

Performance Improvement Plan (PIP) Policy

Document ID: HR-EMP-010 **Effective Date:** January 1, 2024 **Last Reviewed:** March 2024 **Owner:** Human Resources **Applies To:** All Employees

Policy Statement

NovaTech is committed to helping employees succeed in their roles. When performance falls below expectations, we provide structured support through a Performance Improvement Plan (PIP). This policy outlines the PIP process, expectations, and support available.

Purpose

The Performance Improvement Plan is designed to:

- Clearly communicate performance gaps
- Provide specific, measurable improvement goals
- Offer support and resources for improvement
- Document the improvement process
- Create a path back to good standing

A PIP is **not** a precursor to termination—it's an opportunity for genuine improvement with manager support.

When a PIP is Appropriate

Appropriate Use Cases

- Consistent failure to meet performance expectations
- Pattern of missed deadlines or deliverables
- Quality of work below role requirements
- Failure to meet goals after informal coaching
- Behavioral issues affecting team performance

Not Appropriate For

- First-time performance concerns (use coaching first)
 - Issues requiring immediate action (safety, ethics)
 - Situations better addressed by role change
 - External factors beyond employee control
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PIP Process

Step 1: Pre-PIP Assessment

Manager responsibilities:

1. **Document concerns** with specific examples
2. **Review history** of feedback and coaching
3. **Consult HR Business Partner** before initiating
4. Consider alternatives (training, role adjustment)
5. **Prepare improvement plan draft**

Step 2: PIP Meeting

Participants: Employee, Manager, HR Representative

Meeting agenda:

1. Explain purpose of PIP
2. Review specific performance concerns
3. Present improvement plan and goals
4. Discuss support and resources
5. Answer employee questions
6. Set check-in schedule
7. Employee acknowledgment (not agreement)

Step 3: Active PIP Period

Duration: Typically 30-60 days

During this period:

- Weekly 1:1 meetings with manager
- Documented progress reviews
- Access to additional training/resources
- HR check-ins at midpoint

Step 4: PIP Conclusion

Possible outcomes:

1. **Successful completion** - Return to good standing
 2. **Extension** - Additional time if progress shown
 3. **Role change** - If skills better suited elsewhere
 4. **Employment separation** - If goals not met
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PIP Document Components

Required Elements

PERFORMANCE IMPROVEMENT PLAN

Employee Name: [Name]
Position: [Title]
Department: [Department]
Manager: [Manager Name]
HR Partner: [HR Name]
PIP Start Date: [Date]
PIP End Date: [Date]

PERFORMANCE CONCERNS

[Specific, documented examples]

IMPROVEMENT GOALS

[SMART goals - Specific, Measurable, Achievable, Relevant, Time-bound]

SUCCESS CRITERIA

[Clear metrics for successful completion]

SUPPORT PROVIDED

[Training, resources, coaching]

CHECK-IN SCHEDULE

[Weekly meeting dates]

CONSEQUENCES

[Outcome if goals not met]

ACKNOWLEDGMENT

Employee Signature: _____ Date: _____
Manager Signature: _____ Date: _____
HR Signature: _____ Date: _____

Employee Rights During PIP

Guaranteed Rights

- Clear communication of expectations
- Regular feedback on progress
- Access to HR representative
- Reasonable resources for improvement
- Response to concerns in writing
- Continued benefits during PIP period

What Employees Can Do

- Ask clarifying questions
 - Request additional support
 - Document their perspective
 - Seek HR guidance confidentially
 - Focus on improvement without fear
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Manager Responsibilities

Before PIP

- Document performance concerns thoroughly
- Provide prior informal feedback
- Consult with HR Business Partner
- Prepare specific, achievable goals
- Schedule PIP meeting with HR present

During PIP

- Meet weekly for progress review
- Document all check-in conversations
- Provide timely, specific feedback

- Remove barriers to improvement
- Recognize progress made
- Maintain professional relationship

After PIP

- Conduct formal conclusion meeting
 - Document outcome
 - If successful: acknowledge and support
 - If unsuccessful: follow separation process
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HR Responsibilities

Support Functions

- Review PIP documentation before initiation
- Attend PIP initiation meeting
- Provide employee support resources
- Conduct midpoint check-in with employee
- Ensure fair and consistent process
- Document all PIP-related communications

Compliance

- Ensure non-discriminatory application
 - Review for legal considerations
 - Maintain confidential records
 - Track PIP outcomes for patterns
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Support Resources

For Employees on PIP

Resource	Description
HR Business Partner	Confidential support and guidance
Employee Assistance Program	Counseling and stress management
Learning & Development	Skill-building resources

Resource	Description
Internal mentorship	Peer support (if appropriate)
External coaching	Available for certain roles

For Managers

Resource	Description
HR Business Partner	Process guidance and documentation
Manager training	Difficult conversations workshop
Templates	PIP document templates
Legal review	For complex situations

Timeline Guidelines

Standard PIP: 30 Days

Appropriate for: - Clear, measurable goals - Skills that can be demonstrated quickly - Behavioral improvements

Extended PIP: 60 Days

Appropriate for: - Complex skill development - Multiple improvement areas - Project-based measurement

Maximum Duration: 90 Days

Extensions beyond 60 days require: - VP approval - HR review - Documented progress toward goals

Documentation Requirements

Manager Documentation

All of the following must be documented:

1. Pre-PIP coaching conversations
2. PIP document with signatures
3. Weekly check-in notes
4. Progress assessments
5. Final outcome determination

Storage

- PIP documents stored in HRIS (Workday)
 - Access limited to: Employee, Manager, HR, Legal
 - Retention: 5 years after PIP conclusion
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Post-PIP Guidelines

Successful Completion

- Formal acknowledgment from manager
- PIP closed in HRIS
- No negative impact on future reviews if performance maintained
- Manager continues regular 1:1 support
- Eligible for normal merit and promotion processes

Unsuccessful Completion

- Follow separation procedures (HR-EMP-015)
 - Final pay and benefits per policy
 - Exit interview conducted
 - References limited to employment verification
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Legal Considerations

Non-Discrimination

PIPs must be applied consistently regardless of:

- Protected class status
- Recent protected activity (leave, complaints)
- Tenure or level

Documentation Standards

All PIP documentation should be:

- Factual and objective
- Free of subjective characterizations
- Focused on job-related performance
- Reviewed by HR before delivery

Exceptions

Situations Requiring Different Approach

Situation	Alternative Process
Safety violation	Immediate suspension/investigation
Ethics breach	Conduct investigation (HR-EMP-012)
Executive level	Board/CEO involvement
New hire (< 90 days)	Probation process

Frequently Asked Questions

Q: Does a PIP always lead to termination? A: No. Many employees successfully complete PIPs and return to good standing. The goal is genuine improvement.

Q: Will a PIP affect my future at NovaTech? A: A successfully completed PIP, with sustained performance, should not negatively impact your career trajectory.

Q: Can I have someone with me in PIP meetings? A: An HR representative will be present. You may also request to bring a support person (colleague, not legal counsel) with HR approval.

Q: What if I disagree with the PIP? A: You can document your perspective in writing and discuss concerns with HR. Signing the PIP acknowledges receipt, not agreement.

Contact

- **HR Business Partners:** hrbp@novatech.com
 - **Employee Relations:** er@novatech.com
 - **Employee Assistance Program:** 1-800-XXX-XXXX
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Related Documents: Performance Management (HR-EMP-005), Employee Handbook (HR-GEN-001), Separation Procedures (HR-EMP-015)