# Principles for developing a Performance Improvement Plan (PIP)

1. Informal Management -It is important that managers give regular feedback on performance and this is an ongoing continuous process. Prior to the formal procedure being invoked, the University expects that the manager will have raised issues of underperformance and discussed these with the employee and detailed specific examples of the concerns along with supporting evidence are provided, where appropriate. The University expects that Managers will first attempt to resolve performance issues by applying the informal approach. Appendix B in the performance improvement policy provides guidance on what the University expects an informal performance management approach to consist of.
2. Always consult with either the HR Services Team or your HR Partnerfor advice during the development of the PIP and prior to issue. If the PIP is for an academic employee, consider also contacting the learning & teaching and enhancement team for guidance on the resources available for academic staff to support the development and enhancement of learning & teaching practice.
3. Prepare – In advance of the meeting prepare a draft PIP and script for the meeting.
4. Discuss the draft PIP - Involve the employee in the discussion to jointly develop and finalise the PIP. Listen to their views, give the employee space and time to reflect on their support needs and an opportunity to ask questions. Take these on board as you develop the content of the PIP and be prepared to adjust the PIP.
5. Check again – Explore again with the employee the likely causes for the poor performance. Check again if there are any underlying reasons/cause for the poor performance e.g. if it relates to a lack of training, knowledge gap, workload concerns or if there are personal or health factors which should be considered and if there is a need for external support (Workplace Options, Occupational Health).
6. Describe actual performance - Give specific examples in the PIP which demonstrate the performance concern and talk about the impact of their performance in a wider university context and on others.
7. Explain the performance gap - Outline an example of a satisfactory level of performance required in the particular aspect of the role to the employee and compare this to the current capability of the employee.
8. Outline the required performance standard - Set clear performance improvement targets to be achieved. The objective must be specific, measurable, it should include some key milestones or positive progress indicators with a timeline for making progress.
9. Set **SMART** targets - Ensure that the performance targets are SMART and development needs are achievable. Where the employee has significant improvement needs development against these should be undertaken in manageable steps.
10. Supporting the employee **-** Work out what support you can reasonably offer or measures you can take to support the employee to improve their performance. Consider a range of approaches, for example - assigned learning resources/books to read, classes to attend, mentoring by manager or other staff, job shadowing a colleague who demonstrates good performance and has a good knowledge of the skills and expertise in the gap area required.
11. Further development – Select the most appropriate method of support and development taking into account the existing resources already available within the university and given budgetary, time constraints and the learning style of the employee. If considering an external method of intervention/development, prior to approving this, clarify practical matters such as cost and who will bear it, who will supervise the development process and assess its effectiveness and what timescale will apply and document this information.
12. Consequences – Refer to the Improving Performance Policy and clearly describe the consequences to the employee if performance is not improved.
13. Conclude and issue the PIP, both the manager and employee sign the PIP and the manager issues.
14. Review meetings planned - Set up progress reviews on a regular basis as appropriate during the period of the PIP, identifying further action as required. For an academic member of staff, it may be appropriate to set a longer period of review based on the area of performance improvement/targets required and their ability to improve their performance in this area. For example if the performance issue relates to the quality of the delivery of their teaching, the academic member of staff would require time during the trimester to address this issue and demonstrate improvement in teaching.

1. Adjust if required - During the review meetings identify any further support required for the employee during the course of the PIP, if necessary.

**PERFORMANCE IMPROVEMENT PLAN (PIP)**

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| --- | --- | --- | --- |
| ***Employee name*** |  | ***Managers name*** |  |
| ***Role title*** |  | ***Role title*** |  |
| ***School/Department*** |  | ***Date*** |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Performance issue/concern**  *Detail specific area where performance standards have not been met. Examples should be provided.* | **Expected improvement actions/performance**  *Detail what actions need to be taken/outcomes need to be delivered to achieve the standard expected & timescales set.* | **Support & dependencies**  *Detail what support will be provided & if any dependencies* | **Due date** |
| **1** | *What are the specific issues to be addressed?*  *Here the PIP needs to identify or list specific examples or facts (i.e. dates, issues, event, impact and affected areas of performance issue that demonstrate the performance issue* | *The overall improvement action/performance objective should be broken down into manageable elements.*  *Include some key milestones/positive progress indicators with a timeline for making progress. This will help both the manager and employee assess the employee’s ongoing progress.* | *Include any support or essential re-training that is required to enable the employee to improve their performance to the required level and this improvement is dependent on other factors i.e. IT re-training.* |  |
| **2** |
| **3** |
| **4** |
| **5** |
| **6** |
| **7** |
| **8** |

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| **Managers Comments:** |
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| --- | --- | --- | --- |
| **Employee Comments** | | | |
| *The employee can record any comments/views in this section during the PIP at any meetings held.* | | | |
|  | | | |
| **This PIP has been agreed by**: | | | |
| **Managers signature** |  | **Date** |  |
| The reason for the PIP has been explained & I have been issued with a copy of the performance improvement policy. | | | |
| **Employees signature** |  | **Date** |  |

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| **PIP PROGRESS – SUMMARY** |

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| **Perf.**  **Concern** | **Date of Review** | **Progress**  Detail the status of the progress made at the review meeting  i.e. [Satisfactory improvement, partial improvement] or  [ Insufficient/No improvement] | **Next Action Required** | **Due Date** |
| **1** |  | Choose an item.  *Outcome: …………………..* |  |  |
| **2** |  | *Outcome: …………………..* |  |  |
| **3** |  | *Outcome: …………………..* |  |  |

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| --- | --- | --- |
| **MANAGERS ASSESSMENT /OUTCOME OF PIP**   |  | | --- | | Choose an item. | | **Comments/Next Steps**  *Dates of the review meetings held, the progress made during the PIP, next action required and the dates for completion should all be recorded below.* | |

|  |  |  |  |
| --- | --- | --- | --- |
| **Managers signature** | …………………………………………………………………………………………………………….. | **Date** | ………………………………………….. |
| **Employees signature** | …………………………………………………………………………………………………………..... | **Date** | ………………………………………….. |