COLÁISTE CHEATHARLACH
NAOMH PÁDRAIG
CARLOW COLLEGE
ST. PATRICK'S

TITLE: ***PERFORMANCE MANAGEMENT & DEVELOPMENT POLICY***

Version	2.1	**Date Approved**	16 April 2025
	To assist with streamlining the process, the Performance Management and Development Review Form(s) only have one sign-off rather than two.	**Review Date**	2 June 2026 *or as required*
Approved By	Management Board		
Owner	Human Resources		

Version Control		
Version No.	**Date Approved**	**Documented Changes**
1	8 November 2017	Initial Issue
2	2 June 2021	Policy updated to reflect changes to the PMDP Form. The stages of the PMDP were updated also to reflect the amendments to the form.

1. Purpose of Policy

The purpose of the performance management process within Carlow College, St. Patrick's (hereafter Carlow College) is to ensure that the work performance and learning of every employee is managed effectively and fairly. This will be achieved through the process of an annual review of performance, interim reviews and regular one-to-one meetings throughout the year. The *Performance Management & Development Policy* is designed to ensure that individual effort and career development are nurtured in a supportive way consistent with College goals.

The performance review/appraisal is a mechanism for discussion of the individual's performance and also to set goals for the year. It will cover strengths as well as ways in which improvement may be made. It is also an opportunity to discuss job concerns and career development. At Carlow College, we value the process of the Performance Management and Development Programme which is embedded in the strategic vision, mission and ethos of the College.

In the probationary period, a performance review shall be completed at least once. Thereafter, reviews/appraisals will be carried out on a bi-annual basis.

This process is a key mechanism for explicitly directing all employees' contribution so that individuals can see how their work supports the aims and objectives of their team, department and Carlow College as a whole. The process should provide clear direction towards personal and organisational objectives so that each individual is able achieve their potential and contribute to Carlow Colleges' success.

2. Definitions

PMDP: is an acronym for Performance Management Development Programme. The emphasis in Carlow College is on the development.

Reviewer: the Line Manager will conduct the performance appraisal.

Reviewee: a reviewee is defined as current staff member within the College. Depending on circumstances, a staff member may be both a reviewee and a reviewer at different stages of the PMDP process.

Staff Appraisal: a review/appraisal meeting is a confidential conversation on an individual's career development. It provides the opportunity to sustain and improve individual performance and development actions. While appraisals should be conducted formally once every year (i.e. within the academic year of the College for all staff), it is essential that Line Managers and Programme Directors have information check-in every six months to address

any changes within each semester, particularly for employees who are on term-time contracts. Line Managers and Programme Directors may have to adjust timelines to facilitate these staff members.

Informal feedback should be provided on an ongoing basis and the reviewer is responsible for ensuring that they hold a catch-up meeting at least twice in the review year. This catch-up meeting should be documented and focus of the progression of the objectives that have been set for the year.

3. Scope of Policy

The *Performance Management & Development Policy* covers all staff and contract types within the College.

4. Policy Statement

The College strives to achieve high standards of performance and service at all times. It is our policy to train and support all employees to carry out their roles to a high standard and to the best of their ability.

We aim to ensure that all employees are engaged with and have a rewarding role in the College and have opportunities to develop their potential. We aim to encourage and utilise their abilities and maximise their contribution. Continuous development is necessary to grow our capability at both College and individual level to operate successfully in a dynamic and changing environment.

Communicating, engaging and consulting with employees are central to the success of the College. Our performance process is one key element in how we demonstrate this on an on-going basis.

All employees can expect to have ongoing performance conversations and receive timely and balanced feedback on their performance. Employees will be supported to achieve the required high standard and should an employee face difficulty in meeting the standard expected there are further procedures in place to address this (see Appendix 1.2: *Performance Improvement Programme (PIP)*).

The President and Management Board are strongly committed to this process and emphasise the role of managers in providing feedback and supporting employees to raise performance standards. As part of their role, all managers are required to engage with the employees they line manager in performance conversations, and regular documented reviews.

