

To:

From:

CC: [Name], Assistant Director of Employee/Labor Relations, University Human Resources

Date: [Insert Date of Issuance]

Re: Performance Improvement Plan

This Performance Improvement Plan (Plan) is offered to you in accordance with the University's Performance Management and Corrective Discipline Policy #08.20.20. A Performance Improvement Plan is used to facilitate improvements in an employee's work performance when their performance has not sufficiently improved following prior coaching and counseling.

As an employee of Brown University, you have responsibilities as they relate to this Performance Improvement Plan:

- Engage in conversation with your manager on how performance issues can be corrected.
- Consult with University Human Resources if assistance is needed to prepare for PIP meetings, or to discuss concerns.
- Acknowledge the performance improvement plan by signing the form.
- Strive to achieve the objectives established in the plan.
- Accept responsibility for improving performance to the level of effective performance.
- Once effective performance has been achieved, maintain effective performance on a consistent basis.

As your manager, I am responsible for assisting you in improving your performance:

- Meet on a regular basis with you to provide feedback and answer questions related to performance improvement.
- Provide information on resources and support available to assist you in obtaining expected performance.

This Plan outlines the steps that you must take to immediately improve your work performance in order to maintain your employment with the University. In Section I (**Problem Areas**), I identify the areas in which you are not meeting the expectations of your position. Section I also includes specific examples of when and how you have not met those expectations. In Section II (**Resources**), I note some of the resources and support available to help you meet the expectations of your position. Finally, in Section III (**Timelines**), I note the timeframe in which you must demonstrate sufficient improvement.

Section I: Problem Areas

[Here you need to detail each area of the employee's work performance that necessitates significant improvement. The Problem Areas identified in this Sample (i.e., Workplace Autonomy; Communication; Organization; Prioritization & Multi-Tasking; and Critical Thinking & Problem Solving) are examples only and may or may not be Problem Areas that you have identified for this employee.]

As detailed to you in correspondence dated [insert dates], along with other written and verbal feedback, there are several key areas of your performance that do not meet expectations for this role:

Workplace Autonomy

For example:

- Creating Projections: You [provide specific details].
- Calculating Cost Allocations: You [provide specific details]
- Submitting a proposal independently: You [provide specific details].

Expected Work Performance:

- As a [Insert Position Title], you are expected to [insert].
- I expect you to have a comprehensive understanding of financial processes by attending training sessions and/or reviewing relevant documentation.
- I expect you to regularly consult available resources (e.g., policies, templates, prior examples) to address tasks independently.
- I expect you to proactively anticipate potential challenges in managing tasks and seek clarification or approval from managers only for complex or unique issues.
- I expect you to complete tasks with a high degree of accuracy and efficiency, reducing the need for corrections or additional follow-up by managers.

Communication

[Format as above (i.e., Explanation of deficiency; Examples; Expected Work Performance)]

Organization

[Format as above (i.e., Explanation of deficiency; Examples; Expected Work Performance)]

Prioritization & Multi-Tasking

[Format as above (i.e., Explanation of deficiency; Examples; Expected Work Performance)]

Critical Thinking & Problem Solving

[Format as above (i.e., Explanation of deficiency; Examples; Expected Work Performance)]

Section II: Resources

The following is a list of resources and support that I would encourage you to use to help you in meeting the expectations of your position:

Weekly Meetings – We are scheduled to meet weekly and I will be available to meet outside of those meetings as needed. This will continue to provide you with the opportunity to ask questions and ensure your understanding of the required performance expectations needed to be successful.

I am also willing to continue to support your interest in taking any relevant training through the Brown University Learning and Development offerings, as well as other available training, that you feel will help your work performance. [Include here any specific trainings that you can identify and assign.] You should apply your learnings from these trainings to your work on a daily basis. Please let me know if there are any other resources and/or support you would like to take advantage of to help you meet the expectations of your position.

All employees have access to [Brown's Employee Assistance Program](#), which offers free coaching as well as other services.

Timetable – [45/60/90] Day Evaluation Timeframe

At this point, it is critical that you understand you are wholly accountable for effectively meeting the expectations of your position as a [Insert Position Title]. It is also absolutely vital that you understand that your failure to meet and sustain the above expectations will result in your termination from the University. Under this Plan, I will closely observe your work performance for 60 days. We will discuss progress on a

weekly basis. On or about [insert 60-days from date of issuance], I will provide you with a progress report and a decision as to whether or not your performance has sufficiently improved to maintain your employment with the University.

As I have done in the past, I will continue to routinely meet with you to provide support, review problems and concerns, or answer any questions you have. Please closely review the individual points included in this Plan so that we can clarify any issues you do not understand. You may also contact [name], Assistant Director of Employee/Labor Relations at [email address] to discuss any questions or concerns you have about this document and/or any other related matters.

I genuinely hope that you succeed in meeting the expectations of your position, please let me know how I can help you do so.

Manager

Date

My signature below acknowledges receipt of this document.

Employee

Date