# Performance Improvement Plan

Date: 2025-10-14

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PERFORMANCE IMPROVEMENT PLAN  
  
Employee: [Employee Name]  
Position: Mid-Current Engineering Owner  
Manager: [Manager Name]  
PIP Period: 60 days beginning [START DATE]  
Check-in Schedule: Weekly one-on-one meetings every [DAY] at [TIME]  
  
PURPOSE:  
This Performance Improvement Plan (PIP) outlines specific performance concerns and establishes clear expectations and measurable goals for improvement. The company is committed to supporting the employee's success through regular feedback, coaching, and resources during this period.  
  
CONSEQUENCES:  
Failure to demonstrate sustained improvement in the areas outlined below may result in further corrective action, up to and including termination of employment.  
  
SUPPORT RESOURCES:  
• Weekly coaching sessions with direct manager  
• Access to [relevant training programs or resources]  
• Mentorship opportunities with senior engineering staff  
• [Additional support as applicable]  
  
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PERFORMANCE AREA 1: Communication During Pass-Downs and Team Meetings  
  
Concern:  
The employee provides minimal information during critical team communications such as pass-downs and repeat fail discussions. During these meetings, responses are often brief (e.g., one-word answers) and require colleagues to ask multiple follow-up questions to obtain necessary details about workstation status, action plans, and follow-up items. The employee does not consistently come prepared with information about top fails, action plans, or tool status when discussing mid-current issues.  
  
Observable Examples:  
• During pass-down meetings discussing repeat fails, the employee has stated "I sent an email" without elaborating on workstation status, action plans, or next steps  
• When mid-current issues arise during pass-downs, colleagues must ask multiple questions to extract basic information about workstation status  
• The employee has arrived at meetings without readily available information about top fails or current action plans  
  
Expected Standard:  
The employee is expected to proactively share comprehensive information during pass-downs and team meetings, including: current workstation status, top issues and their severity, action plans in progress, next steps, and any assistance needed. The employee should come prepared with relevant data and be able to discuss technical details without requiring extensive prompting.  
  
Measurable Goals:  
• Prepare written agenda for each pass-down meeting including: top 3 issues, status of each, action plans, and timeline  
• Share comprehensive updates during meetings that address: what, why, how, when, and who without requiring more than one clarifying question from colleagues  
• Demonstrate preparation by having relevant data and status information readily available in 100% of scheduled meetings  
• Success metric: Manager and 2 peer feedback surveys at 30-day and 60-day marks indicate improvement in communication completeness and proactivity  
  
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PERFORMANCE AREA 2: Response to Technical Questions and Feedback  
  
Concern:  
When colleagues request additional technical details or ask clarifying questions about the employee's analyses, the employee's responses sometimes include statements such as "why should I be expected to know that" or "I'm looking into it" without providing substantive technical information. These interactions have been described by colleagues as difficult, requiring significant effort to obtain necessary technical clarification.  
  
Observable Examples:  
• When asked for additional technical details during meetings, the employee has responded with "I'm looking into it" without providing available information or a timeline for response  
• Colleagues have reported that requesting clarification about technical approaches requires multiple attempts and feels effortful  
• The employee has questioned why certain technical information should be expected of their role  
  
Expected Standard:  
The employee is expected to respond to technical questions and feedback professionally and collaboratively. When additional details are requested, the employee should either provide available information immediately or commit to a specific timeline for follow-up. Technical discussions should be approached as collaborative problem-solving opportunities.  
  
Measurable Goals:  
• When technical questions are asked during meetings, provide available information immediately or commit to specific follow-up timeline (e.g., "I will have that analysis by EOD Thursday")  
• Follow up on 100% of committed technical information requests by stated deadline  
• Maintain professional tone in technical discussions; avoid questioning the validity of information requests  
• Success metric: Manager and peer feedback at 30-day and 60-day marks indicate improved responsiveness and collaboration during technical discussions  
  
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PERFORMANCE AREA 3: Data-Driven Technical Analysis Methodology  
  
Concern:  
The employee's technical analyses sometimes move from problem identification directly to probable causes (e.g., dose controllers, profilers, sources) without documenting the analytical steps taken to evaluate which potential root cause is most likely. While the employee assembles initial problem statements and supporting data, the documentation does not always show systematic analysis of multiple potential causes with supporting evidence for why one cause is more probable than others.  
  
