

A four-step model for informally addressing performance problems

Step one Identify the problem

It is important to correctly and specifically identify the performance problem. Ask yourself:

- how serious is the problem?
- how long has the problem existed?
- how wide is the gap between what is expected of the role and what is being done by the employee?
- are there external factors causing the employee's underperformance? e.g. systems and processes, financial constraints etc.

Step two Meet with the employee to discuss the problem

Step three Agree a plan of action

Step four Monitor performance

Sometimes there are multiple factors contributing to a concern about performance. It is important to assess the primary problem as this will inform your actions.

For issues of conduct which are of a minor nature, you may feel these are best dealt with informally through day-to-day management of the employee.

Explain the nature of the concern and that the misconduct should not happen again. If you feel the matter is serious, or if minor issues persist, you may need to take more formal action

 Helpful hints



Performance Improvement Plans

Short term plans for in-role improvements

What Does a Performance Improvement Plan Look Like?

The manager should review the following things with the employee:

- State performance to be improved (be specific and cite examples).
- State the desired level of work performance; the expectation. Be clear that the level of performance must be met on a consistent basis (Be specific).
- Share with the employee the support/resources you will provide to them.
- Share your plan for providing feedback. How will you provide feedback? When will you? How often? And to whom?
- Stipulate possible consequences if performance expectations are not met.
- Provide sources of additional information (i.e. Company policy if applicable).

The PIP varies from the Performance Development Planning (PDP) process in two ways: the amount of detail and structure provided and the focus of the plan.



Performance Improvement Plan for: <Name>

Order	Description of the underperformance:	<Enter a description of the nature of the underperformance.>
	Aim of the Performance Improvement Plan:	<Enter the overall aim of the Performance Improvement Plan.>
	Plan Start Date:	<Enter the date the Performance Improvement Plan commences.>
	Plan End Date:	<Enter the date the Performance Improvement Plan finishes.>

Improvement Objectives <i>What, specifically must the individual do to improve their performance to meet expected standards?</i>	Success Criteria <i>How will you know when the expected standards of performance have been met?</i>	Additional Support Required <i>What additional development or support does the individual require in order that they are able to achieve the expected standards?</i>	Review Schedule <i>When will progress against the improvement objective be reviewed? How will evidence of progress be collected? Who will review progress?</i>	Objective Outcome <i>When will the final review of the plan be undertaken and by whom? What is the final outcome? What action will be taken if expected standards are not met?</i>
<Enter improvement objective 1>	<Detail success criteria for improvement objective 1>	<Detail the additional support required to succeed in achieving improvement objective 1>	<Detail when progress against improvement objective 1 will be reviewed, how and by whom.>	<Detail the specific consequences if the individual does not achieve improvement objective 1>
<Enter improvement objective 2>	<Detail success criteria for improvement objective 2>	<Detail the additional support required to succeed in achieving improvement objective 2>	<Detail when progress against improvement objective 2 will be reviewed, how and by whom.>	<Detail the specific consequences if the individual does not achieve improvement objective 2>
<...>	<...>	<...>	<...>	<...>

Line Manager:

Date:

Overall outcome if plan objectives are achieved / not achieved:

<Enter overall outcome / consequences if the Performance Improvement Plan is / is not completed satisfactorily by the plan end date.>