



Department of Defense
Civilian Acquisition Workforce
Personnel Demonstration Project

Contribution-Based Actions and Contribution Improvement Plan Training

References:

Section III.E.2, AcqDemo Federal Register, dated January 8, 1999
Chapter 7, DoD / Army Operating Procedures, dated November 2003



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[Contact POC](#)

What are contribution-based actions?



Contribution-based actions are actions taken as the result of inadequate contribution.

What are the contribution-based actions that may be taken?

- ✓ Change in assignment
- ✓ Change in broadband level and/or career path
- ✓ Reduction in pay
- ✓ Removal from Federal Service

What is the authority for contribution-based actions and appeals of these actions?



Actions: Section III.E.2, AcqDemo
Federal Register, dated January 8, 1999

Appeals: 5 U.S.C. 4303(e) provides statutory authority. Contribution-based actions shall be sustained if the decision is supported by substantial evidence and the Merit Systems Protection Board shall not have mitigation authority with respect to such actions.

Is there a specific window of time in which inadequate contribution can be identified?

- ✓ Inadequate contribution can be identified by the supervisor at any time during the CCAS cycle. This can result in an **INFORMAL CIP**.
- ✓ Inadequate contribution can be identified by the pay pool panel at the end of the cycle. This can result in a **FORMAL CIP**.



The Informal Contribution Improvement Plan

Informal CIP: The CCAS Cycle

Consistent feedback is encouraged throughout CCAS cycle



An Informal CIP is **documentation** of inadequate contribution during the CCAS rating cycle such as:

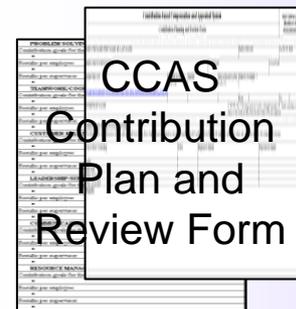
- ✓ Failure to meet midpoint contribution objective goals
- ✓ Inadequate internal or external customer service
- ✓ Frequent missed deadlines



Counseling alone does not constitute an Informal CIP.
The CIP must be in writing.

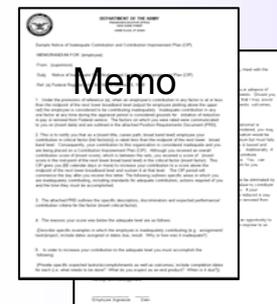
- To identify inadequate contribution at anytime during the rating period, supervisor must document this counseling using either the

– CCAS Contribution Planning and Review Form



or a

– Memorandum of Record



Informal CIP: Documentation Format I

CCAS Contribution Planning and Review Form

<i>Contribution-based Compensation and Appraisal System</i>		DoD Civilian Acquisition Workforce Personnel Demonstration Project	
Contribution Planning and Review Form			
EMPLOYEE NAME (FIRST NAME, MI, LAST NAME)		EMPLOYEE SSN	DATE OF HIRE
EMPLOYEE'S POSITION TITLE		COMMAND	LOCATION
EXPECTED OCS	CAREER PATH (N, N or M)	SERIES	BROADBAND LEVEL (A, B or C)
PERIOD COVERED: *			
From: _____		To: _____	
SUPERVISOR'S NAME		* NOTE: The CCAS rating period is October 1 through September 30. Initial counseling is required within 30 days, to the extent possible, from the date of hire of the new employee.	
VERIFICATION OF FACE-TO-FACE DISCUSSION			
The following face-to-face discussions of career path, broadband level, factors, factor weights (if any), discriminators, descriptors, expected Overall Contribution Score based on the employee's current base salary, and contribution goals for the rating period took place:			
Face-to-Face Counseling	Date	Employee's Initials	Supervisor's Initials
Initial			
Mid-Point			
Other, as needed			
Other, as needed			
Remarks:			
<div style="display: flex; align-items: center;"> <div style="flex: 1;"> <p>Use the same content in the Remarks section</p> </div> <div style="flex: 2;"> </div> </div>			

PROBLEM SOLVING.
Contribution goals for the rating period:
Results per employee:
Results per supervisor:
TEAMWORK/COOPERATION.
Contribution goals for the rating period:
Results per employee:
Results per supervisor:
CUSTOMER RELATIONS.
Contribution goals for the rating period:
Results per employee:
Results per supervisor:
LEADERSHIP/SUPERVISION.
Contribution goals for the rating period:
Results per employee:
Results per supervisor:
COMMUNICATION.
Contribution goals for the rating period:
Results per employee:
Results per supervisor:
RESOURCE MANAGEMENT.
Contribution goals for the rating period:
Results per employee:
Results per supervisor:

Memorandum of Record



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
6909 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This CIP gives you (60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance/contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, CJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

The first paragraphs should include:

- Notice to employee that the written document constitutes the initiation of an Informal CIP.
- That the employee
 - may receive an OCS less than the Expected OCS
 - may receive an OCS in the A-Region Above-the-Rail if level of contribution does not improve to acceptable level.
- That the rating official will afford the employee a reasonable opportunity (a minimum of 60 days) to demonstrate adequate contribution.

Subsequent paragraphs should include:

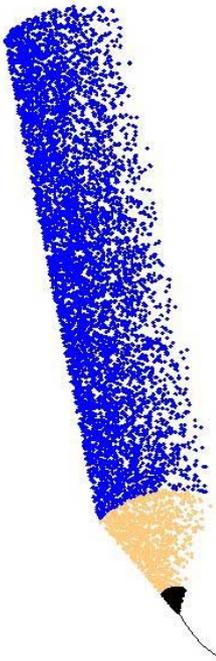
- Specific areas in which the employee is inadequately contributing
- Required improvements
- Specific actions required by the employee to achieve these improvements
- Standards by adequate contribution is measured (i.e. PRD, Factors)
- Time in which the improvements must be achieved (i.e. 60 days)
- Any assistance the agency plans to offer to facilitate improvement

Consequences to the employee if he/she fails to improve must be included:

- Reduced or no General Pay Increase (GPI) and/or
- Minimal or no Contribution Rating Increase (CRI) and/or
- Minimal or no Contribution Award (CA) and/or
- Initiation of a formal CIP

Note: Samples of both Informal and Formal CIPs are included at the end of this presentation

