

## Guidelines & Templates for Performance Management Documentation

The Performance Improvement Plan (PIP) is an opportunity to educate an employee and promote successful performance. A PIP is not a step in the progressive discipline process. If a supervisor does not have reasonable confidence that a PIP will lead to improved performance, then a verbal warning may be more appropriate. ([See verbal warning link](#)).

### Sample: Performance Improvement Plan

<<Date>>

<<Employee name>>

<<Supervisor name>>

<<Dates of PIP>>

Dear <Employee's first name>

Although you have demonstrated some of the skills and abilities required to perform the duties of *<position title>*, you do not meet departmental performance expectations on a consistent basis. You have 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. You are expected to immediately demonstrate the performance expectations that are listed below. *(Optional: attach department procedures and protocols if appropriate)* To facilitate sustained improvement, *your* performance will be evaluated in writing on a *<monthly/biweekly/other>* basis for the next *<## days/weeks/months>>*, with an overall assessment on *<date>*. This plan may be modified as necessary during this period, depending on your progress.

*Supervisor should include only the areas where performance improvement is needed.*

**Building Trust** – Behave and express yourself in an open and honest manner, and be consistent in word and actions. Be truthful even when it is difficult, and share information accurately, completely and appropriately. Follow through on assignments and commitments, support Emory goals and initiatives, and adhere to all policies and procedures. *(Provide a list of specific steps employee should take in order to facilitate improvement.)*

**Delivering Results** – Strive to consistently achieve excellence in all tasks and goals. Use time efficiently and respond quickly and constructively when confronted with challenges, and prioritize tasks based on importance. Remain receptive to feedback. *(Provide a list of specific steps employee should take in order to facilitate improvement.)*

**Collaboration** – Treat all people with dignity, respect and fairness, and make every effort to resolve interpersonal conflicts constructively. Share time, energy and knowledge with others to ensure they can succeed. Demonstrate awareness and respect of cultural and individual values, and listen to ideas from others, even when different from your own. *(Provide a list of specific steps employee should take in order to facilitate improvement.)*

**Communication** – Provide regular, consistent, and meaningful information. Listen carefully to others and ensure your message is understood. Share important matters with all appropriate parties. Communicate in a clear and concise manner, and demonstrate professionalism through your body language, including eye-contact and posture. *(Provide a list of specific steps employee should take in order to facilitate improvement.)*

**Taking Initiative** – Respond appropriately on your own to improve outcomes, processes or measurements. Assume responsibility and leadership when asked, and accomplish goals independently, with little supervision. Take ownership and accountability for own your performance, and seek out and/or accept additional responsibilities in the context of the job. *(Provide a list of specific steps employee should take in order to facilitate improvement.)*

**Problem Solving** – Consider the multiple sides of an issue, and weigh consequences before making a final decision. Make informed decisions based on available information, recognize issues, determine any actions needed to advance the decision making process, and follow up as necessary. Demonstrate an openness to new ideas and processes, and adjust your approach to achieve results. *(Provide a list of specific steps employee should take in order to facilitate improvement.)*

**Functional Knowledge and Skills** – Demonstrate skills and knowledge relevant to your function or work group. Apply current best practices in your discipline/specialty area, and stay aware of major developments in discipline/specialty area. Customers and team members should be able to recognize you for your knowledge and functional skills. *(Provide a list of specific steps employee should take in order to facilitate improvement.)*

**Service to Others/Customers** – Listen to customers (internal and external), address their needs and concerns, and keep customers informed by providing status reports and progress updates. Deliver on service commitments, meet established or agreed upon deadlines, and maintain supportive relationships with customers. *(Provide a list of specific steps employee should take in order to facilitate improvement.)*

I have read this performance improvement plan, discussed it with my supervisor, and understand the performance expectations it includes.

<<Employee name>>

Date \_\_\_\_\_

<<Supervisor name>>

Date \_\_\_\_\_

cc: Department Head name & title  
Name, Division Director, Human Resources  
Name, Director, Human Resources, Employee Relations  
Central HR Personnel File