

**SAMPLE – Performance Improvement Plan**

**[Date]**

**[Name]**

**[Address]**

Via **[Hand Delivery OR Certified Mail No. \_\_\_\_\_]**

Dear **[Mr./Ms. Last Name]**:

This letter shall confirm in writing our discussion of **[date]** concerning your unacceptable performance **[Change “performance” to “conduct” throughout if appropriate.]** and to establish my expectations, which I have outlined in a Performance Improvement Plan, to be commenced immediately. I have developed this corrective measure to assist you in bringing your work as a **[classification]** with the **[agency/department name]** to an acceptable standard as defined in your enclosed Employee Performance Appraisal.

During the past **[time period]**, your supervisor has shared with you concern about your performance of the functions of your position. While I want to emphasize that some of the deficiencies would not constitute unsatisfactory performance when viewed singularly, the cumulative effect demonstrates your inability or unwillingness to conform to expected standards of work. I believe it is necessary to initiate this Performance Improvement Plan to cause you to understand that not only are your deficiencies unacceptable, but also that we are at a point where such substandard performance can no longer be tolerated. **[Provide details regarding the consequences of the employee’s actions or inaction (e.g., services not being provided to clients, others performing their work, loss of funding, etc.).]**

You have been verbally counseled on numerous occasions concerning your unacceptable work performance, and your supervisor, **[name]**, **[title]**, has spent many hours explaining appropriate **[classification/job]** protocol and process. Additionally, you have attended **[number and subject of training sessions attended]** training sessions; however, even with these attempts you have still not met performance expectations. Despite management intervention and assistance from your coworkers in actually performing your work **[if applicable]**, you have consistently failed to meet reasonable expectations. It is my sincere hope that this corrective measure will cause you to meet the full complement of performance expectations.

So you may understand why I believe your performance to be unsatisfactory and how this prevents or hinders this agency from meeting its objectives, I offer the following representative occurrences that demonstrate your failure to meet the agency’s work expectations: **[Describe with specificity the employee’s performance problems and any previous disciplinary action taken.]**

In an effort to assist you in meeting a standard of performance consistent with my expectations, I am establishing a thirty (30) calendar day improvement period, beginning **[date]** through **[date]** to allow you to bring your faltering performance to acceptable standards. Your supervisor will closely monitor all aspects of your work performance and will meet with you periodically during this time to discuss your

progress and provide you with direction and feedback; however, I believe it is important for you to understand that your supervisor will not perform your work for you and will not make decisions for you. So there is no misunderstanding concerning your current responsibilities, I have reduced to writing my expectations of you in your position as a **[classification]**:

**[Provide detailed expectations regarding behavior and direct employee to attend relevant training. *The employee should know with certainty what he or she must do to meet expectations.*]**

I believe you have the ability to meet the job performance standards of your position, and that you will be able to achieve and maintain an acceptable standard of conduct and job performance. If there is any assistance I may provide to you during your Performance Improvement Plan period, please contact me. I will do, within reason, whatever I can to help you be successful, but whether you meet that goal is entirely in your hands. I assure you it is my intention to maintain the integrity of our standard of performance and conduct which provides the **[agency/department name]** and its employees with a means to ensure its efficient and effective operation. Accordingly, I must inform you that you are expected to fulfill your responsibilities as a dependable and conscientious employee.

If your unacceptable performance is the result of medical and/or personal problems, I suggest you may want to contact the physician, practitioner, or counseling service of your choice. Whether or not you choose to do so is your decision. I am, however, obligated to ensure that you **[report for duty as scheduled, observe established rules, meet performance expectations, etc.]**. You may also obtain information on the State of West Virginia's Employee Referral Program by contacting the Division of Personnel at (304) 558-3950, extension 57247, or by visiting the web site at [www.state.wv.us/admin/personnel/classes/erp/refbook.pdf](http://www.state.wv.us/admin/personnel/classes/erp/refbook.pdf).

Please sign one copy of this letter indicating your receipt of this Performance Improvement Plan, and return to me. Your signature does not indicate agreement or disagreement with the contents; it only verifies that you received this letter. A copy will be placed in your confidential agency personnel file.

I look forward to your success with the Performance Improvement Plan.

Sincerely,

**[Appropriate Signature Authority]**

Enclosure

c: Agency Personnel File

I have received a copy and am aware of the contents of the foregoing letter

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

*[\*Revised 6/2013. Ensure law, rule, and policy language is current. It is important to note that the West Virginia Public Employees Grievance Board has considered verbal and written warnings disciplinary action as it pertains to burden of evidence in a grievance proceeding and the employee's right to representation as it pertains to burden of evidence in a grievance proceeding and the employee's right to representation at "any meeting that is held with the employee for the purpose of discussing or considering disciplinary action". The Board has also held that an employee is not entitled to representation at counseling sessions and evaluation meetings where the intent is solely to advise employees of issues related to their employment so that the employee may improve, provided that the supervisor informs the employee that behavior discussed or revealed at the meeting will not lead to discipline. This letter lacks language of warning as it is intended to be used for coaching purposes rather than discipline. Further, Division of Personnel law, rule, and policy do not require due process such as a predetermination conference, notice period, and right to appeal until the employee is being considered for suspension, demotion, or dismissal.]*