Observable Examples:  
• Technical reports have identified problems and suggested probable causes without showing comparative analysis of alternative root causes  
• Recommendations have been presented without documented evidence showing why the suggested cause is more likely than other possibilities  
• Analysis documentation has not consistently shown systematic evaluation steps between problem identification and root cause determination  
  
Expected Standard:  
The employee is expected to conduct and document thorough data-driven analysis when investigating technical issues. Analysis should: (1) clearly state the problem with supporting data, (2) identify multiple potential root causes, (3) systematically evaluate each potential cause using available data, (4) provide evidence-based rationale for which cause is most probable, and (5) recommend solutions based on this analysis.  
  
Measurable Goals:  
• All technical analyses submitted during PIP period will include documented evaluation of at least 2-3 potential root causes with data supporting probability assessment  
• Create analysis template showing required steps: problem statement → potential causes → data evaluation → probability ranking → recommendation  
• Complete [specific training or workshop] on root cause analysis methodology by [DATE]  
• Success metric: 100% of technical reports submitted during weeks 5-8 of PIP meet documentation standard as verified by manager review  
  
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PERFORMANCE AREA 4: Professional Meeting Conduct  
  
Concern:  
During team meetings, the employee has interrupted colleagues while they are speaking, including supervisors, and has spoken over others rather than allowing turn-taking in conversation. The employee has made statements about what "the shift does or does not do" that colleagues felt reflected incomplete understanding of situations. This communication pattern has been observed frequently enough to be characterized as a pattern rather than isolated incidents.  
  
Observable Examples:  
• During a meeting about setting priorities, the employee interrupted colleagues who were responding to points raised, preventing them from completing their thoughts  
• When a supervisor attempted to share her perspective on issues the employee had raised, the employee continued speaking rather than allowing her to finish  
• The employee made declarative statements about shift operations that others in the meeting indicated did not reflect complete understanding of the situation  
  
Expected Standard:  
The employee is expected to conduct themselves professionally in all meetings by: allowing colleagues to complete their thoughts without interruption, asking clarifying questions before making conclusions about others' work, taking turns speaking, and listening actively to others' perspectives. When disagreements arise, they should be expressed respectfully with opportunity for dialogue.  
  
Measurable Goals:  
• Practice active listening techniques: allow others to complete statements, summarize their point before responding, ask clarifying questions  
• When disagreeing with a perspective, use format: "I understand you're saying [X]. Can you help me understand [specific aspect]? My concern is [Y] because [evidence]."  
• If realizing mid-sentence that interrupting someone, immediately pause and say "I apologize, please finish your thought"  
• Success metric: Zero reports of interruption or speaking over colleagues in final 30 days of PIP as verified by manager observation and peer feedback  
  
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PERFORMANCE AREA 5: Collaborative Problem-Solving and Considering Alternative Approaches  
  
Concern:  
During technical discussions where multiple approaches are being considered, the employee has presented their preferred solution and not substantively engaged with alternative approaches suggested by colleagues. Discussions have concluded without documented consideration of pros/cons of different options or rationale for why one approach is preferable given the specific circumstances.  
  
Observable Examples:  
• In discussions where colleagues suggested different approaches to addressing issues, the conversation ended without documented evaluation of the merits of each option  
• The employee has advocated for approaches used at previous companies without documented analysis of whether the current environment requires different adaptations  
• Colleagues have reported difficulty engaging the employee in collaborative evaluation of multiple potential solutions  
  
Expected Standard:  
The employee is expected to engage in collaborative problem-solving by: actively listening to alternative approaches suggested by colleagues, asking questions to understand different perspectives, documenting pros/cons of various options, providing evidence-based rationale for recommendations, and remaining open to adapting proposed solutions based on team input.  
  
