

# Guidelines & Templates for Performance Management Documentation

## Sample documentation:

Written Summary of a Verbal Disciplinary Discussion  
Written Warning  
Termination Letters  
Administrative Leave Letter  
Performance Improvement Plan (PIP)

Progressive discipline is an opportunity to educate the employee and to promote successful performance. The goal of any disciplinary action is to improve performance and/or behavior. Policies related to performance management can be found at <http://policies.emory.edu/> under Employee Relations.

## **Sample: Performance Improvement Plan**

Date  
Employee name  
Supervisor name  
Dates of PIP

Although name has demonstrated some of the skills and abilities required to perform the duties of position title, s/he does not meet department performance expectations consistently. S/he has not demonstrated the knowledge/ job awareness/commitment at the level this position requires. Immediate and sustained improvement is needed.

The following Performance Improvement Plan is designed to clarify performance expectations. It is a supplement to, not a replacement for, the position title job description, which is attached at the end of this document. Name is expected to implement immediately the performance expectations that are listed below. *(optional: attach department procedures and protocols if appropriate)*

To facilitate sustained improvement, name's performance will be evaluated in writing on a monthly/biweekly/other basis for the next ##(90) days, with an overall assessment on date. This plan may be modified as necessary during this period, depending on name's progress.

(samples of areas needing improvement)

**Time Management and Organization** Improved organization and minimization of distractions will help you complete tasks accurately and in a timely fashion.

**Limit personal, non-emergency phone calls, emails and internet use to your break and lunch times.**

**Develop a system for organizing, tracking and completing tasks and requests.** Create a notebook or calendar that will enable you to keep track of all assignments and requests. Before deleting emails that contain important information regarding assignments, make sure this information is transferred into your organization system. Follow through on all requests to completion. If the completion of a task requires you to request information from a 3<sup>rd</sup> party,

document your requests and follow up on a regular basis until you receive the needed response. Make use of checklists for multi-step procedures and complex projects.

**Create an agenda for the weekly meeting with your supervisor** Review your calendar or notebook as well as the agenda from the previous week's meeting. Make a list of projects and requests completed during the previous week. Make a prioritized list of ongoing, unfinished projects and requests and be prepared to explain what you have done and when you expect to complete the task. Make a list of upcoming deadlines, anticipated projects and ideas for improving processes and procedures.

**Productivity and efficiency** If you do not have specific projects/requests to work on, or while waiting for others to respond to your questions, review your notebook or calendar. Make sure all of your responsibilities are up to date. Solicit new assignments from XXXX.

**Work independently** Note that working independently does not mean asking no questions – it means that you are completing required tasks and assignments without needing to be reminded. Use the resources provided during your training and others available to you such as procedures, protocols and safety documents, websites, instructional memos, etc.

### **Attention to Detail**

**Listen to and/or read all instructions carefully, more than once if necessary.** If you have questions, find the answers before proceeding. Consult written instructions and protocols often, particularly when working with sensitive materials or beginning projects that will use considerable time and resources.

**Check and double-check** numbers and data, spelling and grammar, and procedural steps before submitting documents, reports, presentations, relaying information, etc.

### **Customer Service**

**Greet every person who walks through the door and offer to provide assistance.** Look up, make eye contact, offer a personable welcome, and ask if you can help. Speak loudly enough to be easily heard and enunciate clearly. If you are on the telephone and a person enters the office, acknowledge her/him with eye contact and a head nod and indicate that you will be right with her/him. You are the frontline face of the office - often the first contact faculty, staff, students and guests from outside the University have with our department.

**Maintain a courteous, positive attitude toward faculty, staff and students at all times.** Listen attentively. Do not interrupt. Enunciate clearly and speak loudly enough to be easily heard. Do not assume a person has understood what you say, but look for a response back. If you do not get a response, politely solicit one such as, "Was that clear?" If someone in the office needs assistance with the photocopier or the fax machine, stop what you are doing, stand up and offer to help.

**Respond to all faculty requests for basic office support immediately.** Basic office support includes, but is not limited to, photocopying, mailing and shipping, faxing, finding office supplies, problems with main office equipment (photocopier, fax machine, printers, and shredder), computer support, and requests related to classrooms and classroom equipment. Respond affirmatively to requests. Indicate that you have understood the request, or ask for details to clarify the scope and urgency of the request. Give a clear indication of when you expect to

complete the request. If you are in the middle of a project when another faculty member makes a request, carefully record the request and tell the faculty member that you will address it at your earliest possible convenience. If you are faced with competing priorities of faculty members, discuss the situation with your supervisor.

**Maintain a functioning front office.** Attached, you will find a checklist of tasks for office operations. Follow it carefully.

Turn on the photocopier when you arrive each morning.

Fill photocopier, fax machine, and networked printers with paper before you leave at the end of each day. Keep several extra reams of paper under the counter at all times. Keep replacement toner/printer cartridges for front office machines on hand at all times.

Twice a day, remove print outs from the fax machine, as well as papers left on the printers and the counter, and place them in the appropriate faculty mailbox. If you cannot identify the papers, place them in the basket on the counter.

Review the contents of the basket at the end of each week; recycle any papers that cannot be identified.

Empty the shredder once a week.

Sort and distribute the mail as soon as it arrives. If a parcel arrives that does not fit in an individual mailbox, place it in the respective faculty office. If a mailbox is full, remove the contents and place them in the respective faculty office.

### **Teamwork**

Show respect and consideration for your colleagues at all times. Use polite language and tone. Offer assistance. If asked to assist and you cannot at that moment, apologize and tell the person that you will come as soon as possible. Refrain from criticizing other staff members in a derogatory way. If s/he is doing something wrong, find a positive way to call it to her/his attention such as, "That happened to me once. I found that if I did xxxxxx, it worked really well." Or, "I may be confused, but my numbers came out this way xxxxxxxx. Are we using the same formulas?" Or, "Can we discuss changing this process? Right now, when anyone is out of the office, the handoff of that report is delayed and I don't have time to complete it by the deadline. What could we do to avoid this?"

I have read this Performance Improvement Plan, discussed it with my supervisor, and understand the performance expectations it includes.

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date