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**PERFORMANCE IMPROVEMENT PLAN**

**SUPERVISOR GUIDE**

A Performance Improvement Plan is a formal process used by supervisors to assist employees improve performance or modify behavior. The performance improvement plan, or PIP, identifies performance and/or behavioral issues that need to be corrected and documents a written plan of action to guide the improvement in performance and/or corrective behavior. A PIP also facilitates constructive discussion between the employee and the supervisor.

An effective PIP will:

* Specifically identify the performance to be improved or the behavior to be corrected.
* Provide clear expectations and metrics about the work to be performed or behavior that must change.
* Identify the support and resources available to help the employee make the required improvements.
* Establish a plan for reviewing the employee’s progress and providing feedback to the employee for the duration of the PIP.
* Specify possible consequences if performance standards as identified in the PIP are not met.

A basic tenet with all performance management efforts is to take action early. A Performance Improvement Plan is more likely to be successful when the supervisor recognizes there is a performance or behavioral issue that needs to be corrected and provides early feedback (both positive and corrective) to prevent future performance problems.

Supervisors should always consult with Human Resource Management before giving a performance improvement plan to an employee. The following items should be addressed in every performance improvement plan.

**1. Description of Performance Deficiencies**

This is a clear statement that performance is not meeting the requirements or the expectations of the supervisor. It identifies the deficient performance and/or behavioral issue and emphasizes the need for improved performance and/or corrected behavior. The PIP identifies or lists specific facts (i.e. names, dates, places, persons affected, incident, violation, etc.) that demonstrate the performance or behavioral problem. This is the place to talk about the importance of the work and link it to the success of the employee, the department, and the mission of the University.

**2. Previous Discussions**

Some of the problems may already have a history of informal or formal counseling and coaching behind them. Recap dates/ times you have addressed the issues in the recent/ relevant past. Reference previous documents when applicable.

**3.** **Improvement Plan**

Here you establish specific, measurable objectives for making progress. Expectations are clearly described and communicated. This should include how the employee’s performance will be measured. Performance standards should be specific, measurable, realistic, and attainable in the timeframe provided. This piece is the central part of the supervisor’s action plan. It defines and details the supervisor’s expectations and works to ensure the employee understands expectations.

**4. Resources**

The PIP should not be limited only to the task or duties the employee must perform. It should also identify available resources, materials, training, etc. to help the employee meet the performance expectations. This could take many forms including: (1) training, assigned books to read, or classes to attend, (2) mentoring by supervisor or other staff, (3) job shadowing an employee who has good command of the skills or behaviors in question, or (4) periodic meetings with the supervisor or staff who will train/assist the employee.

Please note that for training, LSU Health employees can access free CPTP courses online or on site classes.

**5. Progress Updates**

Schedule regular meetings with the employee in order to review and document the progress. In this critical step, the manager must communicate with the employee on whether the performance is improving. Providing the employee feedback is an opportunity to reinforce good performance behavior or continue correcting undesirable performance. If the performance has not improved, it becomes an opportunity to discuss and correct the performance.

**6. Timeline for Improvement, Consequences, & Expectations**

Any employee placed on a PIP must understand that the PIP is time-sensitive. The PIP must explicitly identify the period of time during which some level of improvement is expected.

Depending on the nature of the performance or behavior issues addressed, the amount of time allotted may vary. This time period may be set from 30 – 90 days. Included in this section is the warning that if there is no significant improvement, the next action may be an extension of the PIP or termination. The supervisor must clearly communicate to the employee an improvement in performance and/or behavior is expected by the specified date outlined in the timeline.

The supervisor must clearly communicate the consequences if the standards described in the PIP are not met. Options may include extending the PIP for another specified period or termination.