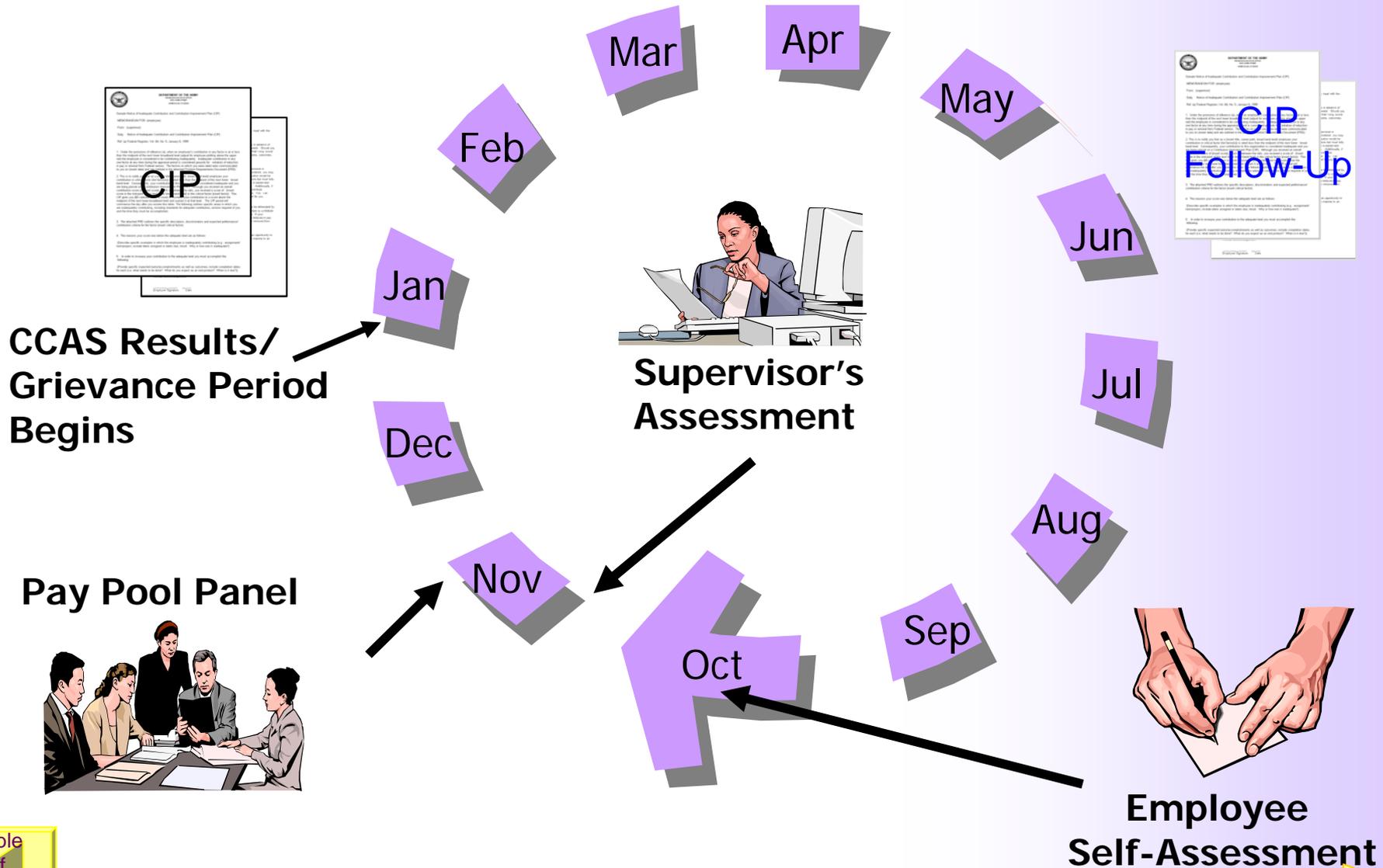
What follow-up should be taken?



The supervisor should follow up within 30 days of the Informal CIP. The follow up should also be documented.

