**Performance Improvement Plan (PIP) for Non-Represented Staff at UC Berkeley**

Note: managers/supervisors, must use the guidelines on the last page of this document, and work with your HR Partner using this [process-map](https://drive.google.com/file/d/12XDPYeFUzpLrD8zIPhelAP7w41R3A24r/view?usp=sharing) for PIP consultation steps

|  |  |
| --- | --- |
| Department |  |
| Employee Name |  |
| Supervisor Name |  |
| Date of Last Performance Check-in Conversation |  |
| Date of Last PIP (if applicable) |  |
| Job Title |  |
| Begin date |  |
| End date (30 day minimum, 90 day maximum) |  |

**Performance Improvement Plan (PIP)**

To help write the PIP, review the [Achievement Criteria](https://hr.berkeley.edu/performance/achieve-together/achieve-together-achievement-criteria) for examples of expected performance and behavioral indicators

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **#** | **Area of Performance** | **Performance Concern[[1]](#footnote-0)** | **Expected Outcomes[[2]](#footnote-1)** | **Agreed Improvement Actions[[3]](#footnote-2)** | **Support[[4]](#footnote-3)** | **Due Date to Achieve Outcomes** | **Date of Completion** | **Notes** |
| 1 | Job Mastery |  |  |  |  |  |  |  |
| 2 | Goal Accomplishment |  |  |  |  |  |  |  |
| 3 | Inclusion & Belonging |  |  |  |  |  |  |  |
| 4 | Innovation |  |  |  |  |  |  |  |
| 5 | Collaboration |  |  |  |  |  |  |  |
| 6 | Other |  |  |  |  |  |  |  |

Supervisor signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The above Performance Improvement Plan has been explained to me and I understand the expectations of the plan and my job responsibilities.

Employee signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Weekly Check-ins**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **#** | **Discussion Date** | **Persons Present** | **Area(s) of Performance Discussed[[5]](#footnote-4)** | **Weekly Performance Level** | **Activities for Continued Improvement** |
| 1 |  |  |  | ☐ Needs Attention  ☐ Well Done  ☐Stand Out |  |
| 2 |  |  |  | ☐ Needs Attention  ☐ Well Done  ☐Stand Out |  |
| 3 |  |  |  | ☐ Needs Attention  ☐ Well Done  ☐Stand Out |  |
| 4 (~30d) |  |  |  | ☐ Needs Attention  ☐ Well Done  ☐Stand Out |  |
| 5 |  |  |  | ☐ Needs Attention  ☐ Well Done  ☐Stand Out |  |
| 6 |  |  |  | ☐ Needs Attention  ☐ Well Done  ☐Stand Out |  |
| 7 |  |  |  | ☐ Needs Attention  ☐ Well Done  ☐Stand Out |  |
| 8 |  |  |  | ☐ Needs Attention  ☐ Well Done  ☐Stand Out |  |
| 9 (~60d) |  |  |  | ☐ Needs Attention  ☐ Well Done  ☐Stand Out |  |
| 10 |  |  |  | ☐ Needs Attention  ☐ Well Done  ☐Stand Out |  |
| 11 |  |  |  | ☐ Needs Attention  ☐ Well Done  ☐Stand Out |  |
| 12 |  |  |  | ☐ Needs Attention  ☐ Well Done  ☐Stand Out |  |
| 13 (~90d) |  |  |  | ☐ Needs Attention  ☐ Well Done  ☐Stand Out |  |

**Performance Improvement Plan (PIP) was:** ☐ successfully completed ☐ not successfully completed ☐ extended until \_\_\_\_\_\_\_ (insert date)

Attachments: Job Description/PEM

Once the Performance Improvement Plan is agreed to and signed, managers/supervisors must email a copy to their HR Partner. Then again upon completion (or extension).

**Performance Improvement Plan (PIP) Guidelines**

**Please review prior to preparing PIP:**

* Consult with your Regional HR Partner prior to issuing a Performance Improvement Plan (PIP). Use this [step-by-step process map](https://drive.google.com/a/berkeley.edu/file/d/12XDPYeFUzpLrD8zIPhelAP7w41R3A24r/view?usp=sharing) for considering the full range of activities for PIPs with your HR Partner.
* A PIP can be an effective tool to monitor and measure performance behaviors, processes and work products that need improvement outside of Achieve Together check-in conversations.
* Inform the employee that the PIP is being issued to assist them in raising their performance levels to meet acceptable standards, expectations and accountabilities.
* Define the problem and the improvement that is required to meet performance standards.
* Identify the changes that must be met and by when (define due dates whenever possible) and how the outcome will be measured.
* Establish action plan, goals, resources (i.e. training to achieve desired outcome, if available) and timetables for meeting the standards.
* Maintain communication and evaluate whether the standards have been met.
* Involve the employee in resolution of the performance gaps. Coach the employee to commit to improvement. Make tangible and intangible resources available.
* The clearer the expectations, the easier it will be for you to manage/monitor the situation.
* PIPs are not “written warnings” and therefore are not disciplinary actions.
* The PIP is a living document that is updated on a regular basis by both the employee and the supervisor.
* It is recommended that you meet with the employee in a one-on-one meeting weekly to monitor progress and to maintain communication between the manager/supervisor and the employee.
* Written confirmation of a counseling session is not grievable.

**Achieve Together Note**:

* As part of the Achieve Together program, those who have an overall performance level of “needs attention,” will begin a PIP (though the manager/supervisor will follow the same steps of consultation with their HR Partner).
* While those with an overall “needs attention” performance level as identified after the close of the merit cycle (April 1-March 31) through performance calibration activities at the unit level, PIPs can commence at any time during the merit cycle when performance gaps are not resolved following verbal counseling and expectation setting.

**Tips:**

* Give ongoing feedback to the employee and respond in writing whether or not there has been improvement on the subject of the counseling session.
* If an employee shares with you any personal difficulties they are experiencing, refer the employee to the [Employee Assistance Program](https://uhs.berkeley.edu/bewellatwork/employee-assistance). (The EAP language is typically good to include).

1. Describe specific duties/responsibilities in which performance standards have not been met and opportunities for improvement, citing specific operational or behavioral skills (for example: employee job description, UC Berkeley [Achievement Criteria](https://hr.berkeley.edu/performance/achieve-together/achieve-together-achievement-criteria). Specifics around the desired competency, examples of the gap, and required improvements are helpful). [↑](#footnote-ref-0)
2. Describe expectations for the employee, metrics, or other success indicators for improvement. How will we know sustained improvement has been attained? [↑](#footnote-ref-1)
3. Describe the actions, timelines, activities, training, etc. that will facilitate improvement in each area. [↑](#footnote-ref-2)
4. Detail what has been agreed in terms of employee support (additional coaching and/or training) to achieve expected outcomes [↑](#footnote-ref-3)
5. Identify by performance area ID# example: “1, 3, 5” [↑](#footnote-ref-4)