**Appendix 2**

**GUIDANCE ON HOW TO WRITE A PERFORMANCE IMPROVEMENT PLAN (PIP)**

**Step 1:**

• Ensure that the employee is fully engaged in the process

• Explain in detail how important this PIP is in managing and monitoring progress against the areas of concern in performance

• Set aside sufficient time to undertake the activity

**Step 2:**

• Discuss in detail the areas for improvement

• Explore all the training issues that have been identified and what resource / support is necessary to ensure success

• Identify any blockages in understanding or ability to achieve possible objectives

**Step 3:**

• Explain what a SMART objective means and how valuable they are in managing performance

• S = specific – ‘answer the phone in four rings’

• M = measurable – have a system in place that measures this happening

• A = achievable – question: is this possible given volumes of work?

• R = realistic – do they have access to a phone?

• T = time – steady improvement expected within the next 6 months

**Specific** objectives have a much greater chance of being accomplished than a general goal. Consider who is involved. What do you want to accomplish, and why?

**Measurable** objectives allow you establish a criterion for measuring progress towards the attainment of each objective set and assists in a feeling of achievement.

**Attainable** objectives help you identify those objectives that are most important to the role and allow consideration to be given to potential constraints that may hinder success.

**Realistic** objectives are those that can be achieved but do not limit the element of challenge.

**Time-related** objectives ensure that a clear time frame is established and that consideration is given to implementing a phased approach but is sensitive to what is realistic, achievable, measurable and specific.

**Step 4:**

• Determine the objectives using the above process

• Record on the PIP

• Agree when a review will take place

• Ensure that the employee knows the consequences of not achieving the PIP