The Formal Contribution Improvement Plan

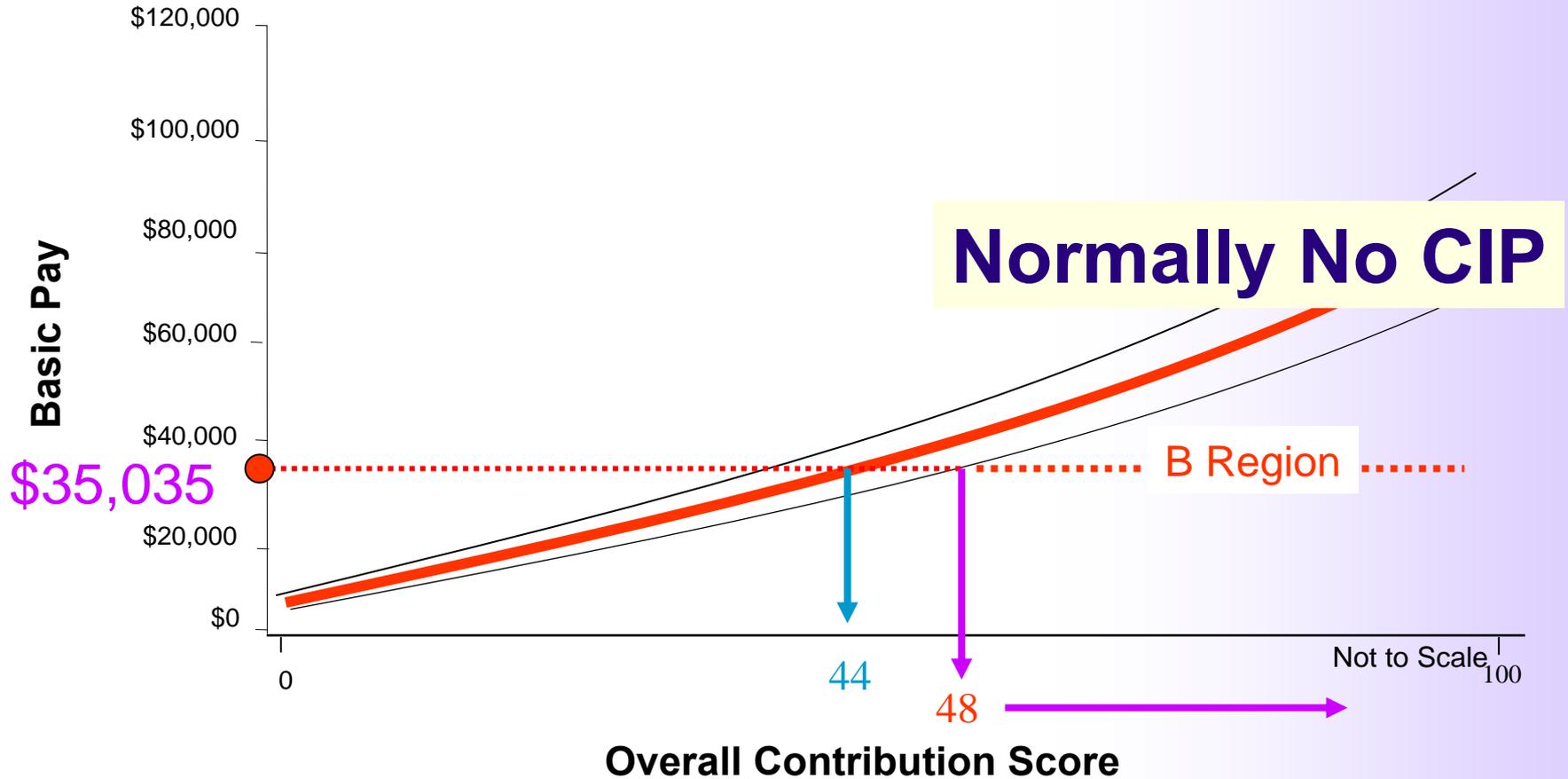
Formal CIP: The CCAS Cycle



The following may trigger a Formal CIP:

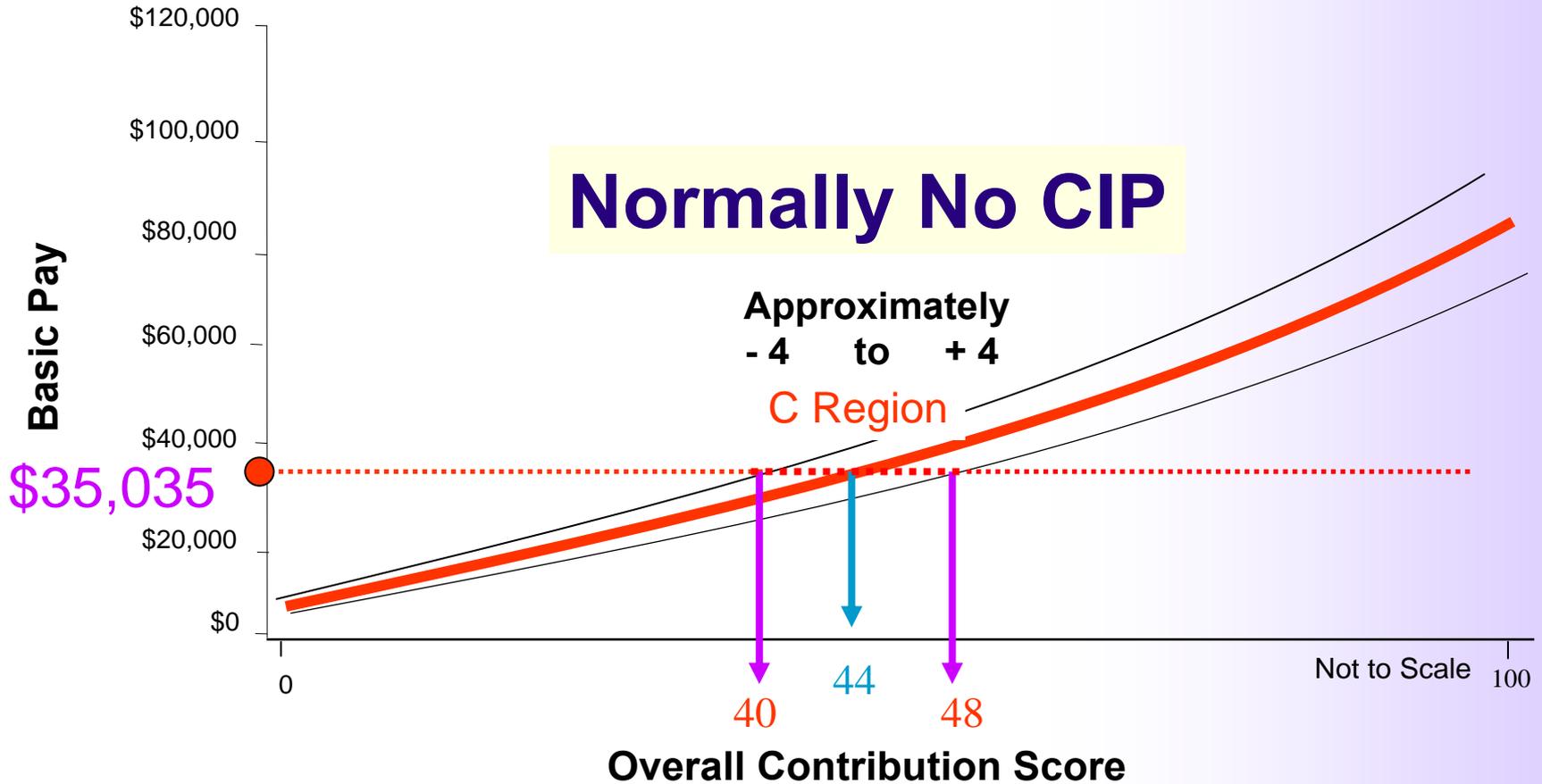
- 1. Rail Position**
- 2. Low Factor Score**

