**Performance Improvement Plan**

Use a Performance Improvement Plan when you have identified a performance problem and are looking for ways to improve the performance of an employee. The Performance Improvement Plan plays an integral role in correcting performance discrepancies. It is a tool to monitor and measure the deficient work products, processes and/or behaviors of a particular employee in an effort to improve performance or modify behavior.

**Key items to remember**

1. Define the problem. This is the [deficiency statement](http://www.indiana.edu/~uhrs/training/ca/terms.html#c). Determine if the problem is a performance problem (employee has not been able to demonstrate mastery of skills/tasks) or a behavior problem (employee may perform the tasks but creates an environment that disrupts the workplace).
2. Define the duties or behaviors where improvement is required.
   * What are the [aspects of performance](http://www.indiana.edu/~uhrs/training/ca/terms.html#b) required to successfully perform these duties?
   * Which skills need improvement?
   * What changes need to be made in application of skills an employee has already demonstrated.
   * What behaviors need modified?
3. Establish the [priorities](http://www.indiana.edu/~uhrs/training/ca/terms.html#f) of the duties.
   * What are the possible consequences of errors associated with these duties?
   * How frequently are these duties performed?
   * How do they relate when compared with other duties?
4. Identify the [standards](http://www.indiana.edu/~uhrs/training/ca/performance_standards.html) upon which performance will be measured for each of the duties identified.
   * Are they reasonable?
   * Are they attainable?
5. Establish short-range and long-range [goals and timetables](http://www.indiana.edu/~uhrs/training/ca/terms.html#d) for accomplishing change in performance/behavior with employee.
   * Are they reasonable?
   * Are they attainable?
6. Develop an [action plan](http://www.indiana.edu/~uhrs/training/ca/terms.html#a).
   * What will the manager do to help the employee accomplish the goals within the desired time frame?
   * What will the employee do to facilitate improvement of the product or process?
   * Are the items reasonable?
   * Can the items be accomplished?
   * Are the items flexible?
7. Establish [periodic review](http://www.indiana.edu/~uhrs/training/ca/terms.html#e) dates.
   * Are the employee and the manager both aware of what will be reviewed at each of these meetings?
8. Measure actual performance against the standards to determine if expectations were:
   * not met met
   * exceeded
9. Establish a Performance Improvement Plan file for the employee.
   * Does the file contain documentation which identifies both improvements and/or continued deficiencies?
   * Is the employee encouraged to review this file periodically?
10. Put the Performance Improvement Plan in writing.
    * Has plain and simple language been used?
    * Have specific references been used to identify areas of deficiency?
    * Have specific examples been used in periodic reviews which clearly identify accomplishments or continuing deficiencies?
    * Have you chosen an easy-to-read format such as a table or a duty by duty listing?
    * Have the [Terms of Agreement](http://www.indiana.edu/~uhrs/training/ca/example2.html#wipterms) been included in the Performance Improvement Plan?

Remember, work performance should never be a mystery! **Performance Improvement Plan Samples** Examples of Performance Improvement Plans are available for these performance discrepancies: