# **Notification of Improvement Needed (NIN) Fact Sheet**

**Purpose of the form**:

The Notification of Improvement Needed is used to identify poor, substandard, or unacceptable performance of any essential function, learning goals, special assignment, agency, or unit objectives that fall below the Successful level. Performance concerns for probationary employees should be documented on the Probationary Progress Review Form.

**When to prepare the form:**

The Notice of Improvement Needed may be completed at any time during the performance cycle and should be completed as close to the occurrence as possible. A Notice of Improvement Needed must be attached to the Annual Performance Evaluation when submitted to Human Resources to support an overall rating of Unsuccessful; however, receipt of this acknowledgment does not guarantee such a rating. (An active written notice may also be used to support an overall rating of Unsuccessful.)

**Who prepares the form:**

The immediate supervisor completes the Notice of Improvement Needed and must include a detailed improvement plan, which should have an improvement period of no less than 30 days or no more than 90 days. Supervisors must follow up continuously with their employees during the improvement period. Immediate supervisors must consult with their [HR Consultant](https://www.jmu.edu/humanresources/search.shtml) before proceeding with a Notice of Improvement Needed. The Notice of Improvement Needed is signed by the supervisor and reviewer before it is issued to the employee. **Supervisors can hover over the (🛈) symbol for guiding definitions when completing the form.** A sample Notice of Improvement Needed is provided on the next page as a reference.

**Presentation of the form:**

A copy of the signed Notice of Improvement Needed is given to the employee.

**Retention:**

When the Notice of Improvement Needed is used to support an overall rating of Unsuccessful on the Annual Performance Evaluation, the original form is sent to Human Resources along with the evaluation. The Notice of Improvement Needed then becomes part of the employee’s personnel file maintained in Human Resources. Otherwise, the form is retained in the department’s files until the annual evaluation process is complete.

**Whom to Contact:**

Supervisors must contact their [HR Consultant](https://www.jmu.edu/humanresources/search.shtml) before proceeding with a Notice of Improvement Needed.

**Related Policies:**

[JMU Policy #1305](https://www.jmu.edu/jmu-policy/policies/1305.shtml) Classified Employee Performance Evaluation

[JMU Policy #1317](https://www.jmu.edu/jmu-policy/policies/1317.shtml) Classified Employee Standards of Conduct and Performance  
[DHRM Policy #1.40](https://web1.dhrm.virginia.gov/itech/hrpolicy/pol1_40.html) Performance Planning and Evaluation

**Performance Management**

**Notice of Improvement Needed (SAMPLE)**

|  |  |
| --- | --- |
| Employee ID # and Name  123456789/Jimmy Madison | Working Title:  Administrative Assistant |
| Department:  Office of Human Resources | Date Initiated:  03/01/2025 |

This form documents and serves as a notification that you must make immediate and sustained improvement in the performance of your essential functions. Failure to improve your performance as outlined below may result in an overall Unsuccessful rating on this year’s annual performance evaluation and/or may result in additional disciplinary actions, up to and including termination.

|  |  |
| --- | --- |
| **Performance Concerns🛈** | |
| Specific Performance Deficiencies🛈 | Specific Improvement(s) Needed🛈 |
| 1. You are not consistently meeting established deadlines as outlined below:    * The monthly reconciliation report is due on the 15th of each month. Last month you completed the report ten days late.    * You were responsible for scheduling computer reimaging for three staff members by February 20th. That task has still not been completed. 2. I have received feedback from customers that it takes you a week or more to respond to their email and/or voicemail. 3. I have observed that your email responses are often confusing and do not clearly answer customer’s questions. You often respond to emails with all words capitalized, have punctuation misplacement, and typos. 4. The expectation for departmental mail is to be distributed by the end of the business day that it is received. I have observed that you distribute departmental mail two - three days after it is received. | 1. Project and work deadlines must be met. If an issue arises that prohibits you from meeting the assigned deadline, you must notify me immediately via email.   SAMPLE     1. Our departmental expectation is to reply to all emails and voicemail messages within two business days. 2. As a representative of our office, you must communicate professionally. This includes responding to inquiries clearly and utilizing proper spelling, grammar, and capitalization. 3. You must distribute departmental mail by the end of the business day that it is received. If an issue arises that prohibits you from meeting this expectation, you must notify me immediately via email. |
| **Specific Improvement Plan🛈** | |
| Performance Expectation(s) and Timeline🛈 | Measures for Success🛈 |
| We will meet bi-weekly to review progress towards the expectations outlined below. This improvement plan is in effect for the next 90 days (*March 1, 2025 – June 1, 2025).*     1. Complete all assignments by the established deadlines.    1. Many times, our deadlines are tied directly to other employees’ work; therefore, when you do not meet a deadline, it negatively affects the work of others.    2. If at any time you feel the deadline is not attainable, you need to schedule a meeting with me to discuss. 2. Respond to emails and voicemails within two business days.   SAMPLE   1. Correspondences must be professional and free from grammatical errors.    1. For more guidance, please attend the Professional Writing workshop on April 15, 2025.    2. Use grammar tools to review and edit your correspondences. Most of these tools are free and easy to use. 2. Distribute intercampus mail by the end of the business day it is received. | 1. The monthly reconciliation reports during this 90-day window are completed by the 15th of each month. The February reconciliation report is completed by March 2, 2025. Computer reimaging for the three staff members is scheduled by March 15, 2025. 2. Emails and voicemails from customers are responded to within two business days. 3. All written correspondence is professional and error-free. Answers to customers’ questions must be clear and concise. 4. Intercampus mail is distributed to staff by the end of the current business day. |

**Performance Management**

**Notice of Improvement Needed**

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| --- | --- |
| Employee ID # and Name | Working Title: |
| Department: | Date Initiated: |

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| **Performance Concerns🛈** | |
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|  |  |
| **Specific Improvement Plan🛈** | |
| Performance Expectation(s) and Timeline🛈 | Measures for Success🛈 |
|  |  |

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| --- | --- |
| **Signatures🛈** | |
| Supervisor’s Comments: | |
| Supervisor’s Signature: | Date: |
| Supervisor’s Name Printed: | |
|  | |
| Reviewer’s Comments: | |
| Reviewer’s Signature: | Date: |
| Reviewer’s Name Printed: | |
|  | |
| Employee Comments: | |
| Employee’s Signature: | Date: |
| Employee’s Name Printed: | |