

## Organization and Human Resource Consulting

### Performance Improvement Plan

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#### What is a PIP?

A performance improvement plan (PIP) is a document written by a supervisor or manager to clearly state performance expectations. It is often used as part of the corrective action process. The purpose of a PIP is to provide sufficient structure and clarity so the employee will be successful in changing his or her behavior and will thereby meet performance expectations.

#### What's included in a PIP?

A Performance Improvement Plan should include:

- √ Description of the behavior that needs to change and why it needs to change.
- √ The expectation, policy, or rule that has been violated.
- √ Description of the desired behavior and the time frame within which the desired performance must occur.
- √ Action steps that can be taken to reach the desired behavior.
- √ Information on how the employee's behavior will be monitored.
- √ An established date and time to discuss progress (successes and challenges) in changing the behavior.
- √ The statement, "Further disciplinary action, up to and including dismissal, will be necessary if the behavior is not corrected." This statement is necessary if the PIP is being used as part of a corrective action process.

Performance Improvement Plans must be shared with the employee and should include date and signature lines for the supervisor and employee. During this conversation it is appropriate for the supervisor/manager and the employee to both agree to new behaviors that will support the desired performance. For example, the supervisor might agree to weekly meetings or provide relevant training.

Performance Improvement Plans should be retained in the employee's permanent personnel file. Permanent personnel files are located in the unit human resource office.