



EL PASO COUNTY DEPARTMENT OF HUMAN RESOURCES

Performance Improvement Plans

Revised Date: July 21, 2014

I. Performance Improvement Plans

- A. Employees may be placed on a performance improvement plan (PIP) when their performance is not meeting expectations. This may be in addition to disciplinary action, but is not a form of disciplinary action nor is it a requirement prior to or in conjunction with disciplinary action.
- B. A supervisor may use a performance improvement plan to ensure the employee fully understands:
 - 1. What is needed to bring his/her performance up to an acceptable level;
 - 2. What assistance will be provided;
 - 3. When follow-up sessions will occur;
 - 4. The date by which to improve;
 - 5. The consequences of failing to improve by the specified date; and
 - 6. The supervisor's confidence in the employee's ability to reach an acceptable level of performance.
- C. The PIP is designed to give the employee an opportunity to bring his/her performance up to an acceptable level. Employee input in the development of the PIP is recommended. If the employee fails to improve to an acceptable level by the date specified in the PIP, further action is warranted, including possible disciplinary action.

II. Expectations

The supervisor must communicate expectations with the employee. These expectations should be specific and include measurable results (for example, pack 60 boxes or more per hour) or behaviors to follow (for example, begin working at your desk by 8:00 a.m. each work day).

III. Types of Assistance

Depending on the nature of the job and the employee's experience, it may be appropriate to offer assistance such as training, coaching/buddy systems, reading materials, closer supervision, checklists, and employee assistance program referrals.

IV. Follow-Up Sessions

Follow-up sessions are the most critical piece of any PIP. These sessions are usually performed throughout the PIP period as well as at its conclusion, and give the employee feedback on how he/she is progressing. Further, they provide the supervisor the chance to evaluate and document the employee's progress. If the employee is failing to progress, the supervisor can suggest other ideas or assistance or may choose to take additional action as warranted.

V. Timeframe

The duration of a PIP may vary depending on the work, the performance concerns, the time needed to show results, the continued progress made toward improvement, and other specifics of the situation. However, PIPs should be reasonable to the work situation and not be longer than 180 days. Any extended, protected leave taken by the employee during the PIP shall extend the timeframe of the PIP by that duration.

VI. Consequences

Supervisors should indicate what the consequences will be for meeting or failing to meet acceptable levels of performance during the PIP period, and by its conclusion. If the employee has reached an acceptable level of performance, there is no need for any further action except to keep providing feedback and encouragement to the employee. However, if the employee is still performing unacceptably, further specific action is called for. This includes disciplinary action, up to and including termination. Extending PIPs beyond 180 days is not a recommended consequence.

VII. County's Commitment

The PIP is an indication of the County's commitment in working with the employee to change his or her behavior and the belief that the behavior can change.