5. Roles and Responsibilities

5.1 Human Resource Office

The Human Resources Office holds responsibility for this Policy and any subsequent practices and procedures thereafter. These responsibilities include, but are not limited to:

- providing information for both the Reviewer and the Reviewee in the Performance Management & Development Process (PMDP);
- storing and conducting analysis on training and development requirements for each function and coordinate documentation for the review process; and
- recording PMPD reviews on personnel files.

5.2 College President

The President will act as the primary reviewer for the senior executive management team and/or any other direct reports. The President, supporting the PMDP, will ensure the process is implemented and completed in line with the overall strategic plan, goals and objectives of the College.

5.3 Reviewer (Line Manager)

The Reviewer (Line Manager) will ensure a successful implementation of the process, that all stages are completed and agreed training and development needs are followed through on. Line Managers are responsible for arranging annual reviews and six-month review meetings with each of the employees who report to them, and for ensuring that there are formal opportunities to review progress and learning throughout the year on a regular basis.

The key responsibilities of the Reviewer in the PMDP are to:

- agree clear priorities, directions and performance standards for the Reviewee;
- jointly agree performance objectives;
- provide guidance to the Reviewee;
- evaluate performance objectives and determine whether they have been achieved;

- with the Reviewee, arrange for feedback or coaching to be sought from appropriate sources relating to performance; and
- discuss performance development and career development opportunities as agreed with the Reviewee.

All Reviewers will be required to report on the implementation of PMDP in their areas of responsibilities as part of the strategic planning processes. They will also be required to ensure that as a process, the College PMDP contributes to both the achievement of agreed College goals, as well as creating a positive learning and development ethos for staff.

5.4 Reviewee (Employee)

It is the responsibility of each Reviewee to participate in managing their performance, as they are responsible for their own performance. Other key responsibilities of the Reviewee in the performance management and development process are to:

- contribute to the establishment of their own performance objectives in co-operation and consultation with the Reviewer;
- identify training and development needs (if any);
- take constructive feedback given by the Reviewer;
- provide feedback to the Reviewer where appropriate;
- discuss any other issues which may impact on performance;
- reflect on their own performance; and
- maximise their potential and help meet their career aspirations.

The template for the *Performance Management and Development Review Form(s)* is applicable to all staff in Carlow College (see Appendix 1.1).

6. Associated Documentation

- Appendix 1: Performance Management and Development Programme
- Appendix 1.1: Performance Management and Development Review Form(s)

- Appendix 1.2: Performance Improvement Plan (PIP) Form

7. Referenced Carlow College Policies[1]

- *Academic Workload Allocation Policy*
- *Acceptable Use Policy*
- *Data Protection Policy*
- *Dignity and Respect Policy*
- *Disciplinary Policy (Staff)*
- *Equality Policy*
- *Grievance Policy (Staff)*
- *Information Security Policy*
- *Probation Policy*
- *Records Management Policy*
- *Recruitment and Selection Policy*
- *Staff Code of Conduct Policy*

8: Monitoring and Review

The *Performance Management & Development Policy* will be monitored annually by the Human Resources Office to ensure that it is fit-for-purpose and reviewed every five years.

[1] Other college documents that should be consulted by all employees are the Benefits Handbook and Employee Handbook.

Appendix 1: Performance Management and Development Programme

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Performance Management and Development Programme

1. Link to Carlow College Strategic Plan

By being part of the performance management process, staff take responsibility for their own development and learning actions. Within such a system not all individual actions may be met, given the limited resources available. Priority will be given to the development, skills training and actions, related to the strategic goals of the College. The Carlow College Performance Management and Development Programme (PMDP) recognises that there must be a link between the activities of staff with the College's strategic plan. This is accomplished by assessing each staff member's achievements and goals at four levels:

1. College
2. Management
3. Function/Department
4. Individual

2. Promoting a Culture of Continuous Learning and Development

By providing a structured opportunity for discussing development, skills training and support actions, staff can ensure they are focusing on learning and development that is relevant to their work objectives and career goals.

3. Communication and Structured Feedback

Communication is an essential element of Carlow Colleges' PMDP. PMDP opens up the opportunity to develop clear, structured channels of communications across the College and promotes on-going two-way feedback between the 'reviewer' and 'reviewee'.

