

Performance Improvement Plan Guide

The purpose of a Performance Improvement Plan (PIP) is to identify gaps in the employee's job performance. Using a PIP is a tool intended to create a plan for sustained improvement in job performance.

- A PIP can be created at any time during the employee's term of employment.
- A PIP is required to be completed for any employee who Does Not Meet Expectations on a Performance Evaluation.

A PIP is not discipline. However, failure to attain sustained improvement can lead to formal disciplinary action. **It would not be acceptable to have repeated PIPs for the same behaviors.** This is a deeper performance issue, and the supervisor should consult with employee relations to investigate formal discipline. The path chosen is ultimately up to the supervisor.

A PIP should not be created for foundational issues like professionalism, time and attendance. These are minimum qualifiers for working at UK. These issues should be corrected immediately. Continued issues in these areas are either corrected immediately or could lead to formal discipline. A PIP should be related to job duties within the job description.

When crafting a PIP, the supervisor should assess the problem, identify the gap in performance. All aspects of the PIP should identify the required job duty. What did not happen and how this can be corrected. Relevant examples are very important.

The supervisor should also determine how frequently to check in with the employees. Technically, this is identifying the gap, educating the employee on that gap and why it is important. Outlining the expectations and timeline for correction.

It is important that the supervisor set a timeline for follow-up that is manageable and realistic.

Ideally gaps should have been discussed prior to creating a PIP over a period of time throughout the evaluation year.

To complete a PIP the following tools are needed:

- The employee's job descriptions
- Any prior corrective actions
- Any documentation of performance gaps (Discussions, email, feedback related to projects, firsthand observations).
- The employee's most recent performance evaluation
- The employee's self-evaluation if complete

outline the gaps in performance by referencing the major job responsibilities associated with the employee's job description. After reviewing all documentation, the supervisor should determine if a PIP is an appropriate course of action. If there have been repeated PIPs in the employee's work history without taking on greater/different job responsibilities, the supervisor should determine steps moving forward.

Once the PIP is created the supervisor should review the document with the employee.

It is important to discuss the reasons around the PIP being created.

It is also important to understand the employee perspective related to the gaps in performance.

- This may indicate a lack of tools or resources which would make the PIP void.