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| **TO:**   **FROM:**  **DATE:**  **SUBJECT:** Performance Improvement Plan (PIP)  **[REASON FOR PIP]**  During the past [dates or period of time], it has become increasingly evident that you have not been performing your assigned work in accordance with what is expected of a[n] [job title]. On [dates of counseling sessions], you were counseled about this unacceptable performance. To date, there has not been any significant improvement. Salve Regina University values you as an employee, and it is your leadership team's intent to make you fully aware of this situation and to assist you in improving your work performance. However, it is important that you realize the responsibility to improve is yours alone.  Consequently, you are being placed on a Performance Improvement Plan (PIP). For the next [30, 60, or 90] days, [date, 2021] to [date, 2021], I will closely monitor your progress on the areas requiring improvement specified in this PIP. You must demonstrate immediate improvement in the following areas:  **[BODY OF PLAN]**  [Identify areas of improvement. Be specific with regard to what needs to be improved. List objectives that are “SMART.” See “Tips for Writing Objectives” on page 3.]  **[MONITORING THE PLAN]**  Every [day, week and meeting time during PIP timeframe], I will review with you your progress on each of the above items requiring improvement. To assist you in reaching the performance objectives described in the PIP, [list resources available – training, coaching, mentoring, EAP, etc.]. During the PIP time period, I will guide you in becoming a more effective contributing employee of our [department], thus enhancing your value and contribution to Salve Regina University.  **[OR ELSE]**  Improvement must occur immediately and must be maintained. Failure to meet and sustain improved performance may lead to further disciplinary action, up to and including termination. Corrective action may be taken in conjunction with, during, or after the performance plan. A copy of this document will be placed in your employee file.  **[CLOSING]**  My door is always open for you to discuss any concerns.  Your signature acknowledges you have been given this information and understand the content listed in this document. It does not indicate agreement or disagreement with this plan.  *Coastline EAP is a free and confidential resource that can assist employees with addressing performance problems. For more information about EAP, go to* [***www.coastlineeap.com***](http://www.coastlineeap.com)*. Counselors are available by phone for questions and support at any time (24 hours a day, 7 days a week) by calling 1-800-445-1195.* | |
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| **AT CONCLUSION OF ORIGINAL PIP TIMELINE (check one):**  [ ] PIP satisfactorily completed on \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_  Supervisor’s signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date \_\_\_\_\_\_\_\_\_  Manager’s signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_  [ ] PIP Extension *(submit document to Human Resources)*  Supervisor’s signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_  Manager’s signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_  [ ] Further Disciplinary Action *(submit document explaining action to HR)*    Supervisor’s signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_  Manager’s signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_  **AT CONCLUSION OF PIP EXTENSION TIMELINE (check one):**  [ ] PIP satisfactorily completed on \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  Supervisor’s signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_  Manager’s signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_  [ ] Further Disciplinary Action *(submit document explaining action to HR)*  Supervisor’s signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_  Manager’s signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_  ***All original documents must be forwarded to HR for placement in employee folder.***  **TIPS FOR WRITING OBJECTIVES**  Define specific performance objectives that need to be met. Objectives should be “SMART”; specific, measurable, achievable, relevant and time-bound. The recommended format for writing an objective is: |
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| TO: | (Action to be taken) |
| SO THAT: | (Desired results) |
| BY: | (MM/DD/YYYY) |
| STANDARD: | (Measurement of results) |

**INSTRUCTIONS FOR ESTABLISHING A PERFORMANCE IMPROVEMENT PLAN (PIP)**

1. The supervisor will review the employee's performance problem(s) relating to the performance standard(s) - what is the employee doing wrong. Be objective, focus on patterns, and consider impact of deficiencies.
2. The supervisor will determine what steps the employee needs to take to correct performance problem(s) and generate a PIP using the outline identified on pages 1 and 2.
3. The supervisor will review for approval the Performance Improvement Plan with the next level manager and the Director of HR. Any agreed upon recommendations will be incorporated into the supervisor's outline. The supervisor and the next level manager will sign and date the PIP before it is presented to the employee.
4. The supervisor will meet with the employee in a confidential setting and review the performance standard(s), the employee's related performance problem(s), and outline the corrective actions and timelines for improvement on each expectation. The supervisor may seek and consider the employee's input to modify the corrective action statements, as appropriate.
5. The supervisor will establish consequences for failure to meet and sustain improved performance, reserving the University's right for further disciplinary action up to and including termination.
6. The supervisor will obtain the employee's signature and date on the form indicating acknowledgement of the PIP.
7. Periodic reviews (weekly or bi-weekly meetings are recommended) between the supervisor and employee will be conducted on a regular basis to discuss and monitor the employee’s progress.
8. The original signed PIP will be retained by the supervisor for the duration of the PIP. A copy of the signed plan should be forwarded to the Director of HR in the Office of Human Resources. At the end of the PIP timeline, the supervisor will determine if the PIP was satisfactorily completed or if further corrective action is required.
9. Upon successful completion of the plan, the original should be forwarded to the Office of Human Resources (HR) to be placed in the employee folder.
10. If further corrective action is required, the supervisor, manager, and the Director of HR will work together to determine the next course of action which may result in an extension to the PIP timeline or further disciplinary action up to and including termination.
11. Should an extension to the PIP be the approved course of action, the supervisor will document the needed improvement areas and any related training/support, identify a revised timeframe for improvement, obtain necessary approval signatures and dates (i.e., supervisor and office Director) and then present the updated document to the employee. Supervisor/employee meetings should continue to monitor employee progress against goals. The supervisor will retain the original document during the PIP extension timeframe. A copy of the document should be forwarded to the Director of HR. The Director of HR should be kept informed of the employee’s progress during this new timeframe.
12. Upon successful completion of the PIP extension, the original PIP and the PIP extension document should be forwarded to the Office of Human Resources (HR) to be placed in the employee folder.
13. If the employee fails to make the required improvement(s), the supervisor will collaborate with the office Director (if applicable) and HR to determine the next plan of action which may include further disciplinary action up to and including termination.
14. The PIP is not intended to be an employment contract or guarantee of continuing employment.