4. Key Principles of the PDMP

a) **Developmental:** The PMDP acknowledges the responsibility of both staff and management in the joint planning of career development. Individuals are provided with the opportunity to consider their development needs for their future career plans through the establishment of developmental objectives.

b) **Self-Review/Self-Assessment:** The PMDP is a structured review process which recognises that it is individual staff members that need to drive their own performance and development. In order for the review system to work effectively, individual staff members need to take ownership of the process and self-assessment/review will be pivotal to achieving a sense of ownership and participation. Without self-assessment/review there can be little benefit to the individual in terms of identifying strengths and areas that need improvement.

c) **Two-way Review:** Communication is an essential element to the success of a Performance and Review Scheme. The PMDP opens clear channels of communications and promotes ongoing two-way feedback between the 'Reviewer' and the 'Reviewee'.

d) **Quality:** The process of PMDP holds closely the core principles of quality assurance in that it is intended to promote a process of continuous improvement at an individual, function / department and College level through a mechanism of self-assessment. The programme provides an on-going opportunity for each unit and staff member to reflect upon his or her contribution to the College and provides a means to improve upon this contribution within a developmental framework.

e) **Relationship to Other College Policies and Procedures:** The PMDP is a developmental tool which is intended to improve performance. The PMDP is a developmental tool which is intended to improve performance. It is separate from and should not be linked to other College policies such as promotion, pay, or reward. The implementation and conduct of the Performance Management and Development Scheme process will be carried out with full regard to the College's *Equality Policy*.

5. Key Benefits of the PMDP

Some of the intended key benefits of PMDP are as follows:

- Improved communication between staff at all levels;
- Better communication of the College's goals and values;
- Better communication to the College of the reality of staff experience;

- Better understanding of how individual staff contribute to both their departments / functions and College activities;
- Cultivating a culture of continuous improvement in line with other Quality Assurance initiatives;
- Increased opportunities for organisational learning;
- Increased emphasis on career development of the individual;
- Improved planning at individual, departments / functions and College level;
- Improve overall performance arising from the above.

6. Benefits for Staff

Some of the intended benefits for Staff are that it:

- Improves communication between staff at all levels;
- Enables better communication of the College's goals and values;
- Cultivates a culture of continuous improvement;
- Provides staff with support in identifying their personal learning and development actions and the ways of meeting these actions;
- Provides staff with a clear understanding of how their role operations within their College/function/department;
- Enables staff to prioritise the key aspects of their role;
- Improves overall performance.

7. Performance Management Process

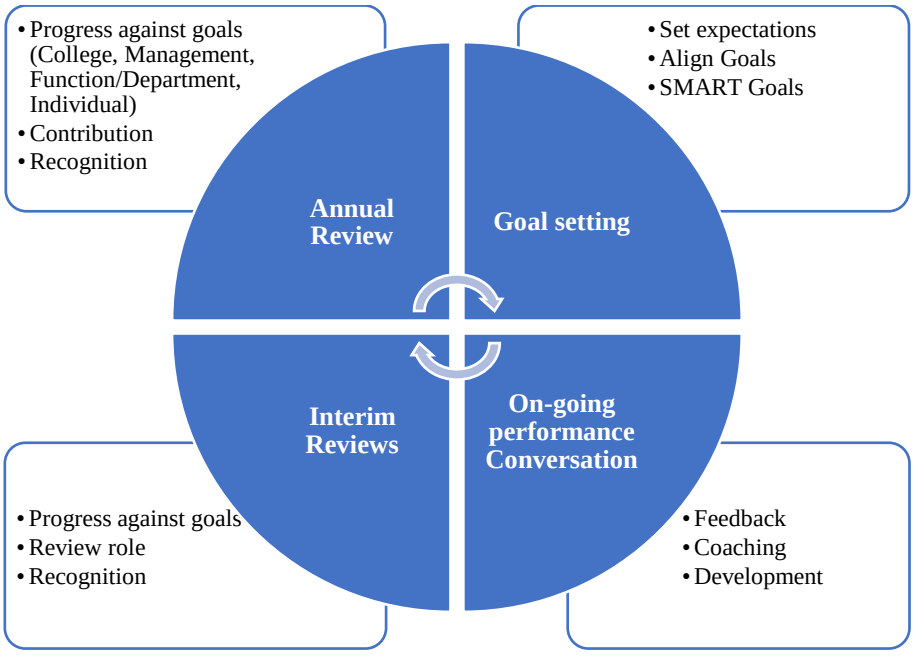
The Colleges' Performance Management Process aims to support employees to perform their role to a high standard, so that the organisation can achieve its goals. This two-way continuous communication process translates organisation goals into individual accountabilities, provides measures and feedback to assess progress against goals and identifies how we can improve organisational performance.

