

**KILGORE COLLEGE
PERFORMANCE IMPROVEMENT PLAN**

1. STATEMENT OF UNACCEPTABLE PERFORMANCE

This PIP is a notice to you that your job is in jeopardy. Your performance has declined steadily and has reached the unsatisfactory level. This plan is intended to give you an opportunity to improve your job performance so that you may continue your employment. **[IF YOU HAVE ADDRESSED THESE ISSUES BEFORE WITH EMPLOYEE, STATE THAT HERE. STATE DATES YOU HAVE ADDRESSED SAME ISSUES BEFORE AND GIVE ANY DETAILS NECESSARY.]** I have determined that you are unsatisfactory in the following critical element(s) of your job:

Areas of concern: EXAMPLES [LIST ALL AREAS OF CONCERN AND GIVE SPECIFIC EXAMPLES OF DEFICIENCIES]

➤ **Chronically Tardy and/or absent**

It is important to be at work when at all possible. When circumstances outweigh your presence, the College needs to know as soon as possible and practical. Due to the frequency of your absences, I will be asking for medical documentation supporting your absence. Failure to comply with this request will result in an immediate disciplinary action, possibly including termination.

➤ **Difficulty in communicating with coworkers, student assistants and staff**

On several occasions, you have performed unprofessionally when addressing coworkers, student assistants and other staff members of the _____ department. You are expected to conduct yourself in a professional manner when addressing full-time, part-time, and student employees of any level, students, retirees, and any other guest. Failure to comply with this request will result in an immediate disciplinary action, possibly including termination depending upon the seriousness of the offense.

➤ **Undermining decisions made by the Department Chair**

On occasion, I have personally overheard you discussing with co-workers a task assigned by the department chair which you may not have agreed with--whether in part or in total. Future derogatory comments and overtones made to co-workers, student workers, and/or guests will result in an immediate disciplinary action, possibly including termination.

➤ **Trouble completing work in a timely manner**

Many tasks you have been responsible for are not being completed on a timely basis causing disruptions in the department operations. You are given adequate time to complete these tasks and in return, we expect you to perform your job efficiently and timely. If no noticeable improvement is made with regard to this concern, beginning immediately, the result will be disciplinary action, possibly including termination.

ADDITIONAL HELPFUL EXAMPLE PARAGRAPHS

The more examples you have for each critical element is better than single incidents. If you have many examples, use them. This document will form the basis of Kilgore College's case in front of a third party. Many of these incidents overlap in multiple areas. So take advantage of that and put them under the respective headings.

Your actions have caused me to question your professional knowledge, skills, and abilities directly related to your duties and responsibilities as (state employee's title/position). By your actions stated above, you have failed to demonstrate a basic, working, or advanced knowledge, skills, and abilities in the following essential competencies which have been established for (state employee's title/position).

You have failed to demonstrate that you have acceptable knowledge applicable to _____ in that _____.
Discuss what he/she did not do, even after receiving training. You need to seek only facts and take out words that give the impression that you have a problem with this employee. Do not accuse, only state the facts.

This performance improvement plan outlines activities that you must complete to attain a fully successful rating on the critical element(s) in which your performance has fallen to an unacceptable level.

2. PERFORMANCE IMPROVEMENT PLAN TIME FRAME

Improvement to your behavior and/or job performance is expected to begin immediately. The opportunity to improve becomes effective today and will continue for (fill in blank – usually 60-90 days) calendar days from today. A copy of the elements and standards for your job is attached [**MAKE SURE TO ATTACH COPY – OR IF YOU DO NOT HAVE THIS – CREATE ONE OR DELETE THIS**]. By the end of the opportunity period, you must have brought your performance up to at least

the fully successful level on the elements in which you are currently unacceptable in order to avoid non-renewal of your contract or termination of your employment. This performance improvement plan is to assist you in reaching that objective.

3. DESCRIPTION OF ACCEPTABLE LEVEL OF PERFORMANCE

In order to receive "Fully Successful" in Critical Element _____, you must achieve the following by _____:

COMPLETE THIS SECTION:

***List all the things they have to do to be rated "fully successful" on the failed critical element(s). This must be done for each critical element. Tell employee exactly what he/she has to do to improve as to each critical element.**

As a reminder, you are responsible to continue to successfully perform all other aspects of your job/job duties and comply with all College policies during this opportunity to improve period. I will also expect you to continue to conduct yourself in a professional manner while on duty. Your failure to comply with all job duties and policies (whether stated herein or not) may result in your contract not being renewed or termination of your employment.

4. STATEMENT OF ASSISTANCE

As always, I am available to provide assistance on "as-needed" basis, you need only ask.

Please ask me for suggestions, advice, guidance, etc., and feel free to run ideas by me. Once again, you need to take the initiative to communicate with me as I do with you.

In order to make certain this two-way communication happens, I am scheduling progress review meetings every **(list the day of week and time you will meet...it is important to meet frequently and to ensure progress is being made...you might even suggest employee provide you with a status report of work accomplished during the past week...make sure you document these meetings!!!)**. If for some unforeseen reason we can't meet at the designated date/time, we will meet as close to that time as possible at a mutually agreeable

time. Your failure to meet as set forth herein shall be grounds for nonrenewal or termination.

In addition, I will also do the following specific tasks to assist you in improving your skill/competency levels:

1. On _____ you and I will sit down together and I will demonstrate to you how to _____. I will take the lead in this discussion/demonstration but will expect you to fully participate in identifying the work to be accomplished after I have demonstrated how to get started. At the end of this discussion, I expect that you will have a better idea how to **(state the outcome you expect from this on-the-job training, demonstration, coaching...)**.

2. On _____ you and I will meet to discuss _____ and I will have some self-study audio tapes for us to use to help us in this discussion. I will again take the lead in this discussion and will expect you to fully participate. At the end of the discussion, I expect that you will have a better understanding of how to **(state your expectations...)**.

3. I have approved your attendance at the following training: _____. This training is offered at _____ times during the course of your PIP and I expect you to attend the class. Please determine which time period would be most beneficial to you and let me know so that the proper training authorization forms can be completed. I expect you to have made this decision by _____ so that I will have sufficient time to make your nomination for the course.

4. and more if applicable ...

5. CONSEQUENCES OF FAILING TO IMPROVE TO AN ACCEPTABLE LEVEL

I have every confidence that the two of us working together can provide you with a good opportunity to improve in the identified skill/competency areas especially if we both are committed to you being successful in your job. I am committed to that and will make every effort I can to help you make that improvement. The greatest share of the responsibility, however, lies with you and your willingness to work at improving your skills. I sincerely hope that you will use this period of time to your best advantage. I must also, however, tell you that your failure to meet the "fully successful" level of performance in Critical Elements _____, " _____" as identified in this document will result in Kilgore College taking one of the following actions: non-renewal of your contract or termination of your employment. As part of this notification, I am informing you that you must improve to the minimally successful level by the conclusion of the opportunity period and must sustain that level of performance. You have a continuing obligation to maintain the acceptable levels of performance set forth herein and any failure to

maintain same at any time during your employment will result in non-renewal of your contract or termination of your employment.

6. SIGNATURES:

Your signature on this document indicates that you have received this PIP and that I have discussed with you my expectations on your accomplishments during the PIP improvement period. It does not indicate that you either agree or disagree with the contents of this document.

I have received the PIP and have discussed the matters addressed herein with my supervisor.

Employee Name

Date

Or

(Employee name) declined to sign as receiving and discussing the PIP.

The PIP was given to him/her on _____ (date).

Supervisor Name

Date

Signature of Other in Attendance

Date