Rail Position: "B" Region



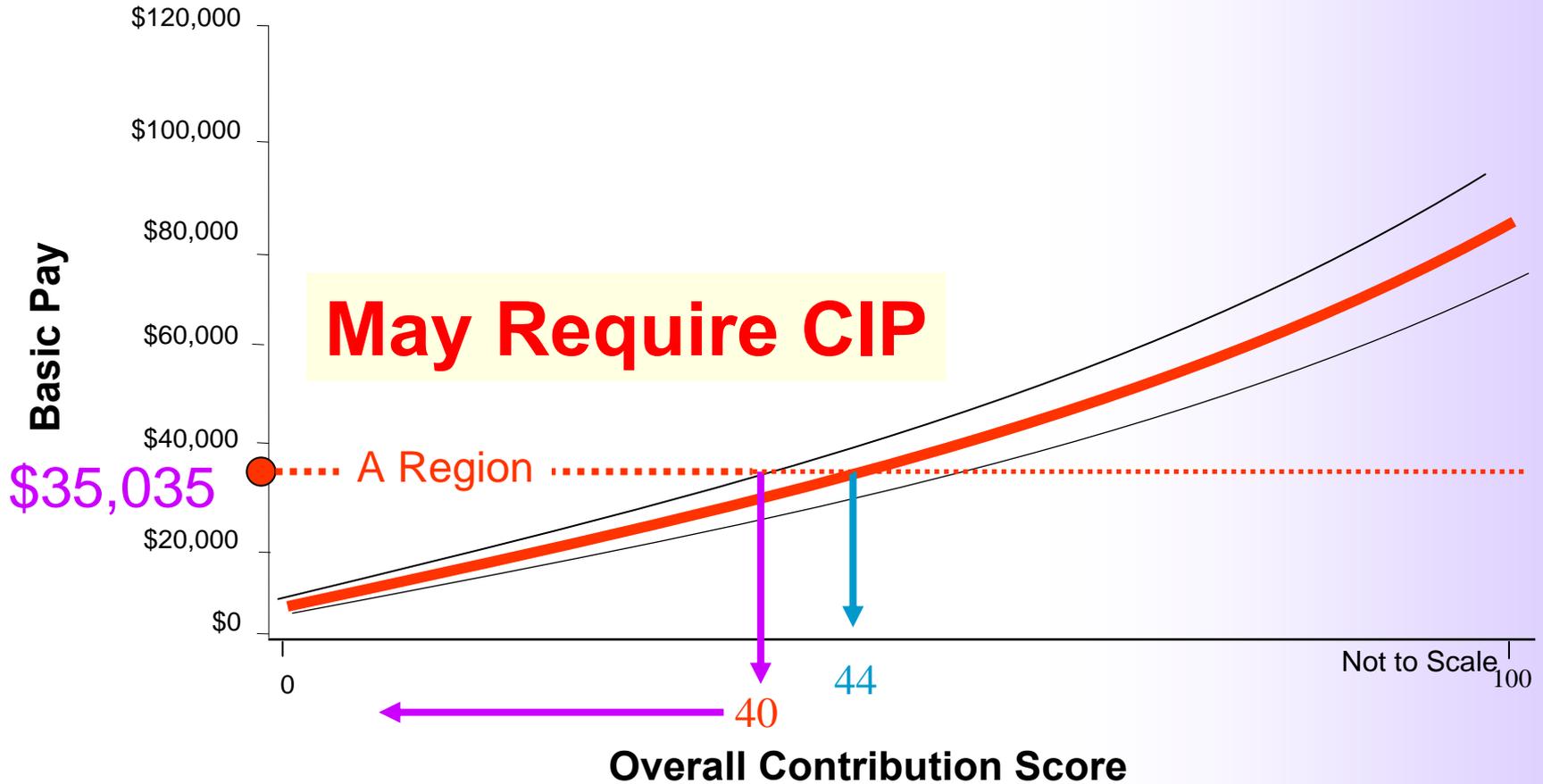
Below the Rails =
Compensation **B**elow Contribution

Normally No CIP



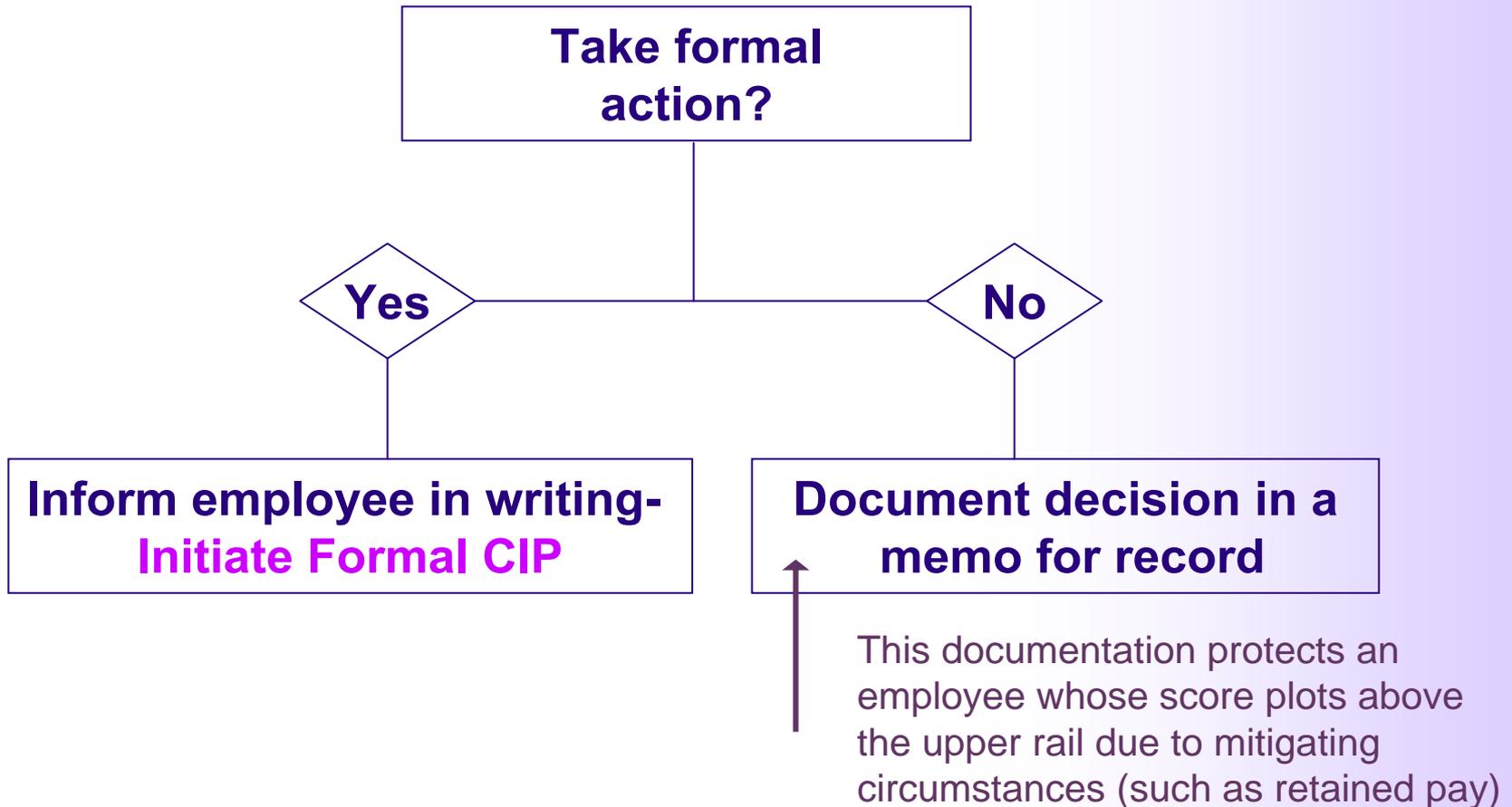
C-Region =
Compensation **C**onsistent with Contribution