Measurable Goals:  
• When participating in problem-solving discussions, document at least 2 alternative approaches with pros/cons of each before recommending preferred solution  
• In meetings where alternatives are suggested, ask at least one clarifying question about each alternative to understand it fully  
• When recommending solutions, include statement of: "I considered [alternatives] and recommend [X] because [evidence-based rationale specific to current environment]"  
• Success metric: Manager review of 3 problem-solving discussions during final 30 days shows documented consideration of alternatives and evidence-based recommendations  
  
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PERFORMANCE AREA 6: Proactive Stakeholder Coordination and Meeting Facilitation  
  
Concern:  
The employee has not consistently initiated necessary meetings with stakeholders including colleagues from other groups, vendors, and technicians to advance work and resolve issues. The manager has needed to prompt the employee to schedule meetings that are required to make progress on the employee's responsibilities.  
  
Observable Examples:  
• The employee has not scheduled meetings with colleagues from other groups to discuss coordination on issues without manager prompting  
• When asked whether meetings with technicians or other stakeholders have been scheduled, the employee has indicated these meetings have not occurred  
• The manager has needed to follow up multiple times to ensure necessary stakeholder meetings are scheduled  
  
Expected Standard:  
As the mid-current owner, the employee is expected to proactively identify when stakeholder coordination is needed and initiate meetings to facilitate that coordination. The employee should schedule meetings with relevant parties (colleagues, vendors, technicians, other groups) when such meetings are necessary to advance their work, and should do so without requiring manager prompting.  
  
Measurable Goals:  
• Maintain a stakeholder coordination log documenting: issue requiring coordination, stakeholders involved, meeting scheduled date, meeting completion date, outcomes  
• Proactively schedule all necessary stakeholder meetings within 3 business days of identifying coordination need, without manager prompting  
• Send meeting invitations with clear agenda showing: purpose, topics to discuss, decisions needed, preparation requested from participants  
• Success metric: 100% of required stakeholder meetings during final 30 days of PIP are scheduled proactively without manager prompting, as verified by manager review  
  
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PERFORMANCE AREA 7: Technical Communication Strategy  
  
Concern:  
For complex technical matters such as long downs and repeat fails, the employee has compiled analysis and sent it via email without subsequently engaging in interactive discussions to ensure understanding, answer questions, or collaboratively develop action plans. Colleagues have indicated these complex matters require more than email-only communication to achieve effective resolution.  
  
Observable Examples:  
• The employee has sent analysis via email for complex issues and not followed up with meetings or discussions to review findings  
• Stakeholders have requested meetings or discussions after receiving complex technical emails, indicating email alone was insufficient for these topics  
• The employee has not scheduled follow-up technical discussions after distributing analysis on complex long-down or repeat-fail issues  
  
Expected Standard:  
The employee is expected to use appropriate communication channels for different types of information. For complex technical matters (long downs, repeat fails, root cause analyses), the employee should: (1) distribute written analysis via email for reference, (2) schedule follow-up meeting or discussion to review findings, (3) facilitate interactive Q&A to ensure understanding, and (4) collaborate with stakeholders to develop action plans.  
  
Measurable Goals:  
• For any analysis related to long downs or repeat fails, automatically schedule a follow-up meeting within 48 hours of sending email  
• Meeting invitation should reference the emailed analysis and include agenda: review findings, Q&A, develop action plan  
• Document action plans collaboratively developed during these meetings with assigned owners and timelines  
• Success metric: 100% of complex technical analyses during final 30 days of PIP include both written documentation and scheduled interactive discussion  
  
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PERFORMANCE AREA 8: Building Effective Working Relationships  
  
Concern:  
The employee has not implemented relationship-building strategies that were previously discussed, including: conducting one-on-one conversations with colleagues to understand their priorities and concerns, visiting the fab to learn about pain points related to the employee's workstation, and identifying problems that matter to colleagues and working to help resolve them. Multiple stakeholder groups have indicated difficulty working effectively with the employee.  
  
