



Tammy Middleton **HR Risk Manager**

- Bachelor of Science in Psychology
- SHRM-CP, CIWCS, CPHR
- Specialty Credentials
 - Employing Abilities at Work
 - Veterans at Work
 - Mental Health Ally



Performance Improvement Plan

IAC 2026

PRESENTED BY:



Member Owned, Member Driven

What is a Performance Improvement Plan (PIP)?

A documented plan that:

- Addresses and corrects performance and/or conduct issues
- Sets clear expectations, timelines, and measurable goals for improvement
- Creates accountability for work product and behavior
- Is supportive



Purpose

- A PIP is to help employees meet the minimum performance expectations
- A PIP is a structured opportunity for improvement
- A PIP is to help employees retain employment
- A PIP is not a guarantee of continued employment

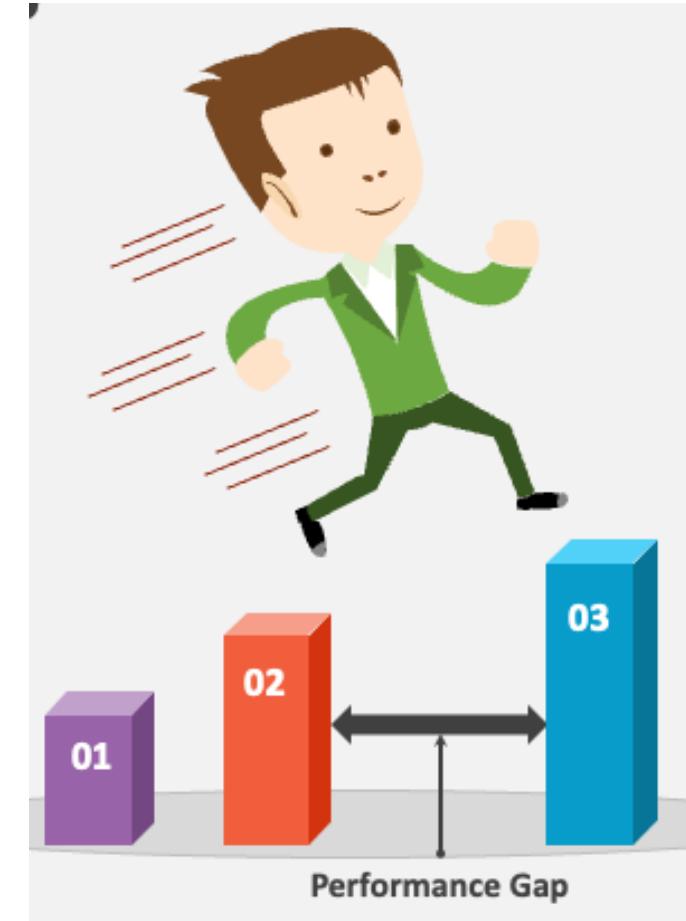
When to use PIP

When the issue is skill, productivity , or execution based

- Inconsistently meeting deadlines
- Quality issues due to lack of mastery, errors or accuracy
- Difficulty prioritizing workload
- Struggles with applying procedures correctly
- Gaps in technical proficiency

Ask yourself if coaching, practice, and feedback can reasonably close the gap.