Rail Position "A" Region



A-Region =
Compensation **A**bove Contribution

Compensation Exceeds Contribution



Automatic CIP Trigger: Low Factor Score

Any factor score **at or less than** numerical midpoint of next lower level triggers an automatic Formal CIP

			FACTORS					
			Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Commun.	Resource Mgt
Expected Level →	IV	Very High						
		High						
		Med						
		Low						
	III	High					X 79	
		Med	X 73			X 68		X 67
		Low		X 64				
	II	High						
		M-H						
		Med						
		M-L			X 41			
		Low						
	I	High						
		Med						
		Low						

Numerical Midpoint is 44

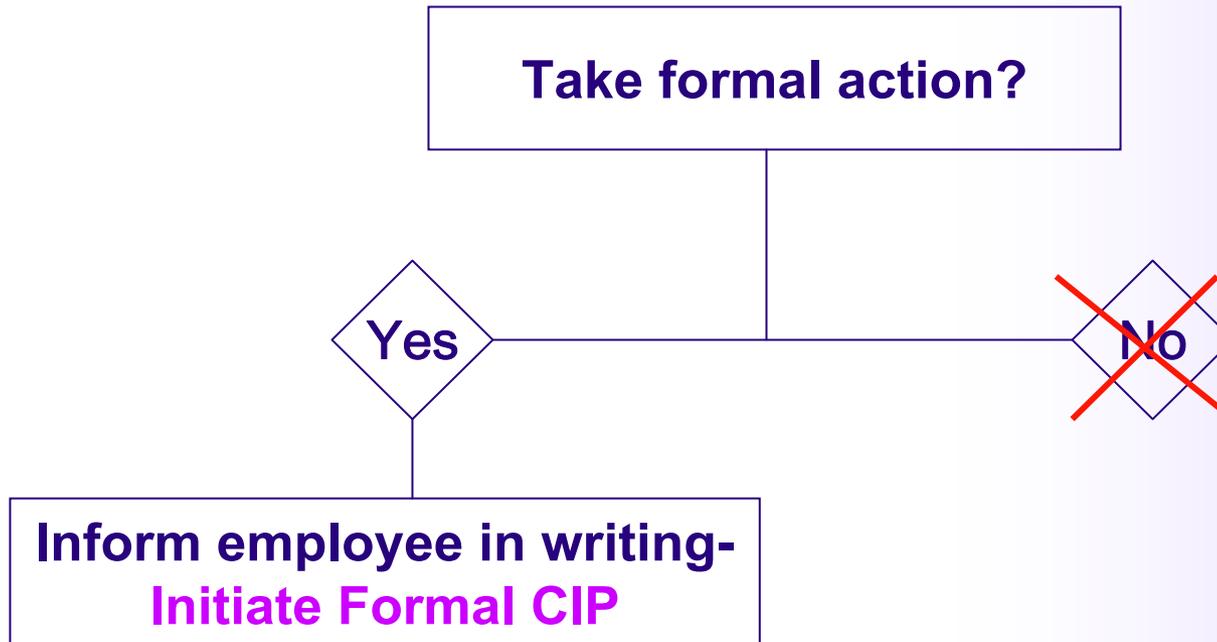
Numerical Mid-point for Each Career Path and Broadband Level

LEVELS		Business and Technical Professional	Technical Support	Administrative Support
		Point Range	Point Range	Point Range
IV	Very High	115	95	70
	High	96 - 100	79 - 83	
	Med	84 - 95	67 - 78	
	Low	79 - 83	61 - 66	
III	High	79 - 83	62 - 66	57 - 61
	Med	67 - 78	52 - 61	47 - 56
	Low	61 - 66	43 - 51	38 - 46
II	High	62 - 66	47 - 51	42 - 46
	M - H	51 - 61	41 - 46	
	Med	41 - 50	36 - 40	30 - 41
	M - L	30 - 40	30 - 35	
	Low	22 - 29	22 - 29	22 - 29
I	High	24 - 29	24 - 29	24 - 29
	Med	6 - 23	6 - 23	6 - 23
	Low	0 - 5	0 - 5	0 - 5

Table 4. Point Ranges

Low Factor Score: Initiate Formal CIP?

Contribution \leq Midpoint of Next Lower Broadband



A Formal CIP **Must** be Documented as a Memorandum of Record



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
6999 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This CIP gives you (60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance/ contribution criteria for the factor (insert critical factor).

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(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/ task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

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(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, CJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

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10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

A **Formal CIP** should contain the same information as the Informal CIP.

However, the consequences of failing to improve are more serious and may include:

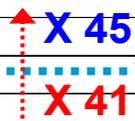
- ✓ Change in assignment
- ✓ Change in broadband level and/or career path
- ✓ **Reduction in pay**
- ✓ **Removal from Federal Service**

The Completion of a CIP

Definition of Improvement / Adequate Contribution

- Adequate improvement under a CIP is defined as:
 - within the Normal Pay Range (between the upper and lower rails) and / or
 - at the level above the numerical midpoint of the employee's next lower broadband level.

			FACTORS					
			Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Commun.	Resource Mgt
Expected Level	IV	Very High						
		High						Example: Factor score for customer relations improves to 45
		Med						
		Low						
	III	High	X 73				X 79	
		Med						X 67
		Low		X 64		X 68		
	II	High						
		M-H			X 45			
		Med			X 41			
		M-L						
	I	Low						
High								
Med								
		Low						



- If the employee demonstrated significant progress towards achieving the standard, the CIP may be extended.

Or

- If the employee achieved the standards stated in the CIP, the employee is considered to have successfully completed the CIP.