Observable Examples:  
• The employee has not scheduled one-on-one meetings with key stakeholders to build relationships and understand their perspectives  
• The employee has not visited the fab to observe operations and discuss pain points with shift teams  
• Colleagues from multiple groups have expressed reluctance to collaborate with the employee on issues  
  
Expected Standard:  
As mid-current owner, the employee is expected to build effective working relationships across stakeholder groups by: conducting regular one-on-one conversations with key stakeholders, understanding their priorities and pain points, identifying opportunities to help colleagues solve problems relevant to the workstation, following through on commitments, and building trust through consistent professional interactions.  
  
Measurable Goals:  
• Schedule and complete one-on-one meetings with 5 key stakeholders (identified with manager) by week 4 of PIP to understand their priorities and concerns  
• Visit the fab at least twice during PIP period to observe operations and discuss workstation-related pain points with shift teams; document findings  
• Identify at least 2 problems that colleagues have identified as priorities and develop action plans to contribute to their resolution  
• Success metric: Follow-up conversations with 5 key stakeholders at 60-day mark indicate improved working relationship and willingness to collaborate  
  
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PERFORMANCE AREA 9: Consistent Professional Engagement  
  
Concern:  
The employee's level of engagement during meetings varies significantly, ranging from minimal participation (brief responses) to dominating discussion without allowing others to contribute. Colleagues have found it difficult to predict the employee's level of engagement and to have productive collaborative discussions.  
  
Observable Examples:  
• Meeting participation has varied from providing one-word answers to extended monologues that prevent others from contributing  
• Colleagues have reported difficulty engaging in balanced two-way conversations with the employee during meetings  
• The employee's participation style has been unpredictable, making it difficult for colleagues to plan for productive collaboration  
  
Expected Standard:  
The employee is expected to maintain consistent, professional, and balanced engagement in meetings by: contributing meaningfully to discussions, allowing others equal opportunity to share their perspectives, asking questions to understand others' views, and adapting participation level to meeting format and purpose.  
  
Measurable Goals:  
• In meetings with 3+ participants, track speaking time to ensure the employee speaks no more than proportional share (e.g., in 5-person meeting, aim for ~20% of speaking time)  
• Practice balanced participation: for every statement or idea shared, ask at least one question to understand others' perspectives  
• Prepare for meetings in advance to enable consistent, meaningful participation rather than minimal or dominating engagement  
• Success metric: Peer feedback at 30-day and 60-day marks indicates improved balance and consistency in meeting participation  
  
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PERFORMANCE AREA 10: Strategic Project Development  
  
Concern:  
Beyond the current project related to recipe pressure errors, the employee has not developed additional strategic initiatives to support and drive workstation improvements. The project portfolio for the employee's workstation is not sufficient to address longer-term improvement needs.  
  
Observable Examples:  
• The employee is completing one project related to recipe pressure errors but has not proposed additional strategic initiatives  
• The employee's project portfolio does not include strategic initiatives beyond immediate tactical issues  
• Projects that would drive longer-term workstation improvements based on operational challenges have not been identified or developed  
  
Expected Standard:  
The employee is expected to maintain a portfolio of strategic projects that drive workstation improvements beyond day-to-day issue resolution. The employee should identify opportunities for improvement based on operational data and challenges, develop project proposals with scope and expected benefits, and execute projects that deliver meaningful impact.  
  
Measurable Goals:  
• Identify and document 3 potential strategic project opportunities based on operational challenges and data analysis by week 3 of PIP  
• Develop full project proposal for at least 1 new strategic initiative including: problem statement, objectives, approach, timeline, expected benefits, and resources needed  
• Present project proposal to manager for feedback and refinement by week 6 of PIP  
• Success metric: One approved strategic project is in active execution phase by end of PIP with documented progress  
  
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PERFORMANCE AREA 11: Clarity in Priority Communication and Status Updates  
  
Concern:  
During one-on-one meetings with the manager, the employee has not clearly communicated current priorities, work in progress, and areas where assistance is needed. This has made it difficult for the manager to provide appropriate guidance and support.  
  
