



Member Owned, Member Driven

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## **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**



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**PRESENTED BY:**



**ICRMP**

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# 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 acknowledge 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



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# 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



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