Documentation Requirements: Successful Completion of a CIP

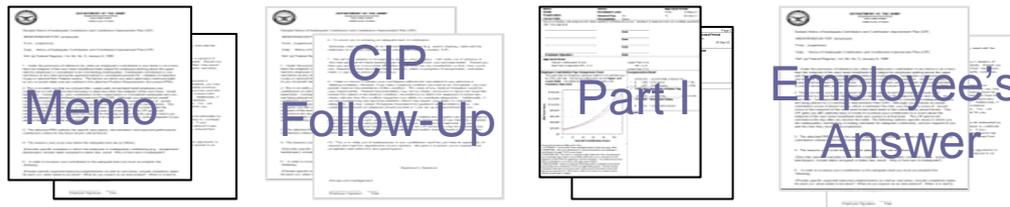
Employee who was formerly on a CIP has raised contribution to adequate standards.
No action was taken.

Maintain all documentation



Within two years

Two year marker



After two years



Any entry or any other notice of proposed action shall be removed from all records pertaining to the employee. This includes references in CCAS Planning and Evaluation Form. Part I should be maintained.



Unsuccessful Completion of a CIP: Reduction in Pay or Removal: Requirements

A Decision to **Remove**
or Reduce Pay for
Inadequate Contribution

-shall be based only on those instances of
inadequate contribution

AND

- shall be based on instances of inadequate
contribution that occurred during the two-year
period ending on the date of issuance of the
notice of proposed action

-at or before the time the action will be effective

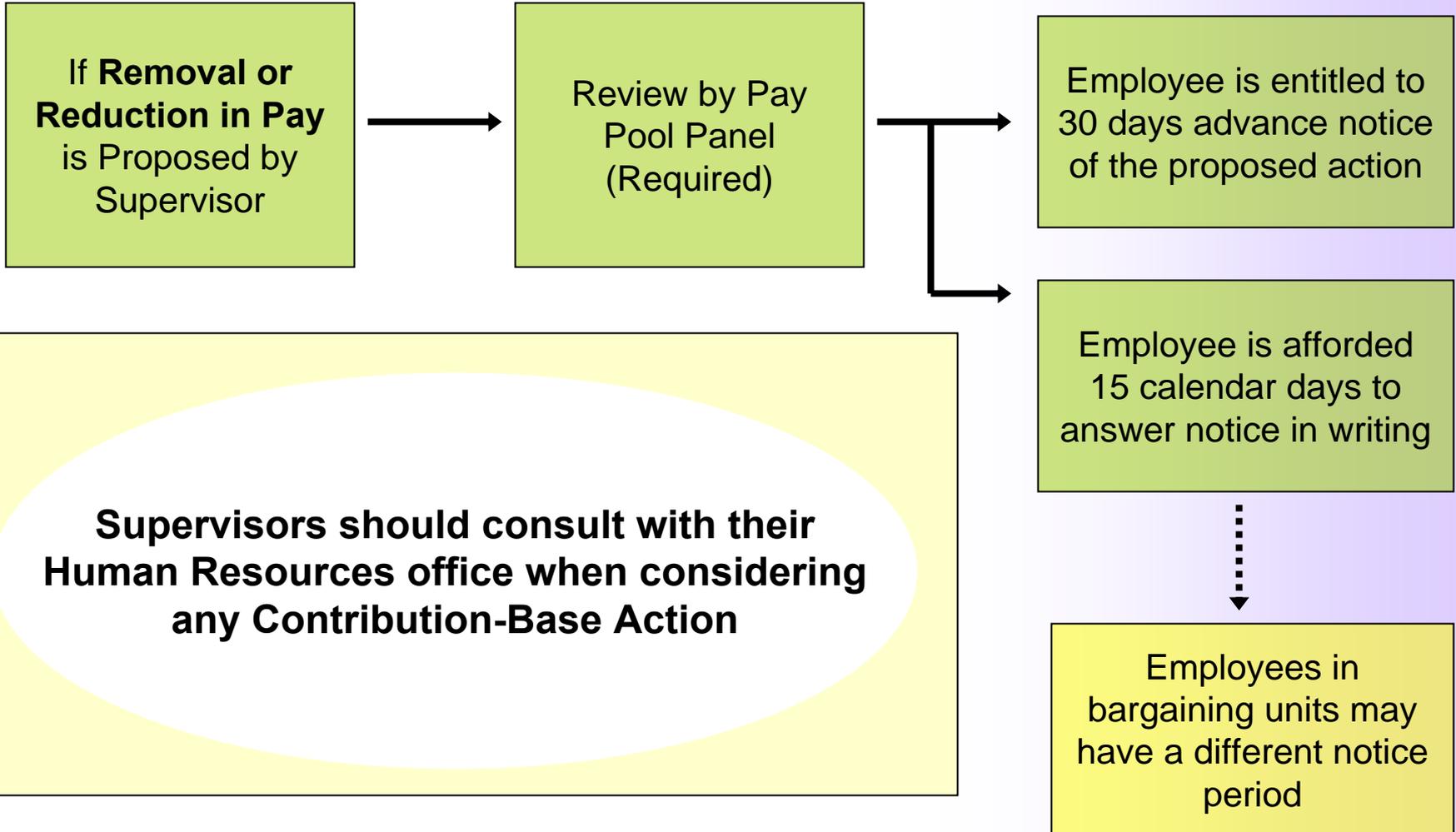
AND

-the notice must specify the instances of
inadequate contribution by the employee and
must inform the employee of any applicable
appeal or grievance rights

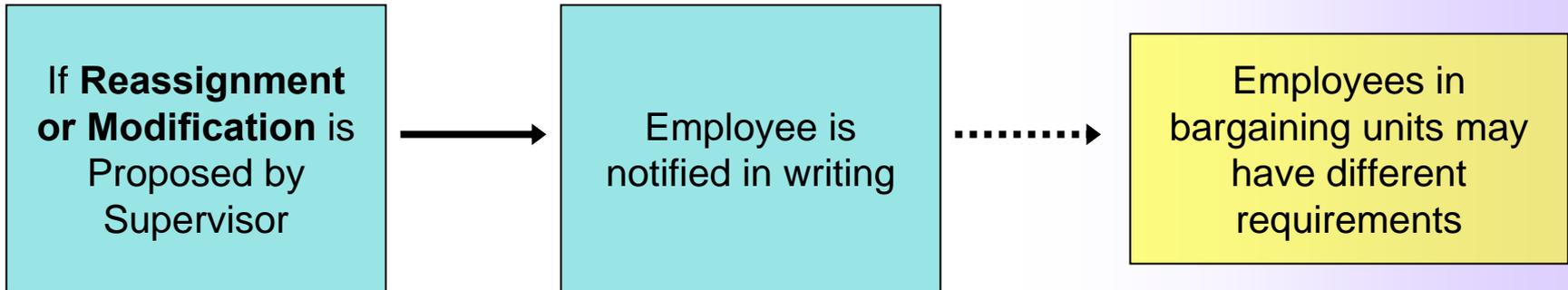
The employee shall be
issued a written notice



