

Luxottica Employee Relations

Performance Improvement Plans (PIP)

Why use Performance Improvement Plans?

A Performance Improvement Plan (PIP) is a tool used to provide an employee detailed guidance for improving performance or behavior. The PIP has three objectives; hold employees accountable for unacceptable behavior or performance, improve unacceptable behavior or performance and provide documentation and history for reference.

Additional Resources:

- [HR Solutions](#)
- [HR Sample Library](#)
- [SMART Goals](#)
- **Your Regional Manager**

Best Practices for Performance Improvement Plans

- **Set Expectations** – clearly define what performance and or behavior needs to improve.
- **Collaborate with the Employee** – collaboration allows the employee an opportunity to be engaged in their own success. Work together to clarify expectations, set objectives identify goals, share feedback and evaluate results.
- **Establish SMART goals**
- **Identify Resources** – provide training material, a mentor, tools, role play, peers, etc. Ask the employee what resources they feel would be most useful for their development.
- **Follow Up** – set dates to discuss progress and follow through with the discussion. Be timely and consistent with feedback so that it is relevant and effective.

What are S.M.A.R.T. Goals & Objectives?

- **S---Specific:** Goals should be straightforward and emphasize what you want to happen. Specifics help us to focus our efforts and clearly define what is expected.
- **M---Measurable:** To determine if your goal is measurable, ask questions such as: How much? How will I know when it is accomplished?
- **A---Attainable:** Goals must be realistic and attainable with normal abilities and skills.
- **R---Relevant:** A goal must represent an objective towards with the business owner and employee both aligned.
- **T---Timely:** A goal should be grounded with a realistic timeframe and have a specific target date.

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How to Complete a Performance Improvement Plan:

Step 1 – Identify the issue or opportunity-

- What is the opportunity identified?
- Be specific-
- What has been observed by you the Manager?
- What feedback has been provided by others?

Step 2 – Examine previous conversations-

- What expectations have already been set?
- Is this a reset of expectations?

Step 3 – Discuss the issue or opportunity-

- Set uninterrupted time to talk with the employee
- Communicate in a positive manner; establish that the purpose is to help them succeed

Step 4 – Outline required changes - Use the column **What needs to be done differently?** to define what performance needs to be changed. The characteristic identified is Imaginative: specifically, Recruit, Interview, and Select.

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Associate Performance Improvement Plan

Name: Tom Smith Position: GM Store: 0000 Date to Position: 01/01/2010 Date of Hire: 10/01/2008

Managers Name: Jane Doe Title: RGM Region 000

Improvement Plan #1 IMAGINATIVE: Recruit/Interview/Select Ensures that others have the resources, information, support, and encouragement needed to achieve objectives. Understands and follows principles and policies for recruiting and interviewing. Builds a strong team where diverse and complementary strengths are recognized and valued; makes sound hiring decisions.

What needs to be done differently? (Specific actions, behaviors the associate must demonstrate)	How will the Associate accomplish these changes?	How will performance be measured? (What is the goal, who/what will measure?)	By when should we see improvement?
Tom must actively network and recruit talent to ensure the store has the resources to achieve objectives, build a diverse pool of applicants and fill any open position at this time or in the future and establish bench strength (Retail Manager and PT EWC needed at this time)			

The example objective is to **actively network and recruit talent to ensure the store has the resources to achieve objectives**. The process used to create the objective was:

1. Identify the issue or opportunity to be addressed
2. Be specific – what behavior, skill gap, or performance issue must be corrected? What does the employee need to do or stop doing to change the behavior or performance?
3. Match the objective with a corresponding Luxottica Characteristic-
4. Use the Luxottica Characteristics: Mapping of Store Competencies sheet to link the Luxottica Characteristic to the specific behavior or opportunity-

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Step 5 – Use the column *How will the Employee accomplish these changes?* to outline how the changes will be accomplished.

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Tom must actively network and recruit talent to ensure the store has the resources to achieve objectives, build a diverse pool of applicants and fill any open position at this time or in the future and establish bench strength. (Retail Manager and PT EWC needed at this time)	1. Tom will make it a priority in networking and sourcing candidates through relationships built in his mall and neighboring businesses.		
	2. Tom will partner with the store management team each shift to provide training and instruction in networking and recruiting to assist in hiring priorities.		
	3. Tom and his management team is expected to recruit/network 3 times a week to build a diverse pool of applicants to fill all open retail positions and any potential positions that employees are in the reassign or manage out box.		

The example provides three specific behaviors that will accomplish the changes needed:

1. Tom will make networking a priority when sourcing candidates
2. Tom will train the team on networking skills to assist
3. Networking expectations are detailed as well as objectives

Step 6 – Use the *How will performance be measured?* Column to define the goal and who/what will be measured. (SMART Goals)

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	2. Tom will partner with the store management team each shift to provide training and instruction in networking and recruiting to assist in hiring priorities.	Document and recap recruiting, interviewing and networking training sessions with management team and submit weekly to RGM through 5/31/12	Weekly through 5/31/12	
	3. Tom and his management team is expected to recruit/network 3 times a week to build a diverse pool of applicants to fill all open retail positions and any potential positions that employees are in the reassign or manage out box.	Recruit seven retail Candidates, and 2 RM candidates for interview by 5/31/12.	6/7/12	5/31/12
		Interview and select candidates for position by 6/7/12.	6/7/12	6/7/12
	Have all retail positions filled and on board by 6/15/12.	6/15/12	6/15/12	

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Step 7 – Use the column *By when should we see improvement?* to document how performance will be measured in terms of benchmark completion dates.

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Step 8 – Be timely and consistent with follow up meetings:

- Don't wait to follow up
- Follow up on specific behaviors
- When the PIP is delivered, managers should commit to providing feedback to employees. For example, meet weekly for 15 minutes every Thursday at 2 pm to discuss progress.
- Inform the employee of any observed changes in behavior – Is employee performing what is asked?
- Require the employee to engage in the follow-up process by providing their own verbal or written feedback on progress.
- Review Key Performance Indicators KPIs

Step 9 – Both the manager and employee should sign off on the document and together and set up the next formal meeting.

Step 10 – At the end of the Performance Improvement Plan period, evaluate the progress. Did the employee meet all expectations? If not, set up a meeting with your Regional Manager to discuss next steps. Is an extension to the Performance Improvement Plan appropriate? Are other steps necessary?