Observable Examples:  
• During one-on-one meetings, the manager has asked multiple clarifying questions to understand what the employee is currently working on  
• The employee has not provided clear summaries of priorities or areas where support would be helpful  
• The manager has found it difficult to determine appropriate resource allocation or guidance based on unclear status updates  
  
Expected Standard:  
The employee is expected to come prepared to one-on-one meetings with clear communication of: (1) top 3 current priorities ranked by importance, (2) status of each priority including progress and obstacles, (3) specific areas where manager support or guidance would be helpful, and (4) questions or decisions needed from manager.  
  
Measurable Goals:  
• Prepare written update for each one-on-one meeting using template: top 3 priorities, status of each, obstacles, support needed, decisions needed  
• Send one-on-one preparation document to manager 24 hours before each meeting  
• Practice clear verbal communication of priorities and status during meetings without requiring more than one clarifying question per topic  
• Success metric: Manager assessment at 30-day and 60-day marks indicates clear understanding of priorities, work status, and support needs  
  
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PERFORMANCE AREA 12: Technical Grounding of Proposals and Ideas  
  
Concern:  
The employee has presented ideas and suggestions that are conceptual in nature without providing sufficient technical detail, implementation plans, expected benefits, or data supporting feasibility and effectiveness. Colleagues have found it difficult to evaluate and act on these proposals due to lack of technical grounding.  
  
Observable Examples:  
• The employee has presented ideas without documenting the technical analysis supporting their feasibility and expected impact  
• Proposals have lacked implementation details including steps, resources required, timeline, and success metrics  
• Colleagues have requested additional technical information before being able to evaluate or act on proposals  
  
Expected Standard:  
The employee is expected to present technically grounded proposals that include: (1) clear problem statement with supporting data, (2) proposed solution with technical details, (3) implementation plan including steps, resources, and timeline, (4) expected benefits with quantifiable metrics where possible, and (5) analysis of feasibility and risks.  
  
Measurable Goals:  
• Use standardized proposal template for all ideas/suggestions including: problem statement, proposed solution, implementation plan, expected benefits, feasibility analysis  
• Before presenting ideas in meetings, share written proposal with at least one technical peer for feedback on completeness and technical grounding  
• Ensure all proposals include at least 3 technical details or data points supporting feasibility and expected impact  
• Success metric: 100% of proposals during final 30 days of PIP meet template standard and require no more than one round of clarification questions  
  
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SUCCESS CRITERIA SUMMARY:  
  
The employee will be considered to have successfully completed this PIP if:  
1. All measurable goals across the 12 performance areas show documented improvement as assessed at 30-day and 60-day checkpoints  
2. Manager observation and peer feedback indicate sustained positive change in communication, collaboration, and technical approach  
3. The employee demonstrates consistent application of expected standards in the final 30 days of the PIP period  
4. No new significant performance concerns arise during the PIP period  
  
REVIEW SCHEDULE:  
• Weekly one-on-one meetings every [DAY] to discuss progress, challenges, and provide coaching  
• Formal progress review at 30-day midpoint with documented assessment of each performance area  
• Final evaluation at 60-day conclusion with determination of PIP outcome  
  
ACKNOWLEDGMENT:  
  
I acknowledge that I have received and reviewed this Performance Improvement Plan. I understand the performance concerns outlined, the expected standards, the measurable goals, and the consequences of not demonstrating sustained improvement. I understand that this PIP will be in effect for 60 days and that my progress will be evaluated through weekly check-ins and formal reviews at 30 and 60 days.  
  
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Employee Signature Date  
  
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Manager Signature Date  
  
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HR Representative Signature Date

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