Unsuccessful Completion of a CIP: Reduction in Pay or Removal

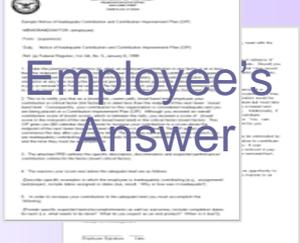
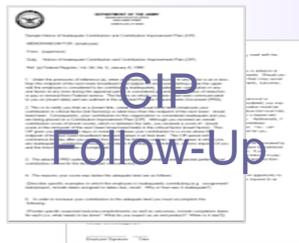
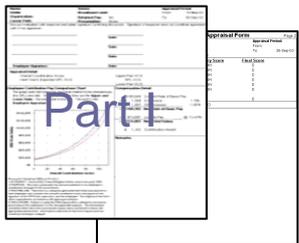
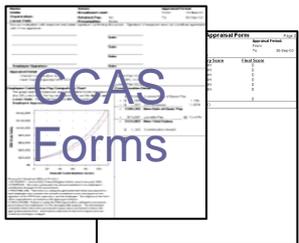
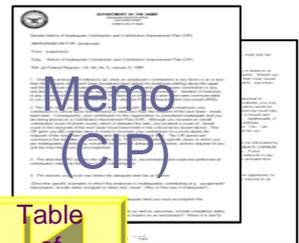
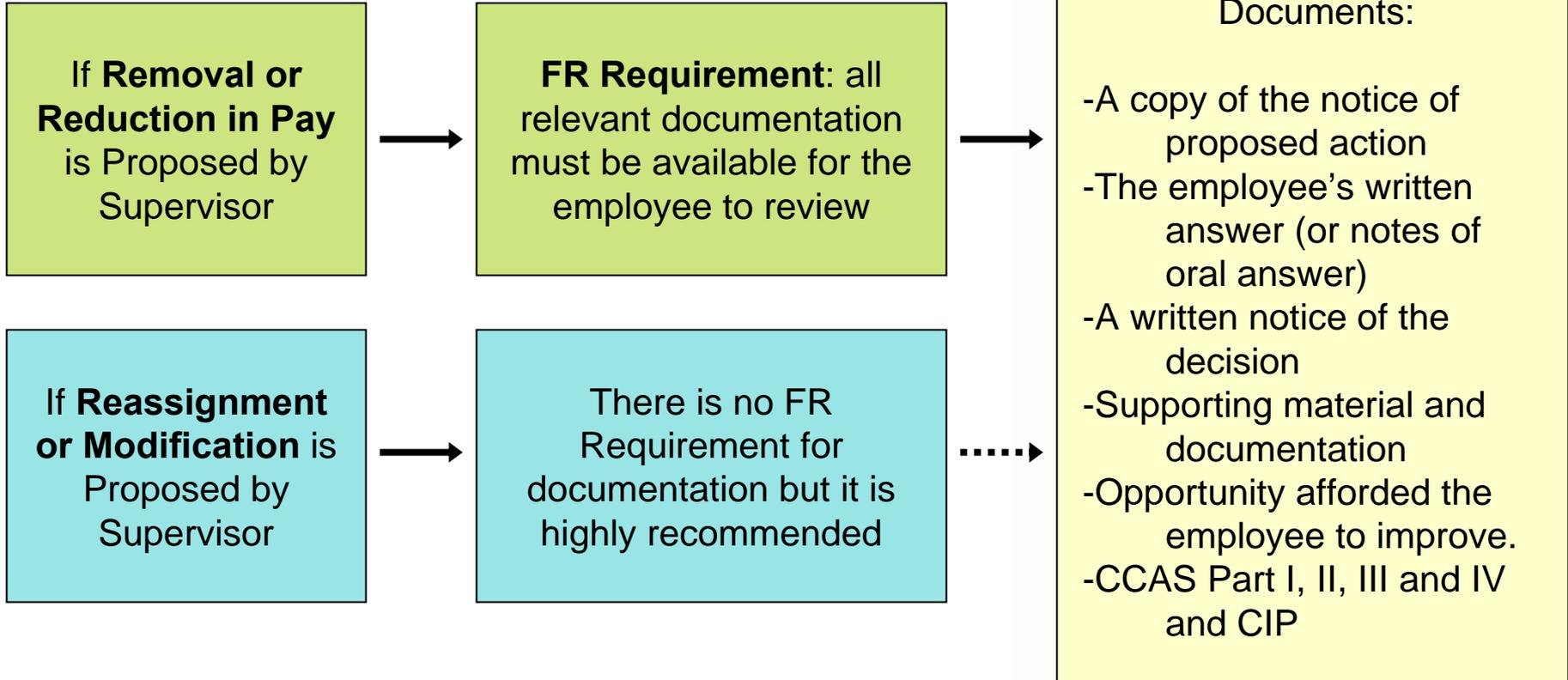


