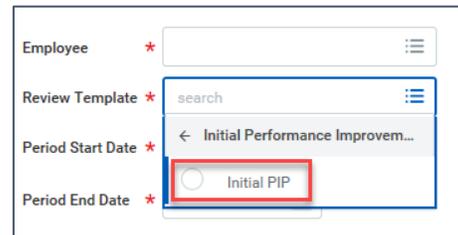
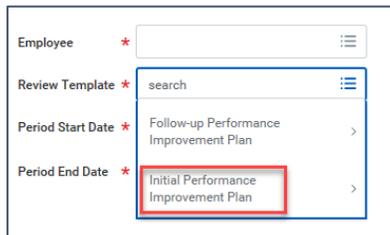
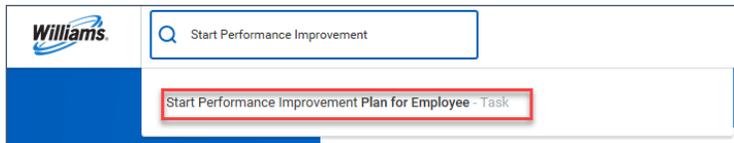


### Performance Improvement Plan

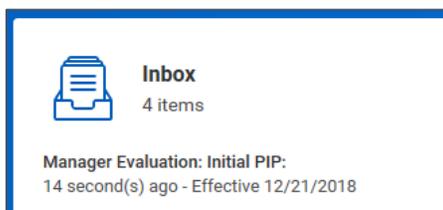
#### Initiate Performance Improvement Plan

As the manager, you can initiate a performance Improvement Plan (PIP) for your direct report(s). Your HRBP may also initiate this process however, you are encouraged to develop the plan as the HRBP will have the opportunity to review and provide input within the process in Workday.

1. To get started, search **Start Performance Improvement Plan for Employee**.
2. Select the employee then **Initial Performance Improvement Plan > Initial PIP** in the Review Template Field. Note: The Follow-up Performance Plan process should only be used when you are ready to close/complete and *existing* plan.



3. Select the **Period Start Date** and **Period End Date** and **SUBMIT** to kick-off the process to create a plan template for completion in subsequent steps. (You will not add performance goal details at this point.)
4. You will receive a Workday inbox action item, **Complete Manager Evaluation**. Note the you will see an **Alert** at the top of the page informing you that some sections are hidden from the employee's view (attachments and comments).



- In the **Complete Manager** Evaluation, click the pencil icon to edit the **Question – Current Performance** and **Question – Expected Performance** sections. Select the check-mark when complete and select Submit.

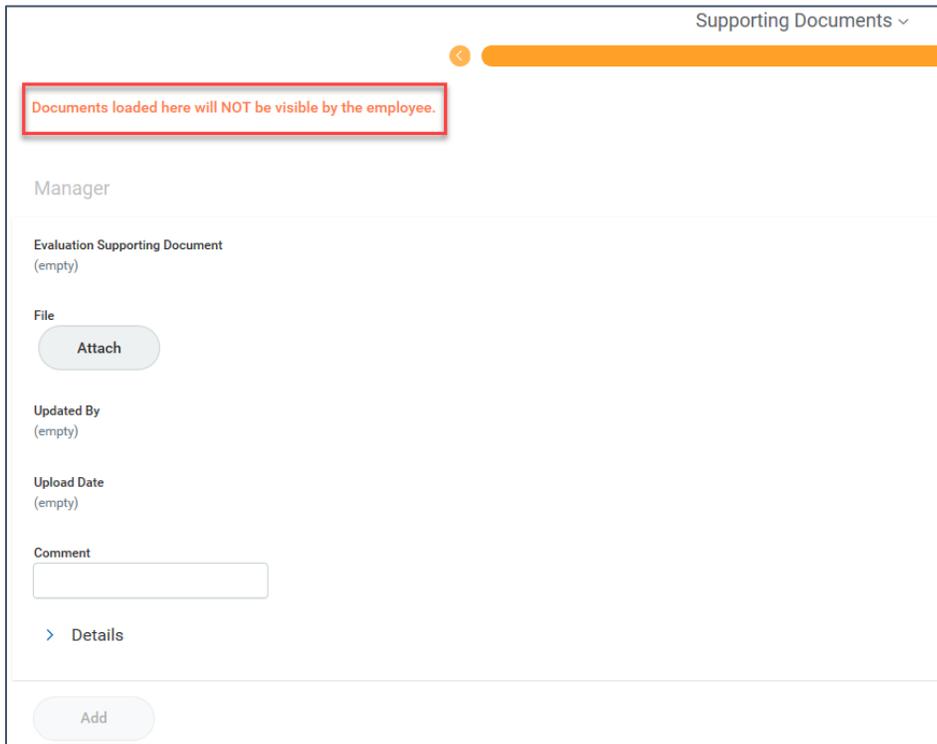
- Next you will create SMART Performance Improvement Plan **Goals** which include a **Goal Description** and associated **Action Items**. The **Manager Evaluation** section is used to document performance feedback, etc. supporting the PIP goal.

