

# Performance Improvement Process & Career Development

## The Performance Improvement Process (PIP)

Employees and managers are expected to participate in the Performance Improvement Process (PIP). This process sets expectations and is the foundation for delivering results. The information recorded on the PIP form should provide the basis for continuous feedback, coaching and consequences.

There must be at least **three mandatory meetings** between the employee and manager/reviewer:

- 1.) The initial goal-setting meeting
- 2.) One or more formal periodic reviews of progress
- 3.) The annual review of accomplishments

**To manage performance most effectively, the following is recommended:**

**January** – manager and employee set goals

**April** – manager and employee meet to review progress of goals, give and receive feedback

**May** – manager and employee meet to discuss career development planning for employee

**July** - manager and employee meet to review progress of goals, give and receive feedback

**September** - manager and employee meet to review progress of goals, exchange feedback

**December** – manager and employee meet to review the year's accomplishments and begin discussions for goal setting for the next year

### **Manager/Reviewer Responsibilities:**

- Set clear and prioritized SMART goals, together with input from employee.
- Communicate business needs and provide skill development input and support.
- Verify that goals are aligned with those of the function or business unit
- Observe and obtain feedback from others about employee performance and behavior.
- Provide coaching, feedback and consequences, both positive and negative, based upon SMART goals and actual performance.
- Provide feedback that is Specific, Simple, Sincere, Immediate, and Relevant.
- Remove obstacles that could hinder employees from performing.
- Agree with employee on timing of periodic reviews.
- Provide electronic copy of employee's completed PIP form, all pages of Parts 1-3 to the appropriate Human Resources Department by **February 15** of the following year. Send electronic copy to: U.S. - G1HRSC; Europe – G1HREUR; Greater China – G1HRCN; Asia (except for China) – G1HROS; Latin America – G1SAHR.

### **Employee Responsibilities:**

- Prepare for initial goal setting meeting by developing a list of potential key individual responsibilities, goals, milestones or opportunities for skill development within the scope of business needs. List participation on teams, if applicable.
- Set clear and prioritized SMART goals, together with input from manager/reviewer.
- Monitor your own progress periodically, making notes of accomplishments and challenges.
- Seek out and request feedback from the manager between and during PIP reviews.
- Agree on timing with manager/reviewer for meeting on periodic review of progress. *Employee is responsible for scheduling meetings to review progress.*
- Maintain a copy of the completed PIP form and provide electronic copy to manager/reviewer.

If you have questions regarding the Performance Improvement Process, please send a note to [G1PIP](#).

Current PIP forms, with some local language translations, are available at the **PIP and Career Development – Deliver Results** site (<http://intranet/pip/deliver%5Fresults/>)

## Performance Improvement Process Form Instructions

### Cover Page

- Fill in the data under the *Individual* or *Manager* section of the page.

### Part One: SMART Goal Setting & Review

- Employee and manager (independently) develop a list of potential individual key responsibilities, goals, milestones and opportunities for skill and stretch development within the scope of business need. Please consider Work-Life Effectiveness as you establish your goals.
- **Initial goal-setting meeting:** Employee and manager/reviewer meet to discuss, review and agree upon goals for the year (or other time period, if applicable) and document results on the PIP form.
  - Goals #1 through #4 are listed as separate tables in the form. Periodic progress on a goal may be recorded under each goal description. If additional goals are needed, simply copy and paste one of the goal table sections after Goal #4 and name it Goal #5, etc.
  - In the first row called Goal #1, under the “Key Responsibilities and SMART Goals” column, describe the goal and any “Milestones & Definitions” that should be used to assist the employee and manager in determining progress toward achieving the SMART goal. Continue this process for the remaining goals.
  - Once the goals are established, agreement should also be reached on relative importance of the goal (High, Medium or Low) and this information can be indicated on the PIP form under the Importance column.
  - List employee’s participation on teams such as project teams, Ebiz projects, Six Sigma, councils or committees. Determine how much time should be allocated to the team and how the employee is contributing to the success of the team.
- **Periodic Reviews:** Employee should update his or her progress on each goal in the rows called Q1, Q2, Q3 or Q4 (depending on timing of meeting) in the Progress section. Additional rows for the periodic reviews can be added if necessary.
  - There are two approaches to the periodic reviews. Choose the one that works the best for you and your manager:
    1. Employee can complete the “Progress” section, submit it to manager prior to the review and update the form after their mutual discussion, or
    2. Employee and manager can complete the “Progress” section together during the periodic review meeting
  - Employee and manager meet to discuss and review SMART goals using one of the review approaches agreed to as explained above.
  - Discuss any modifications or additions to the current SMART goals and document them on the PIP form.
  - An additional row is included on each goal table to allow ratings of performance on goals completed or changed before the annual review. Each goal should be rated as **Exceeded**, **Met** or **Not Met**, (E, M, or NM).
  - Employee maintains a copy of the PIP form and provides an electronic copy to manager/reviewer.