Unsuccessful Completion of a CIP: Reassignment or Modification of Duties

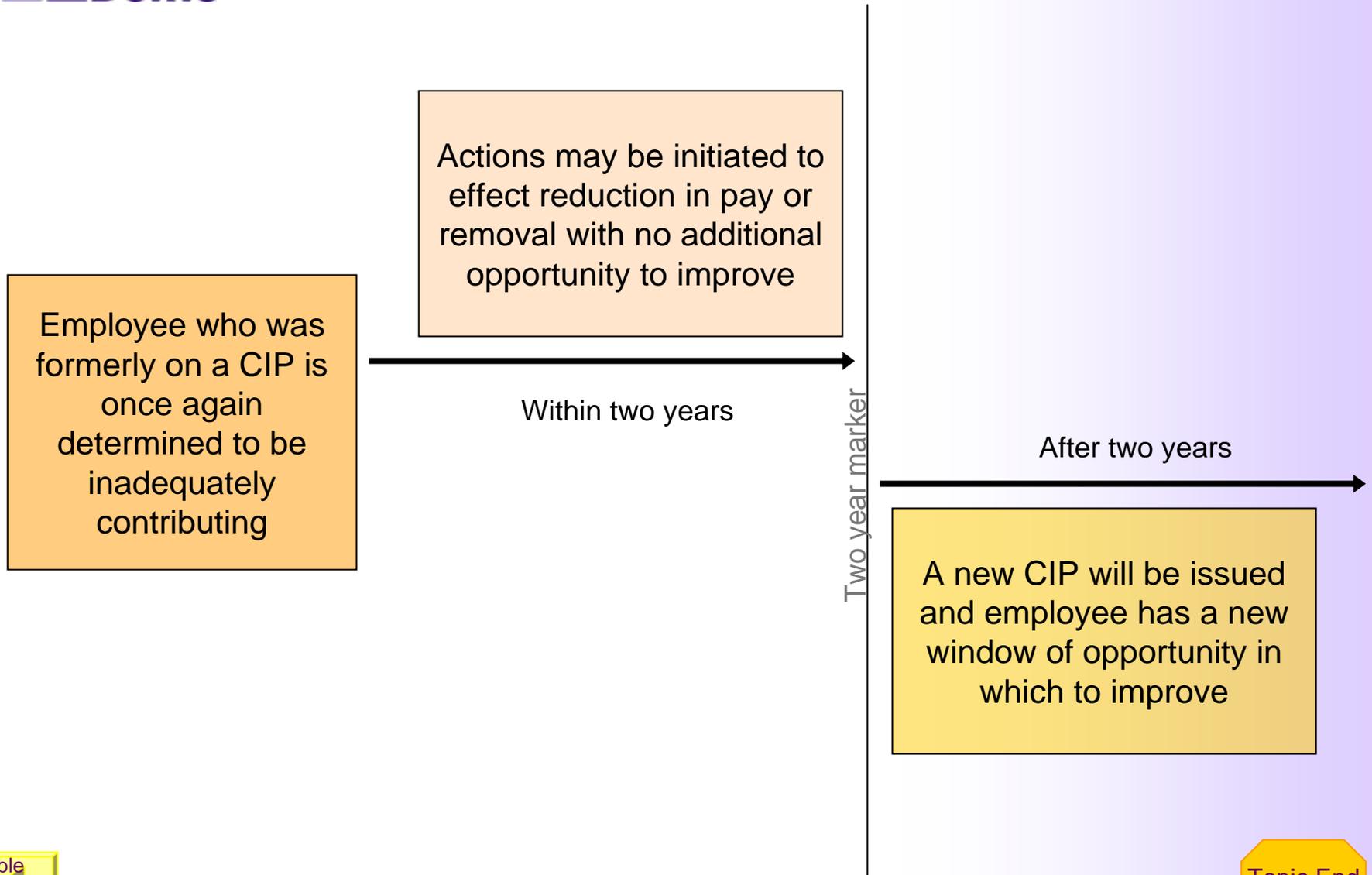


Supervisors are NOT required in the Federal Register to seek pay pool panel review, provide advance notice, or afford the employee the opportunity to respond for reassignment or modification of duties

Unsuccessful Completion of a CIP: Documentation Requirements



Inadequate Contribution Upon Successful Completion of the CIP



Documentation Samples

Sample Memorandum of Record P1: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This CIP gives you (60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance/contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

1. Under the provisions of reference (a), when an employee's contribution (select one or more of the following) in any factor is at or less than the midpoint of the next lower broadband level or plots above the upper rail or in any factor is less than the expected OCS the employee is considered to be contributing inadequately. Inadequate contribution at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

Receipt acknowledgement:

Employee Signature _____
Date

Sample Memorandum of Record P2: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Form

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Form

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

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Sample Memorandum of Record P3: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This CIP gives you (60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance, contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from

3. The attached PRD outlines the specific descriptors, discriminators and expected performance / contribution criteria for the factor (insert critical factor).

Receipt acknowledgement:

Employee Signature _____
Date

Sample Memorandum of Record P4: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This CIP gives you (60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance, contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/ task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion date for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/ task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

Sample Memorandum of Record P5: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This CIP gives you (60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance, contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion date for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each <i.e. what needs to be done? What do you expect as an end product? When is it due?>)

Employee Signature Date

Sample Memorandum of Record P6: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

contribution score of (insert score), which is between the rails, you received a score of (insert score in the mid-point of the next lower broad band level) in the critical factor (insert factor). This CIP gives you (60 calendar days or more) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

3. The attached PRD outlines the specific descriptors, discriminators and expected performance/ contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/ task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

Sample Memorandum of Record P7: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature _____
Date

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

Sample Memorandum of Record P8: Both Formal and Informal CIP

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

for each (i.e. what needs to be done? What do you expect as an end product? When is it due?)

Sample Memorandum of Record P9: Informal CIP Only

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. **If your contribution remains at an inadequate level following this Informal CIP period you may receive a reduced or no General Pay Increase, minimal or no Contribution Rating Increase, minimal or no Contribution Award, or a Formal CIP.**

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature _____
Date

contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

Sample Memorandum of Record P9: Formal CIP Only

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. **The consequences of failure to improve under this Formal CIP may include reduction in pay (which may include a change to a lower broadband level and/or reassignment) or removal from Federal Service.**

3. The attached PRD outlines the specific descriptors, discriminators and expected performance/contribution criteria for the factor (insert critical factor).

4. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

5. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature _____
Date

Sample Memorandum of Record P10: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

3. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

Sample Memorandum of Record Signature Block: Both Formal and Informal CIP



DEPARTMENT OF THE ARMY
PROGRAM EXECUTIVE OFFICE
8888 SOME STREET
SOME PLACE, ST 00000

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (adjust for employee plotting above the upper rail) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (insert date) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (insert title, career path, broad band level) employee your contribution in critical factor (list factor(s)) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (insert score), which is between the rails, you received a score of (insert

6. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

7. We will meet (weekly or bi-weekly) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary)

8. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (insert number) or I can set up an appointment for you.

9. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

10. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (period given).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature Date

following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

(Signature Block: It is imperative that the Memorandum of Record, whether for a Formal or Informal CIP, be signed and dated by both parties. If the employee refuses to sign, this should be noted by the supervisor along with the date.)

Questions?

Comments?

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 - jerold.a.lee@us.army.mil
- Cathy Anderson 703-805-1332 or DSN 655-1332
 - catherine.e.anderson@us.army.mil