- Click **ADD** for each separate goal you want to add to the plan. When complete, select Next.

**Note:** Distinct goals that are to be measured during the performance improvement period should be documented as separate goals with action items or metrics associated with each goal as appropriate. Performance Improvement Plans should have no more than 3 - 5 goals with 3 recommended as optimal.



8. Next, you may attach **Supporting Documents** which may include prior performance documentation, feedback from others or other documentation as to why a Performance Improvement Plan is necessary. Note that documents loaded here are NOT visible by the employee.



The screenshot shows a web interface for adding supporting documents. At the top right, there is a dropdown menu labeled "Supporting Documents". Below it, a red-bordered box contains the text: "Documents loaded here will NOT be visible by the employee." The main area is titled "Manager" and contains a form for an "Evaluation Supporting Document (empty)". The form includes a "File" section with an "Attach" button, an "Updated By (empty)" field, an "Upload Date (empty)" field, and a "Comment" text area. At the bottom of the form, there is a "Details" link and an "Add" button.

9. Select Next to **review the initial PIP form**. Use 'Guide Me' to review sections step by step or make edits.
10. When complete, click **Submit** to send to the HRBP. The HRBP will receive a **Manager Evaluation: Initial PIP** Workday Inbox action item.
11. The HRBP should review the plan and then **Deny, Send Back, Save for Later** or **Approve**. Once the HRBP approves, the plan will route to Legal for review.
- If the PIP is initiated by the HRBP, all previous steps are completed by the HRBP and the first review step comes to the manager before moving on for Legal review. The manager will have the ability to Deny, Send Back, Save for Later or Approve.



Note: HRBP or Manager edits will overwrite previous plan entries and the plan will move on to the next step for review. If necessary, consult on any changes prior to sending to the next step.

12. Legal will review the plan and may **Deny, Send Back, Save for Later** or **Approve**. Note that the plan details are again editable at this step and any edits will overwrite previous entries.

13. After Legal review the plan will be sent back to the **HRBP** for another review/approval step.



**Note:** While this step allows edits, it is **best practice after Legal review to not edit the plan any further**. Should you have questions please consult with Legal prior to making any edits and/or prior to approving the plan to move on to the next step.

14. The HRBP will review the PIP, select Submit and the manager receives a **final Approval** step.

- The plan **is not editable** in this step. If for some reason there are changes required, a new plan will need to be initiated.

15. The manager **must Approve** or send back to the HRPB should there be a need to edit. As a reminder, because Legal has reviewed, it is best practice not to edit the plan without first consulting with Legal.

16. Once approved, the manager receives a **To Do** item in their Workday Inbox.

17. The **Print and Deliver PIP** to-do step is a 'pause' in the process to allow for discussion with and acknowledgement by the employee.

- You may need to click your browser's **Refresh** button for the .pdf of the PIP file to populate.
- While the PIP document is available in your Workday Notifications in your inbox, you should not delete the document in this step.