The success of the Performance Management Process in the organisation is dependent on:

- having clear and aligned goals and objectives;
- a climate of development;
- recognition of high performance;
- on-going conversations about the behaviours that contribute to performance;
- regular on-going reviews;
- individual ownership and responsibility for performance;
- regular communications, on both a one-to-one and team basis;
- understanding of and commitment to the performance management process.

There are a number of elements to the Performance Management Process. While HR is available to support the process, employees work directly with their Line Managers on this. The performance process is not linked to pay in the College at this point in time, however, the College reserves the right to review this, following consultation with employees.

7a. Performance Management Cycle



7b. When do the Reviews/Appraisals Take Place

Appraisals should be conducted formally once every year i.e. within the academic year of the College for all staff in May and June. Appraisals for academic staff will be linked to the Academic Workload Allocation Policy and its predictions. Academic staff should consult with their Line Manager in relation to this annually ahead of the appraisal.

This will help facilitate the planning processes for training needed for the following academic year. However, where this timeframe is not suitable for a particular department/function, agreement will be reached with HR to agree a 'band of months' when the reviews can be conducted to suit their particular workload cycles. Having a scheduled 'band of months' allows for objectives for the following year to be linked to the strategic goals and objectives finalised by the Management Board.

7c. Goal Setting

Each employee is required to take ownership of their own performance and the continual implementation of the performance management process.

The main activities in the organisation's performance cycle are:

- goal setting, including identifying training and development needs;
- performance conversations;
- reviews.

Required levels of performance and goals/objectives will be agreed with your manager on an annual basis, in line with College objectives. It is vital that employees know exactly what is expected of them and the time-frame within which they must operate. The goal setting meeting will result in an agreed set of goals for each person, in terms of day to day responsibility as well as projects to develop the organisation.

It is worth noting that when setting goals, the intention is not to cover every aspect of the employee's work, but to concentrate on the more significant aspects of the job. For this reason, it is recommended that no more than six goals be set at any one time. Once a goal is achieved another goal should be set.

The quality and clarity of goals is critical to the success of the overall process as they lay down the foundation for future conversations. Goals/objectives should be **SMART**, as outlined below.

- **S**pecific: clear unambiguous and concerned with a single, specific aspect of the results.
- **M**easurable: they must contain a number, ratio or description that will make it clear when they have been achieved; consider quality, quantity, cost and time.
- **A**ttainable: while standards do change, objectives should be appropriate to the organisation and job holder's role and capabilities - not too easy, not too hard.
- **R**esults orientated: goals have to focus on what is to be achieved and where it fits with the organisation's objectives.
- **T**ime specified: this must clearly be defined.

It is part of a Line Manager's role to be able to describe what needs to happen to achieve high performance. The resource implications of goals set should also be addressed at this point. Training on goal-setting will be available to Line Managers and employees to facilitate this process. This training can either be done by HR or an external training organisation.

The goal setting meeting is also an opportunity to review the role and job description and capture how it has changed in the period to ensure it stays update. Job descriptions should reflect the role, not solely the role-holder (see our *Recruitment Policy* for reference). Agreeing personal development plans are another output of this meeting.

7d. Reviewing and Updating Job Descriptions

a) The job description is a snapshot of the post at the time it was written and should be reviewed for accuracy on a regular basis.

b) While job descriptions are usually future focused, they still become outdated as the duties and responsibilities of the job change. At a minimum, Job Descriptions should be reviewed in all instances where the post becomes vacant and before any recruitment action is initiated.

c) Where significant change has occurred to a post over time, it is essential that the relevant line manager contact the Human Resources Office who will assist in the reviewing, providing support and guidance re next steps of the role.

7e. What PMDP is not?