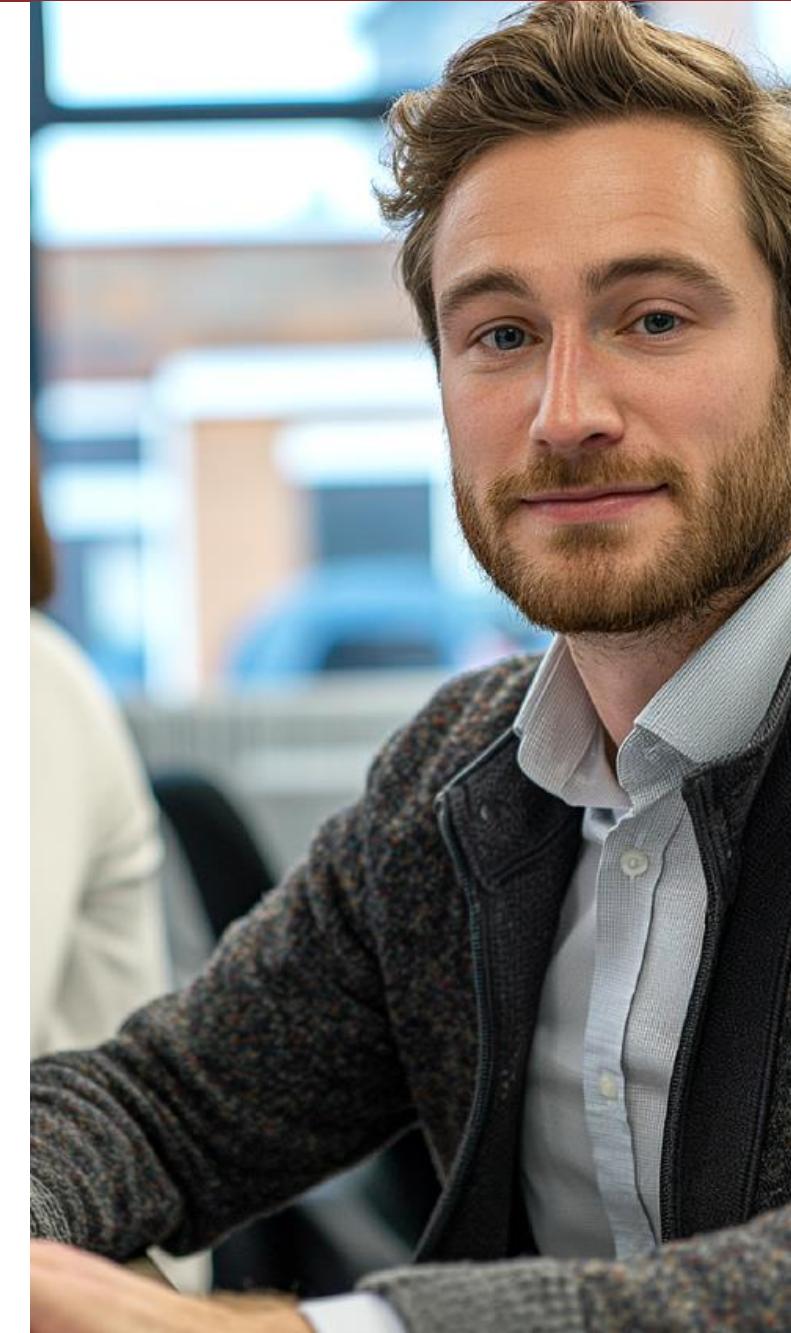
If so, then a PIP may be appropriate



The employee is willing to make a good faith effort

- They should acknowledges the gap exists
- They must engage in coaching and training
- They must make corrections
- They seek clarification and support

PIP is supportive not punitive





Key Components of a Performance Improvement Plan

1. Statement of the required outcome
2. Define how success will be measured
3. Include time limits
4. Outline support and resources
5. Explain consequences and next steps
6. Set regular progress check-ins

Think about deliverables strategically

EXAMPLES of Deliverables:

- Fewer errors week over week
- Improved timeliness
- Documented application of feedback
- Demonstrated use of tools or processes

Deliverable are progress that can be tracked, and steps can be taken to fix the situation

CHECKLIST















Best Practices for PIP

- Length should be 30 days in most cases
- If more than 60 days are needed, PIP is generally the wrong tool
- Should be used when incremental improvement is appropriate



When NOT to use PIP

- For behaviors that can improve or stop immediately
- As a type of disciplinary action
- When employees do not have the necessary skills
- When employees can not pass exams or certification
- For improving skills that already meet expectations.
- As long-term monitoring
- If you aren't going to follow up

