Utah National Guard
Performance Management Program
Performance Improvement Plan (PIP)

EMPLOYEE NAME	Last	First	Middle Initial

POSITION TITLE	GRADE/STEP /	RATING PERIOD From To
AGENCY/OFFICE		DATE COMPLETED

Date Issued:

The employee named above is being given this *Performance Improvement Plan* because of the reason selected below:

- ☐ The employee's performance became deficient during the rating period.
- ☐ The employee received an annual performance rating of 1 - 'Unacceptable'
- ☐ The employee received an annual performance rating of 2 - 'Marginal'

This *Performance Improvement Plan* provides the employee with, at least, 30 days* and up to 90 days to improve his/her performance in the specific areas identified below. This 30 to 90-day period shall begin on and end on .

After this period, a determination shall be made as to whether the employee has met the requirement of this *Performance Improvement Plan* and a written decision shall be issued.

If the employee fails to improve his/her job performance and/or meet required standards during the 30 to 90-day period*, the employee may be **reassigned, removed, or demoted.**

For an Initial PIP, the period for improvement will be no less than 90 days

WHAT?			**HOW?**		**WHEN?**
	Deficient Competencies: *(Check only those that apply)*	Desired Outcome to Monitor:	Action Plan to Improve Performance	Results to Monitor/Measure:	Frequency of Monitoring:
☐	**Customer Service** - Demonstrates a commitment to working with customers, both internal and external. Works with customers to get information, assess needs, and resolve issues and concerns, and consistently acts with customer in mind. Establishes good customer relations and can come to workable solutions. Demonstrates commitment to providing high quality services and programs in a timely manner.				
☐	**Flexibility/Adaptability** - Responsive and adaptive to new information and/or events. Committed to ongoing improvement in work processes and adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles. Effective at dealing with and making sense of uncertain situations.				

WHAT?			HOW?		WHEN?
	Deficient Competencies: *(Check only those that apply)*	Desired Outcome to Monitor:	Action Plan to Improve Performance	Results to Monitor/Measure:	Frequency of Monitoring:
☐	**Initiative** - Works to remedy problems without being told by peers or supervisor. Persistent in overcoming obstacles. Sees what needs to be done and does it. Consistently seizes opportunities when they arise. Produces quality work. Requires minimal supervision.				
☐	**Professionalism** - Focuses on work-related activities and acts in a way that supports the goals, direction and standards of the State. Deals calmly and effectively with stress, and is a settling influence in a crisis. Builds and maintains successful working relationships with colleagues and consistently meets performance and commitment requirements or agreements.				
☐	**Teamwork** - Encourages a participative approach to work, fostering cooperation, pride, dialogue, and trust. Creates strong spirit and morale. Lets people finish and be responsible for their work. Defines success in terms of the whole team and creates a feeling of belonging among team members. Works well with others to achieve team goals. Consistently places team priorities before personal priorities.				
☐	**Job knowledge** - Consistently executes the duties and responsibilities of his/her position in an efficient and accurate manner. Clearly understands and uses knowledge that is acquired through formal training or extensive on-the-job experience to perform duties and responsibilities. Is effective in working with, understanding, and evaluating technical information related to the job. Effectively uses machines, tools, and/or equipment.				
☐	**Resource Usage** - Conserves State resources and uses them efficiently (e.g. supplies, equipment, vehicles, uniforms, technology, etc.). Consistently completes all assigned projects within budget and obtains approval if project will exceed budget.				

WHAT?			HOW?		WHEN?
	Deficient Competencies: *(Check only those that apply)*	Desired Outcome to Monitor:	Action Plan to Improve Performance	Results to Monitor/Measure:	Frequency of Monitoring:
☐	**Dependability** - Maintains an excellent record of attendance/ punctuality and plans leave in advance. Keeps promises and commitments. Consistently completes projects accurately and on time and is very thorough when performing work and contentious about attention to detail.				
☐	**Communications** - Presents ideas and information, both verbally and in writing, in a clear, concise manner. Share the information people need to know to be successful. Informs others on a timely basis. Consistently shows a great deal of understanding, courtesy, tact, empathy, and concern when addressing others. Demonstrates very effective listening, questioning and interpersonal skills.				
☐	**Integrity and Trust** - Is trusted by others. Is seen as a direct and truthful individual and keeps confidences of others. Does not misrepresent himself/ herself for personal gain. Displays high standards of ethical conduct and understands the impact of violating these on the organization, self, and others.				
☐	**Managing People** -*Supervisors Only*- Provides ongoing guidance and positive reinforcement to improve performance. Provides challenging tasks and assignments and will work with people who need improvement. Consistently evaluates, provides feedback, and develops employees to their next level of performance. shares and/or delegates power and authority with staff. Provides corrective and/or progressive disciplinary actions to modify/improve inappropriate behavior or performance. Ensures staff are properly selected, used, appraised and developed. Effective at managing a diverse workforce.				
☐	**Leadership** -*Supervisors Only*- Inspires, motivates, guides others towards goals. Coaches, mentors, and challenges staff and adapts leadership style to various situations. Consistently demonstrates decisiveness in day-to-day actions. Takes unpopular positions when necessary. Faces adversity head on. Rallies support to accomplish tasks.				

WHAT?			HOW?		WHEN?
	Deficient Competencies: *(Check only those that apply)*	Desired Outcome to Monitor:	Action Plan to Improve Performance	Results to Monitor/Measure:	Frequency of Monitoring:
☐	**Strategic Planning** -*Supervisors Only*- Has broad knowledge and perspective on the strategic issues facing the State. Can anticipate future consequences and trends accurately, create improvement strategies and plans. Consistently makes sound, well-informed decisions. Clearly understands the impact and implications of decisions.				
☐	**Operations Planning and Evaluating** -*Supervisors Only*- Anticipates and adjusts for potential problems or opportunities. Implements or utilizes strategic plan on a day-to-day basis. Organizes work, sets priorities, determines resource requirements. Determines short or long-term goals and strategies to achieve them. Coordinates with other parts of the organization. Monitors progress and evaluates outcomes.				
☐	**Conflict Management** -*Supervisors Only*- Accepts responsibility for effectively managing and resolving conflicts, confrontations, and disagreements in a positive and constructive manner to minimize adverse impact. Employs strong conflict management and people management skills to ensure an effective workplace.				

WHAT?		HOW?		WHEN?
Deficient S.M.A.R.T./M.A.R.S.T. Goals from MyBiz: *(Check only those that apply)*	Desired Outcome to Monitor:	Action Plan to Improve Performance	Results to Monitor/Measure:	Frequency of Monitoring:
☐ **Job Objective #1**				
☐ **Job Objective #2**				
☐ **Job Objective #3**				
☐ **Job Objective #4**				
☐ **Job Objective #5**				

Supervisor's/Rater's Name & Signature Date
This Performance Improvement Plan is based on my personal knowledge and observations of the employee's performance

Employee's Name & Signature Date
This Performance Improvement Plan was given to me and thoroughly discussed with me on this date

Human Resources Development Specialist (HRDS) Name & Signature Date
Must be approved and signed by the Human Resources Development Specialist (HRDS) for the Performance Improvement Plan above to be a legally binding contract