- Used to air grievances.

- Linked to incremental pay or promotion.
- A one size fits all approach.

8. Stages of the PMDP

There are three sections within the PDMP cycle. These are as follows:

Section 1: Your Details

In Section 1, you fill in your details such as your department and line manager etc.

Section 2: Pre-Review Self-Assessment Form

Section 2 is a discussion document and can be completed in draft form by the reviewee before the meeting with their line manager. This section enables the employee to reflect on their objectives and learning and development requirements since their last review.

Section 2 Guidelines

During the confidential review meeting, the reviewer and reviewee discuss and agree on the reviewee's achievements, helps and obstacles and progress to date, career development, objectives for the coming period (linked to College/Function/Department Strategy) and any learning and development actions that were required to achieve these objectives.

Employees who are appraised should have time to reflect on their performance over the previous year. Employees should consider which objectives have been met and why; which objectives have not been met and why; and to evaluate the learning undertaken during the previous year. Employees should complete Section 2 of the *Performance Management and Development Programme Review Form(s)* prior to their performance review and send this to their manager at least 1 week before the scheduled review meeting.

The reviewer should also consider the factors that may have affected the reviewee achieving the agreed objectives since the last review.

- **Helps:** good programme structure, support from team, larger budget available
- **Obstacles:** tight deadline, lack of support, limited resources, incompatible systems and budget costs. Here, you should try to provide measures/examples to overcome obstacles.

When completing this section, consideration must be given to the reviewee's main achievements against the agreed objectives since the last review. If a previous review does not exist for example a new staff member, the reviewee and reviewer should consider personal objectives agreed elsewhere. If these are not available, the reviewee and reviewer should look at the objectives for the department/function and consider how they contribute to these.

Section 3: Review Discussion

Section 3 should be drafted by the employee prior to the review meeting. This section should provide a draft description of objectives for the next twelve months. The employee should be provided with the College Strategy and/or the departments primary goals and objectives for the coming twelve months to assist in writing the objectives. Academic Staff should liaise directly with the line manager as objectives will also be determined by the Workload Allocation Policy and predictions Both the reviewee and reviewer will then discuss these objectives

The purpose of the review meeting is to discuss achievements and performance during the previous twelve months against the previously agreed objectives and the personal development plan and to set goals and objectives for the upcoming year.

The description of the individual's performance should be agreed taking into consideration changes that may have happened during the twelve months, new objectives added and relative change in priority of objectives. At this stage, both the reviewer and reviewee may make additional comments and finalise the objectives. The documentation is then subsequently signed off by the Reviewer and the Reviewee.

Section 4: Learning and Development

This section requests the reviewee to identify any learning and development actions they have completed during the last cycle and how these were implemented in their role e.g. a reviewee may have requested to complete presentation skills training at their last reviewee and have since given a number of presentations as part of their role. Another example of this may include a reviewee who requested training in marketing who has become more involved in marketing initiatives within their department/function. In addition to training courses, a reviewee may have requested other learning and development supports. The reviewee may also advise at this stage of what further training requirements may be needed for the coming twelve months.

The development plan will identify the training/development needs of the individual to achieve their key objectives in the coming twelve months. The most suitable method of meeting a development need must be considered.

It is important at this stage for both the reviewee and the reviewer to consider possible training and continuous professional development. This is to ensure that individuals and teams have the opportunity to upskill and help them in their roles.

9. General Information

9a. Recording of appraisal meeting

The signed and agreed review document should be forwarded to the HR Office. A copy of the form(s) should be given to the reviewee.

It is the responsibility of the reviewer to provide a copy of the completed form(s) to the reviewee. The original will be retained by HR on the reviewee's personnel file in the HR Office.

9c. Next Review Date

Both the reviewee and reviewer agree a date for the next review meeting. This should be within the PMDP yearly cycle; however, it is encouraged that the reviewer and reviewee meet on an informal basis over the year.

9d. Approval of Learning and Development / Training

After receiving the PMDP forms, with specific reference to the Learning and Development section and in consultation with the Line Manager, HR will review the learning and development needs and supports for the reviewee. Following this review, a decision and plan will be made on the implementation of these supports. This will be done by the Line Manager.