18. **DO NOT** submit this step until you have discussed performance expectations, plan goals, performance period and additional details with the employee.

- Take note of the instructions that direct you to print a version for discussion with the employee and to click submit **only after** you have completed this conversation.

**Complete To Do** 🔍 🗑️

**Print & Deliver PIP** Actions

For

Overall Process Initial PIP:

Overall Status In Progress

Instructions: This PIP has gone through all approvals and is ready for delivery to employee. If a printed version is desired, refresh your browser and the document will appear below.  
**IMPORTANT: DO NOT SUBMIT** until after discussing with the employee. When submitted, employee will receive an inbox item to acknowledge the PIP

File Name	Type	File	Created by	Date and Time Created	
Performance Review Printout 2019-02-11 17_16 CST.pdf	Business Form (PDF)	Q	Brad Church	02/11/2019 05:16 PM	Delete

enter your comment

Submit
Save for Later
Close



## PIP Results (to close out the Initial PIP)

Two weeks prior to the Period End Date of the Initial PIP, the manager will receive the **Compile PIP Documentation** To Do step in their Workday Inbox. This step is designed to prompt and help the manager prepare for a follow-up discussion with the employee and to acknowledge that discussion.

1. To get started, select **Start Performance Improvement Plan for Employee** [do not hit Submit],



Note: With this step, you are essentially closing out one plan (the Initial PIP) and creating a follow-up plan in order to attach documentation and/or provide a general assessment of the outcome. You **must not edit** the details of the goals, dates, actions or any other information brought over from the initial plan to the follow-up plan. If it is critical to update, you **MUST** create a new plan.

### Complete To Do **Compile PIP Documentation** Actions

17 second(s) ago - Effective 02/17/2019

For

Overall Process **Initial PIP:**

Overall Status Successfully Completed

Instructions This is a reminder to compile documentation prior to the end date of the Performance Improvement Plan.

Click the Start Performance Improvement button below to launch the PIP Results form and provide documentation in preparation for closeout of the PIP.

After the PIP has been closed out and the discussion with the employee completed, return to your inbox and click **SUBMIT** to remove this item.

**Start Performance Improvement ...**

enter your comment

**Submit** Save for Later Close

2. Select: **Performance Improvement Plan Results > PIP Results.**
3. Enter the **Period Start Date** and **Period End Date** which must be **after** the Period End Date on the Initial PIP. The Period Start Date and the Period End Date on this follow-up plan can be entered as the same date.

Employee \*

Review Template \* search

Period Start Date \* < By Type

Period End Date \* Initial Performance Improvement Plan

Performance Improvement Plan Results

Employee \*

Review Template \* X PIP Results

Period Start Date \* 12 / 19 / 2018

Period End Date \* 12 / 19 / 2018

4. Complete the **Manager Evaluation** section of the PIP Results in which you should document progress toward the PIP goals, performance feedback, etc. You may also add/attach documentation here that support your comments.
  - REMINDER: Do NOT edit any goal details brought over from the initial plan in this step. You should edit only the Manager Evaluation section.

The screenshot shows a web interface for a Performance Improvement Plan (PIP). On the left, there is a sidebar with a progress indicator at the top. Below it are three items: 'Questions (Do Not Edit)', 'PIP Goals (Do Not Edit)', and 'Overall PIP Assessment' (highlighted in blue). Under 'Overall PIP Assessment', there is a 'Summary' section. The main content area on the right has a heading 'Overall PIP Assessment' and a sub-heading 'Manager'. Below 'Manager' is an 'Add' button. Further down, there is a 'Summary' section with a 'Manager Evaluation' field that has an edit icon (pencil) to its right. Below 'Manager Evaluation' is a 'Comment' field. At the top right of the main content area, there is a note: 'Click the Add button to upload any supporting documentation. In the comments, provide your overall assessment of the employee's performance relative to the PIP, including recommended next steps.'

5. Once manager evaluation comments are entered, click **SUBMIT**.
6. The PIP Results document moves next to the HRBP for review, and to Legal for final approval. Upon approval, the process completes.