

**APPENDIX 9A - SAMPLE NOTICE OF WRITTEN DECISION BASED ON BELOW
STANDARDS PERFORMANCE**

Appropriate Letterhead

Date

MEMORANDUM FOR (Name, organization)

FROM:

SUBJECT: Decision to Remove/Reduce in Grade (Below Standards Performance)

1. On 1 January 20XX, you and I established written performance standards and identified critical job elements for your position of Aircraft Mechanic, WG-0000-00. At that time, we discussed these standards and critical elements.
2. On 2 March 20XX, I informed you orally and in writing that your performance regarding critical element No. X was below standards because you had failed to (list here specific instances of below standards performance on which this action is based). On 16 March 20XX, I provided you with specific written instructions on how to improve your performance on this critical element.
3. Despite counseling and on-the-job-training, your performance in this critical job element continues to be below standards. Therefore, effective on (date), you will be removed from your employment as an aircraft mechanic.
4. During this notice period, you may answer this notice personally to me within ten (10) work-days, or you may appeal the below standards performance appraisal. Should you answer to me or appeal, you will be given a final determination within X days.
5. Unless your official performance appraisal of below standards is changed by me or as a result of an appeal, you will be terminated on the date shown in paragraph 3, unless an extension has been granted.

(Signature Block)

APPENDIX 9B - SAMPLE PERFORMANCE IMPROVEMENT PLAN (PIP) LETTER

APPROPRIATE OFFICE SYMBOL

Date

MEMORANDUM FOR:

SUBJECT: Performance Improvement Plan

1. All elements of your Job Performance Standards were discussed with you on (date). Based on the information contained in paragraph 2 below, your performance in the following elements is below standards:

- a. Training - Critical Element
- b. Administration - Critical Element

2. Specific instances of below standards performance are as follows:

a. Training:

(1) Task/Duty Statement 1(a) and 1(b)): The higher headquarters inspection conducted on 2-4 Nov 20XX resulted in the Operations Training Program and Academic Testing receiving Marginal and Unsatisfactory ratings, respectively. See Inspection Report, page B-1.

(2) Task/Duty Statement 1(d): The report identified that of those members performing SUTS, minimal documentation could be located to indicate make-up of missed UTA academics or training. See Inspection Report, page B-1.

(3) Task/Duty Statement 1(e): On 22 Jan 20XX, you were performing as a Weapons Controller Technician. Your unfamiliarity with local procedures resulted in a potentially dangerous flying safety problem. As a result of your own unfamiliarity with local procedures, you were unable to ensure that the Operations Weapons personnel were thoroughly familiar with local procedures.

b. Administration:

(1) Task/Duty Statement 2(a): Publications are not being posted in a timely manner. Documents are not always readily available.

(2) Task/Duty Statement 2(b): Classified files are not up-to-date. These files contain outdated or improperly marked material. See Inspection Report 9-15 Aug 20XX, page B-2.

(3) Task/Duty Statement 2(f): Operations reports are not being forwarded IAW existing directives; in particular, the Weapons and Tactics Semiannual Report and the Intelligence Quarterly Training Report, both of which were due in Dec 20XX. Even though guard mem-

bers are the functional managers in some areas, you are specifically tasked by element 2(f) to prepare all operations reports.

3. The above paragraphs discuss specific deficiencies that contribute to your current below standards performance. You should perform the following to correct your performance deficiencies:

a. Training:

(1) Become a guiding force in the Operations Training Program. Identify major problem areas and correct them. Develop, implement, and maintain a viable Operations Training Program. Reference Task/Duty Statements 1(a) and 2(b).

(2) Insure personnel performing SUTAs receive the proper training and it is documented. Reference Task/Duty Statement 1(d).

(3) Insure you become thoroughly familiar with local procedures, to include all regulations. As a full-time technician, I expect you to be the most knowledgeable individual in the Operations Section and be able to provide guard members with the required information. Reference Task/Duty Statement 1(e).

b. Administration:

(1) Insure publications are expeditiously posted and/or filed within four workdays of receipt. Reference Task/Duty Statement 2(a).

(2) Insure all classified publications are up-to-date and maintained as such. This includes, but is not limited to, filing, proper destruction, and proper marking.

4. All of the above items will assist you in becoming proficient and the expert in the Operations section a technician is expected to be. I will give you a reasonable opportunity period (specify date within 60 to 90 days) from the date of this letter for you to improve your performance to a fully successful level in critical elements 1 and 2. Failure to do so could result in a below standards performance rating and lead to your removal.

5. Should personal problems be contributing to your below standards performance, the Employee Assistance Program (EAP) is available to you for consultation and appropriate referral. If you should desire assistance with your problems, you should contact the State Program Coordinator at HRO.

Signature of first level Supervisor _____

I acknowledge receipt of this letter of below standards performance.

Signature of Technician

Date

**APPENDIX 9C – EXAMPLE OF REQUIRED CRITICAL ELEMENT
FOR MANAGERS AND SUPERVISORS**

You must clearly communicate the performance plans of your employees to them and hold them responsible for accomplishing their critical elements and performance standards. You will make meaningful distinctions among employees based on performance and the employee's contributions aligned with the strategic goals and objectives. You will foster and reward excellent performance. You will address poor performance, and assure that employees are assigned a rating of record by 31 October each year. You will adhere to laws and regulations concerning merit system principles and prohibited personnel practices. You will ensure continuing application of and compliance with EEO laws, regulations and policies.