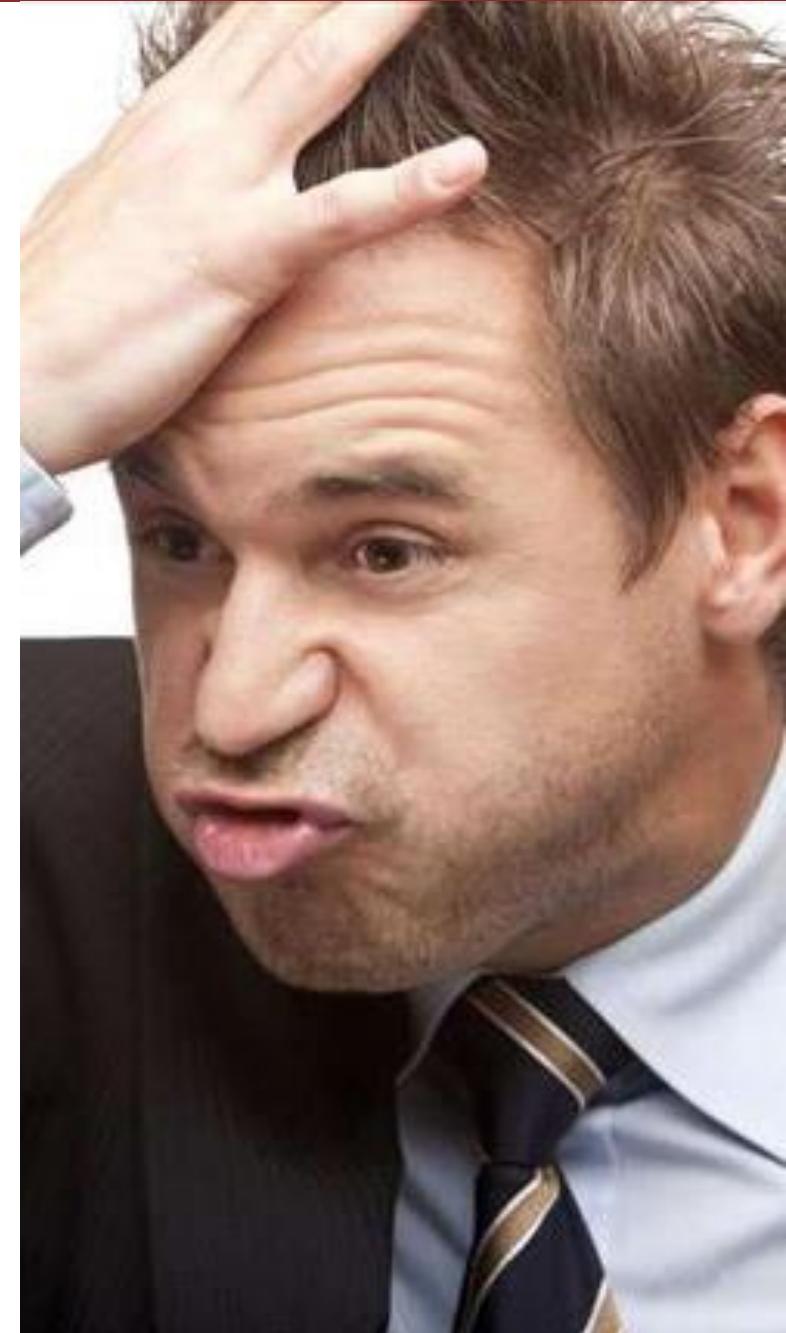


Situations when PIP is not appropriate

- Insubordination
- Attendance violations
- Harassment and unprofessional conduct
- Safety violations
- Dishonesty
- When the employee can do the job but won't
 - Knows the expectations
 - Has demonstrated capability
 - Chooses not to comply

Common Mistakes to Avoid

- Setting unrealistic goals
- Failure to provide resources or feedback
- Using a PIP as a shortcut to termination
- Including too many performance or behavioral issues
- Failure to provide prior training
- Failure to provide adequate coaching and support
- Failure to follow up/follow through



Potential Outcomes of PIP

Successful Completion

- Employee meets all expectations within timeframe
- PIP is close with the expectation of sustained performance

Extension of the PIP

- Progress is evident, but goals are not fully met
- Provide additional support and resources

Failure to Meet Expectation

- Reassignment to a different role, if suitable/available
- Demotion to a position aligned with their capabilities
- Termination of employment

PERFORMANCE IMPROVEMENT PLAN

Employee Name	Date Plan Presented
Length of Plan	End Date

Your role is critical to the success of our organization. Currently, your performance is not meeting the Agency's expectations, which is discussed in more detail below.

You are being placed on a Performance Improvement Plan (PIP). There are three potential outcomes:

- **Successful completion of the PIP;**
- **Extension of the PIP;**
- **Termination of employment.**

The Agency does not promise that you will remain employed until the end of the plan. Should you fail to make progress or should your performance or behavior decline during the PIP, you may be terminated before its conclusion. You may also be terminated for any other reason allowed by law, regardless of its relation to the PIP.

PERFORMANCE FAILING TO MEET THE AGENCY'S MINIMUM EXPECTATIONS

- Productivity
- Efficiency
- Teamwork
- Quality
- Attendance
- Conduct
- Communication
- Other: _____

EXAMPLES OF PERFORMANCE FAILING TO MEET THE AGENCY'S MINIMUM EXPECTATIONS

DELIVERABLES AND/OR OTHER EXPECTATIONS

SUMMARY & ACKNOWLEDGEMENT

Successful completion of this PIP is necessary for your continued employment with the Agency. We are committed to helping you achieve these goals, so please do not hesitate to reach out if you have questions or concerns regarding the deliverables listed in this document. To help you achieve these goals and provide you with regular feedback regarding your progress, your supervisor will meet with you regularly during the course of the PIP. This PIP is not intended to be an employment contract or a guarantee of continuing employment. The dates of these meetings are listed below.

PERIODIC REVIEW NOTES

Date	Comments

Legal Risks and Considerations

- ADA, FMLA or other complications
- Unequal treatment with other employees
- Lack of documentation supporting the need for PIP
- Allowing an employee to continue with a PIP despite lack of any improvement
- Failure to follow the PIP check-ins
- Forgetting about the PIP
- Failure to follow through with stated consequences





Positive Framing

- PIP can lead to career comebacks and growth opportunities
- Sharing success stories or examples *no names, please*
- After the PIP starts, give positive feedback on improvements along the way



**Tammy Middleton
HR Risk Manager**

tmiddleton@icrmp.org

208-246-8204