## Performance Improvement Process Form Instructions

- **Annual Reviews row for each Goal:** Using the method agreed upon by employee and manager, complete the annual review in the same manner as the periodic reviews.
  - The employee and manager should prepare notes as input for the annual review. Focus on results, milestones accomplished and any modifications to the goals made throughout the year and the reasons for those changes.
  - Employee and manager should make final comments on each goal in the Annual Review row of the Progress section. Comments could include achievements, challenges faced, or acknowledgement that improvement is needed.
  - Each goal should be rated by the manager as **Exceeded**, **Met** or **Not Met** for the year.

### Part Two: Annual Review

Manager describes **HOW** the employee applied the [Dow Corning Competencies](#) to perform goals during the year. Please visit the Competency page to see descriptions and examples of behaviors.

- **For Individual Employees:** The Competencies that all employees should demonstrate effectively are Teamwork, Communication, and Self Management – Development, Self Management – Integrity. Additionally, the manager can choose another competency, or a technical skill relevant to the job, which needs development or which is a strong and effective behavior.
  - The manager rates the employee's performance by putting an X in the appropriate performance description for the Competencies listed.
  - In the Comments row, the manager gives examples where the competency was or was not demonstrated.
  - Full lists of descriptions are available for Dow Corning Competencies on the intranet site: [http://intranet/pip/know\\_expectations/leadership\\_competencies.htm](http://intranet/pip/know_expectations/leadership_competencies.htm)
- **For Manager level Employees:** The Competencies that all managers should demonstrate effectively are Developing and Inspiring People, Teamwork, Communication, Self Management – Development, Self Management – Integrity. Additionally, his/her manager can choose another competency, or a technical skill relevant to the job, which needs development or which is a strong and effective behavior. Follow the same procedure as above.
- During or after the final review for the year and once Parts One, Two and Three have been completed, the manager and employee sign and date the pages and enter any comments they feel are pertinent. If appropriate, a second reviewer may also be asked to add comments.
- Employee and manager discuss potential new goals for the upcoming year and the timing for a meeting to discuss and reach agreement on the next year's goals.
- Employee is responsible for scheduling the meeting to set SMART goals for the next year.
- Employee should send a completed and signed copy to the manager/reviewer. Send an electronic version if possible. Electronic signatures are acceptable.
- The manager/ reviewer is responsible for providing an electronic copy of the entire PIP form to the appropriate Human Resources Department for each year **by February 15** of the following year.

## Performance Improvement Process Form Instructions

### Part Three: Career Development Plan

Manager and Employee plan for employee's future development and growth.

- Manager and Employee discuss the areas where the employee could improve performance for his/her current job or develop a level of effectiveness in a competency needed for a future job.
- Select a Dow Corning Competency that needs development.
- Create one or two action steps that provide learning, skill or practice for improving the competency.
- List a Key Performance Indicator (KPI) for the action. In other words, if the Action is completed, describe how the behavior of the employee will be changed.
- List a target Deadline for the action to be completed and KPI to be achieved.
- Record the date of the career development discussion at the bottom of the page.
- Refer to the many resources in Dow Corning University when considering a career development plan.