All staff who have completed their reviews should be recorded even in cases where no learning and development actions have been requested. This information will provide the HR Office with a summary of staff who have completed their reviews and will support the College in conducting a training needs analysis on the different departments/functions.

If specific learning and development have been identified, the employee should complete an Educational Assistance Request Form which can be obtained in the Benefits Handbook.

10. Performance Improvement Programme (PIP)

10a. Purpose of a PIP

The aim of the PIP is to support the underperforming employee to work towards a satisfactory improvement in a fair, objective, and positive way.

10b. Scope

This Performance Improvement Programme applies to all Carlow College's employees, whether on probation, full, part time, fixed-term or permanent etc. (list is not exhaustive).

10c. Policy Summary

If your standard of work or behavior falls below an acceptable level and you fail to meet minimum standards within your role for one month or longer your Line Manager will make you aware that your performance or behavior is not at the required standard, point out how it must be improved and the timeframe that the improvements need to be made by. You will be provided with a bespoke Performance Improvement Plan (PIP).

The purpose of the PIP is to ensure that you have an opportunity to improve your performance up to a satisfactory level by encouraging improvement and supporting you to achieve the required standard of performance or behavior that Carlow College expects. We expect that you will achieve the required standards that are required in your role however if your behavior or performance does not improve or you do not reach the minimum targets set for you each month a more formal approach may be taken in conjunction with Carlow College's *Disciplinary Policy*.

10d. Unsatisfactory Job Performance

If required minimum standards are not being achieved, with objectives not being met for two consecutive months or three out of six consecutive months, then your manager may discuss putting a PIP in place, to help focus improvements and re-set required levels.

10e. How Does a Performance Improvement Plan (PIP) Work?

- The reviewer will highlight his/her concerns, giving you examples of events where your levels of performance have been below what is expected of you.
- Give you the chance to respond, explain why you think your performance is not at the required level and make suggestions on how this can be improved.
- Make sure you understand the performance standards of your role and what is required by Carlow College.
- Agree any areas of support to be offered to you to ensure your performance improves.
- Agree a timeline with you during which you ensure your performance reaches the required level.
- Explain that if performance does not improve then the disciplinary procedure may be invoked.

These points will be captured on a PIP. Please note that all PIPs should be signed off by HR prior to commencing.

The PIP will support your performance improvement and will include at a minimum the following details:

- Levels of improvement that are required by you;
- The support being provided to you;
- The timescale for achieving the improvement (normal a minimum of 4 – 6 weeks);
- The review date(s).

10f. Review and Feedback

We hope that once you have had a discussion with your Line Manager and agreed your PIP, your performance will begin to improve and you will return to the required levels within the timeframes outlined.

Your line manager will give you weekly updates on your progress and this will be captured on your PIP to ensure you are on track. You will be given any required support.

If your performance has not improved to the required standards within the agreed timeframe, or where the situation requires more urgent action, it may be necessary to move to Carlow College's formal disciplinary process.

11. Confidentiality

Discussion during the meeting will remain confidential to the reviewer and reviewee and nothing that is said or written will be revealed to others without the permission of the reviewee.

The appraisal system is not linked to the incremental progression of staff or to the promotions procedure in Carlow College. Staff applying for promotion may present an interview panel with completed appraisal forms subject to the agreement of the reviewer. Staff are under no obligation to present such information.

Appendix 1.1: Performance Management and Development Review Form(s)

Carlow College St. Patrick's Performance Management and Development Review Form

Section 1: Employee Details			
Name:	**Job Title:**	**Department/Function:**	**Name of Reviewer:**
Employee Contact Number:	**College Email:**		**Employee Start Date:**
Date of last review (if applicable)	**Date of current review meeting**	***Please review Job Description with this review***	***Please provide the employee with the department's goals and strategic plan with this review.***
Section 2: Review of last year's Individual Goals and Objectives			

Section Guide Notes:

- Section 2 is to be completed by the Reviewee in advance of the Review Discussion with the Line Manager or nominated reviewer.
- The reviewee fills in the objectives for the past year and evaluate the extent to which you have achieved them.
- Employees submit Section 2 to the line manager two weeks prior to the review meeting.

