

Performance Improvement Plan (PIP) Process

Prior to Completing the PIP:

1. Identify any specific gaps between current competencies and those required to perform the current job/work assignments/performance plan.
2. Determine areas that the employee can take greater responsibility.
3. Identify and prioritize the activities/resources that can address those gaps:
 - Formal learning – internal and external workshops
 - On-the-job training or coaching by the supervisor, current staff members, or other experts related to the area of improvement.
 - Job enrichment – adding new work or increasing the employee’s level of responsibility
 - Self-study, including reading, audio tapes
 - Activities in professional associations

Drafting the PIP:

1. Include competencies that the employee needs to perform in their current job and/or in the upcoming performance cycle. Refer to your pre-work on identified performance gaps and areas where the employee can take greater responsibility.
2. Determine the weight factor assigned to this particular duty.
3. Write a brief statement/sentence on the purpose/need for the performance improvement.
4. Write the success criteria for each competency. The criteria should clearly define what the employee should do and/or complete to successfully achieve the desired result of the competency.
5. Identify resources and/or learning opportunities that the employee can utilize in accomplishing the competency. Refer to the identified activities/resources developed from your pre-work. Also, consider:
 - Books/manuals
 - Software/online tutorials
 - Mentors/Coaches
 - Participation in committees/task forces
 - Special projects to develop new processes/procedures
6. Provide a specific timeframe for completing the identified competency. Examples of a timeframe include: 45 to 60 days, 60 to 75 days, etc. Do not use finite deadlines, like 30 days, 60 days, etc.

Performance Improvement Plan (PIP) Process

During The PIP:

During the performance improvement period, the employee and the supervisor should have regularly scheduled meetings during which they shall discuss the employee's progress. Documentation of these meetings should be tracked using the "Performance Improvement Plan Interim Meeting Tracker." Interim ratings should be assigned at each meeting for each job function in the attachment. Ratings to be used are as follows: "UN" – Unsuccessful; "SU" – Successful; "EX" – Exceptional.

Conclusion of the PIP:

If the employee's performance is rated "successful" or above, on all essential job functions, which significantly impact performance, noted in the PIP, employment shall continue.

If the employee is rated "unsuccessful," on any essential job function or objective that significantly impacts performance as noted at the conclusion of the PIP, the employee shall be removed from the position immediately.

Once a timeframe for improving unsuccessful performance has been given, the employee must receive a written appraisal prior to the end of the warning period or the employee will receive a "Successful" rating by default.

THE CITADEL

PERFORMANCE IMPROVEMENT PLAN

Employee Name:	Department:
----------------	-------------

Job Title:	Supervisor Name:
------------	------------------

Timeframe for PIP

Begin Date:	Timeframe:
	<input type="checkbox"/> 30 to 45 days <input type="checkbox"/> 60 to 75 days
	<input type="checkbox"/> 45 to 60 days <input type="checkbox"/> 75 to 90 days
	<input type="checkbox"/> 90 to 120 days (max)

PIP PLAN STAGE ACKNOWLEDGEMENT

Supervisor/Rater Signature Date
(My signature indicates that I reviewed the PIP with my employee)

Employee Signature Date
(My signature indicates that my supervisor/rater reviewed the PIP with me)

HR Representative Date

PIP EVALUATION STAGE ACKNOWLEDGEMENT

Final PIP Rating

Supervisor/Rater Signature Date
(My signature indicates that I completed the PIP evaluation, reviewed the evaluation results with my employee and provided the employee an opportunity to discuss the evaluation results with me)

Employee Signature Date
(My signature indicates that I was given the opportunity to discuss the PIP evaluation with my supervisor, not that that I necessarily agree)

Employee Comments:

PIP EVALUATION STAGE ACKNOWLEDGEMENT

HR Representative Date

Use this page to outline the job duty and specific performance area which needs improvement. Complete this page for each job duty/objective which needs improvement.

Job Duty:

Score:

Success Criteria:

Purpose/Need for Improvement:

Available Resources:

