



Policy Guide

Developing & Implementing Performance Improvement Plans (PIPs)

Purpose of a PIP

Performance Improvement Plans are intended to advise employees when their job performance fails to meet the expectations. Supervisors and managers are responsible for coaching, counseling and providing ongoing feedback to employees on their completion of performance objectives. The ultimate goal is to provide employees with the opportunity to be successful in their position and PIPs are a tool supervisors use to aid their employees in improving their performance. PIPs are not intended to serve solely as a precursor to discipline.

Critical Elements of a PIP

- **Outline why the PIP is needed.** This involves describing the performance expectations, identifying areas where the employee is not meeting expectations and the impact of the employee's job performance on the department's ability to meet their goals.
- **Identify Performance Issues.** List all of the performance issues with examples and evidence to support these statements.
- **Establish improvement strategies.** Explain how the employee should correct their performance and include any resources, training or mentoring that will be provided.
- **Develop milestones.** Outline a timeline and a deadline by which these issues should be corrected.
- **Schedule regular meetings** with the employee to review progress or concerns, make adjustments to plan as needed and discuss available resources.
- **State the consequences.** Note the potential consequences and disciplinary actions the employee may receive for failing to meet the PIP expectations.

Review the PIP with HR

- Consult with your Agency's HR representative before presenting the PIP to the employee. Check for several important criteria:
 - Ensure the plan doesn't incorporate non-performance related bias against the employee.
 - Ensure the objectives are clear and the timeframe is reasonable and achievable.
 - Ensure the employee is provided with the proper tools, resources and training.

Implementing the PIP

- **Meet one on one with the employee.** Maintain confidentiality of the discussion.
- **Communicate the goals and the timeline.** Give them targets to achieve by the next meeting.
- **Allow time for questions.** Clarification of the issues may be required.
- **Monitor the employee's progress.** Schedule weekly or bi-weekly meetings and encourage the employee to reach out with questions as needed. Invite the employee to share factors that may be impeding progress and discuss remedies.
- **Schedule a final meeting to discuss the outcome.** If the employee fails to meet the expectations, consult with your Agency HR to determine appropriate next steps.