serious areas of concern, gaps in your work performance, reiterate *(Company’s)* expectations, and allow you the opportunity to demonstrate improvement and commitment.

**Areas of Concern:** (List specific areas where the employee failed to meet expectations)

|  |
| --- |
| {areas\_of\_concern} |

**Observations, Previous Discussions, or Additional Training Provided:** (List any previous times the issues have been addressed, the context, and the outcome of discussions or training)

|  |
| --- |
| {observations} |

**Step 1 - Improvement Goals:** These are the goals related to areas of concern to be improved and addressed:

**{#goals}**

**{goalName}**

**{/goals}**

**Step 2 - Activity Goals:** Listed below are activities that will help you reach each goal:

**{#goaldata}**

|  |  |  |
| --- | --- | --- |
| **Goal {goalNumber}:**  {goalTitle} | **Start Date:**  {startDate} | **Projected Completion Date:**  {projectedCompletedDate} |

|  |
| --- |
| **Activity:**  {activity} |
| **How to Accomplish:**  {howToAccomplish} |

**{/goaldata}**

**Step 3 - Resources:** Listed below are resources available to you to complete your Improvement activities (may include other people’s time or expertise, management support, training materials and activities, or time away from usual responsibilities.)

|  |
| --- |
| {resources} |

**Step 4 - Expectations:** The following performance standards must be accomplished to demonstrate progress towards achievement of each Improvement goal:

|  |
| --- |
| {expectations} |

**Step 5 - Progress Checkpoints:** The following schedule will be used to evaluate your progress in meeting your Improvement activities.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Goal #** | **Activity** | **Checkpoint Date** | **Type of Follow-up**  (memo/call/meeting) | **Progress Expected** | **Notes** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

**Follow-up Updates**: You will receive feedback on your progress according to the following schedule:

|  |  |  |  |
| --- | --- | --- | --- |
| **Date Scheduled** | **Activity** | **Conducted By** | **Completion Date** |
|  | 30-day Review | [Supervisor] |  |
|  | 45-day [or 60-day] Review | [Supervisor] |  |
|  | 60-day [or 90 – Day] Review | [Supervisor] |  |

**Timeline for Improvement, Consequences & Expectations:**

Effective immediately, you are placed on a **(insert 30, 60, or 90)**-day PIP. During this time you will be expected to make regular progress on the plan outlined above. Failure to meet or exceed these expectations, or any display of gross misconduct will result in further disciplinary action, up to and including termination. In addition, if there is no significant improvement to indicate that the expectations and goals will be met within the timeline indicated in this PIP, your employment may be terminated prior to the end of this PIP. Furthermore, failure to maintain performance expectations after the completion of the PIP may result in additional disciplinary action up to and including termination.

The PIP does not alter the employment-at-will relationship. Additionally, the contents of this PIP are to remain confidential. Should you have questions or concerns regarding the content, you will be expected to follow up directly with your supervisor.

We will meet again on as noted above to discuss your Performance Improvement Plan. Please schedule accordingly.

**Signatures:** I, *(insert name)* accept the conditions detailed in this letter and understand the consequences of not meeting the performance standards required of me.

|  |  |
| --- | --- |
| **Employee Name:** |  |
| **Employee Signature:** | **Date:** |

|  |  |
| --- | --- |
| **Supervisor Name:** |  |
| **Supervisor Signature:** | **Date:** |

**Follow-Up Review:** To be completed by the supervisor within a reasonable amount of time after the initiation of the Performance Improvement Plan (e.g. 60 – 90 days). Please place an ‘X’ by the appropriate response and provide comments to support your selection.

\_\_\_\_\_\_Employee has satisfactorily improved behavior or performance as described in Section 1.

\_\_\_\_\_\_Employee has not satisfactorily improved behavior or performance as described in Section 1.

**Supervisor Comments:**

**Employee Comments:**