- If a previous review does not exist for example a new staff member, the reviewee and reviewer should consider personal objectives agreed elsewhere.
- If these are not available, the reviewee and reviewer should look at the objectives for the department/function and consider how they contribute to these.

- To complete this section, the reviewee and line manager will need to read the College and Function/Department strategy as well as the previous year's objectives to understand the objectives relevant to them.
- It is important also that the job description is read in conjunction re same.

Goals and objectives set for last year.	What progress have you made in achieving these objectives?

Any other comments:	
Were there any problems/obstacles in the way of achieving your objectives?	**How did you overcome these obstacles?**
Section 3: Setting this year's objectives.	

Section Guide Notes: * This section should be drafted by the employee prior to the review meeting (The Reviewer will review the previous sections and discuss with the Reviewee.		
Objective	**Actions to Progress Objectives**	**Timelines for Completion** (Please state if timeline is short/long-term)

What obstacles or issues do you feel may prevent you from achieving your objectives?	**How will you overcome these obstacles?**

Any other comments:

Section 4: Planning for Development			
Has the Employee undertaken any Training Programmes in the last 12 months? If yes, please specify			
Programme/Training/CPD Title 1:	**Start Date**	**Finish Date**	**Benefits**
Programme/Training/CPD Title 2:			
Programme/Training/CPD Title 3:			

If no, please specify.
Development/Support/Resources/Information *A training programme may not always be the most effective means of development or support required in meeting objectives. Please consider other options – e.g. Work shadowing manage a project team, new equipment, improve personal teaching abilities etc.

Suggested Action	**How will this help the reviewee in meeting the agree objectives above?**
Does the employee plan to undertake any training within the next 12 months? Yes No	**If yes, what course?** **If yes, please complete the Educational Assistance Form which is located on the Staff Gateway.**

Reviewee Comments on the Performance of the Employee:

Reviewer Comments of Their Performance:

Signed by Reviewer:	**Date:**
Signed by Reviewee:	**Date:**

(Signed copies of all the Review documents to be sent by the Line Manager to the Reviewee and Human Resources)

Appendix 1.2: Performance Improvement Plan (PIP) Form

Performance Improvement Plan (PIP) Confidential	
Employee Name:	
Job Title:	
Manager Name:	
Date:	

The purpose of this Performance Improvement Plan (PIP) is to notify you that your work performance has been and is currently not at a satisfactory level, identify serious areas of concern in your work performance, reiterate **Carlow College, St. Patrick's** expectations, and allow you the opportunity to demonstrate improvement and commitment in your work performance.

Areas of Concern:
1.
2.
3.
Observations, Previous Discussions or Counselling:
1.
2.

3.	

Please continue to next page

Improvement Goals/Behaviours and Tasks: ***These are the goals related to areas of concern to be improved and addressed.	
1.	
2.	
3.	
4.	
Resources: Listed below are resources available to you to complete your Improvement activities (may include other people's time or expertise, funds for training materials and activities, or time away from usual responsibilities.)	
1.	
2.	
3.	
4.	
Management Support: Listed below are ways in which your manager will support your Improvement activities.	
1.	
2.	
3.	

Expectations: The following performance standards must be accomplished to demonstrate progress towards achievement of each Improvement goal:	
1.	
2.	
3.	

Follow-up Updates: You will receive feedback on your progress at your weekly supervisory meetings.	
Week 1:	
Week 2:	
Week 3:	
Week 4	
Week 5	
Week 6	
Week 7	
Week 8	
Week 9	
Week 10	
Week 11	
Week 12	

Timeline for Improvement, Consequences & Expectations:
Effective immediately, you are placed on a 90-day PIP (this timeline may be amended at the organisations discretion). During this time, you will be expected to make regular progress on the plan outlined above. Failure to meet or exceed these expectations, will result in disciplinary action, up to and including

termination. Furthermore, failure to maintain performance expectations after the completion of the PIP may result in additional disciplinary action up to and including termination. Should you have questions or concerns regarding the content, you will be expected to follow up directly with me. We will meet again as noted above to discuss your Work Improvement Plan.

Acknowledgement	
Employee Signature:	Manager Signature:
Employee Name (Print):	Manager Name (Print):
Date:	Date: