



Operating Standard

Title: Performance Improvement Plan

Number: A4100.60

Type: Administrative

Responsible: CHRO; Executive Director, Human Resources

Related Policies: [B3001](#), [B3003](#), [B3004](#), [A4000](#), [A4100](#), [A4200](#), [A4300](#), [A4400](#)

Linked Operating Standards: A4100.55; A4100.65

Related Laws: [Title IV](#), [Title VII](#), [FLSA](#)

Related External Standards: [CUPA-HR](#), [SHRM](#)

HLC Criterion: 1C, 2A, 4A

1.0 Statement

A Performance Improvement Plan (PIP) is a structured development tool used to address and correct performance or behavioral issues that do not meet expected standards. It reflects the College's commitment to employee growth, accountability, and transparent communication. PIPs are designed to clarify expectations, identify resources for success, and ensure that performance aligns with institutional values and operational needs.

2.0 Purpose & Scope

- **Purpose:** To provide guidelines on the process for initiating and implementing a Performance Improvement Plan.
- **Scope:** This standard applies to all Shawnee Community College employees. Faculty covered by collective-bargaining agreements may follow procedures defined by their contract; however, the College's principles of fairness and due process remain applicable.

3.0 Definitions

- **Performance Improvement Plan (PIP):** A formal plan used to address and correct specific performance deficiencies within a defined timeframe. It may be implemented only after informal feedback and coaching have failed to produce measurable or sustained improvement. The plan serves as a collaborative agreement between the supervisor and employee, with review and oversight by Human Resources.
- **Voluntary Transfer:** An employee-initiated request to move from their current position to another position within the College through the internal application or competitive selection process. The transfer is not directed by the College and occurs at the employee's discretion, provided the employee meets the qualifications and eligibility requirements.
- **Competitive Selection Process:** The structured hiring procedure used by the College to fill open positions by evaluating qualified applicants through a fair and consistent review of applications, interviews, and job-related criteria. The selection is based on qualifications, experience, and the College's needs to ensure the most qualified candidate is chosen.

4.0 Roles & Responsibilities

- **Employee:** Actively and cooperatively participate in developing and implementing the plan. Use available resources, request clarification when necessary, and consistently demonstrate a commitment to meeting established expectations.
- **Supervisor:** Identify and document performance or behavior gaps. Consult with Human Resources before drafting or implementing a Performance Improvement Plan (PIP). Communicate clear expectations, reasonable timelines, and the availability of development resources to the employee. Hold regular review meetings and maintain thorough documentation of progress.
- **Human Resources:** Review and approve all Performance Improvement Plans (PIPs) before implementation to ensure compliance. Guide supervisors on plan design, documentation, and effective communication. Audit and maintain Performance Improvement Plan records to promote equity and consistency across the College.

5.0 Procedures

1. The supervisor identifies and documents performance gaps using clear, factual examples. If concerns continue, the supervisor consults with Human Resources to determine whether a Performance Improvement Plan is warranted.
2. Each area of improvement must be clearly defined, measurable, and supported by documentation. The plan should outline expected performance standards, specific action steps, available developmental support, and a defined timeline for improvement. Human Resources reviews and approves all Performance Improvement Plans before they are presented to the employee. The employee and supervisor then review and sign the finalized plan together.
3. The Performance Improvement Plan typically ranges from 30 to 90 days. Review meetings are held at least every two weeks, and each meeting is documented. During these meetings, the supervisor and employee discuss progress and adjust action steps as needed.
4. At the end of the Performance Improvement Plan period, the supervisor, in consultation with Human Resources, conducts a final evaluation. Possible outcomes may include successful completion of all objectives, partial progress with revised goals or an adjusted timeline, or insufficient improvement, in which case it may proceed to **Corrective Action**.
5. Upon completion, the supervisor and employee meet to close the plan, reinforce expectations, and discuss continued support or development opportunities.

6.0 Guidelines

- Performance Improvement Plans are intended to support employee development and success. Supervisors share accountability for outcomes by providing consistent feedback, guidance, and support throughout the improvement process.
- Each Performance Improvement Plan will clearly outline the expectations, timelines, and conditions required for the corrective action to be considered successfully completed.
- Employees are not eligible for voluntary transfer to another internal position until all Performance Improvement Plan conditions are fully satisfied; employees who are currently on formal corrective action or have been on formal corrective action within the previous six (6) months are ineligible for voluntary transfer or the competitive selection process.

7.0 SCCES Connections

This Operating Standard supports the Employee Engagement Element within the SCCES framework, particularly the Professional Growth, Workplace Climate, Contribution & Voice, and Employee Retention Key Performance Areas.

The Performance Improvement Plan (PIP) process serves as a structured intervention designed to address performance gaps, reinforce expectations, and support employee development. As a targeted and time-bound process, it contributes to accountability, continuous feedback, and alignment of individual performance with institutional expectations.

Through consistent application, this standard contributes to:

- Targeted employee development and performance improvement (Professional Growth)
- Clear expectations and accountability for performance (Contribution & Voice)
- A supportive and corrective work environment (Workplace Climate)
- Stabilization of workforce capacity through performance intervention (Employee Retention)

The practices defined in this standard serve as key process inputs that influence employee performance, supervisory effectiveness, and overall workplace climate.

8.0 Monitoring Report Connections

This Operating Standard supports the College's annual Human Resources Monitoring Report by generating evidence related to performance intervention, supervisory practices, and employee accountability.

Evidence generated through this standard contributes to the evaluation of Board policies, including:

- B3000 - General Executive Limitations
- B3001 - Employee Relationships
- B3003 - Organizational Culture
- B3004 - Employment, Compensation, and Benefits

Evidence generated may include:

- Frequency of Performance Improvement Plans (PIPs)
- Duration and completion rates of PIPs
- Outcomes of PIPs (successful completion, extension, escalation to corrective action)
- Distribution of PIPs across departments or employee groups

These indicators provide insight into performance management practices, supervisory effectiveness, and the College's ability to address performance concerns in a timely and consistent manner. Collectively, they support Board evaluation of employee accountability, organizational culture, and compliance with Executive Limitations.

The following alignment illustrates how operational practices defined in this standard contribute to key Monitoring Report measures:

Operational Area	Evidence Generated	Monitoring Alignment
PIP Utilization	Frequency and distribution of Performance Improvement Plans	Accountability Culture
PIP Outcomes	Completion, extension, and escalation trends	Workforce Stability
Supervisory Engagement	Timeliness and consistency of review meetings	Supervisory Effectiveness
Performance Intervention	Duration and effectiveness of improvement plans	Employee Development & Support

Collectively, these indicators provide insight into performance intervention practices and organizational responsiveness, supporting continuous improvement and informed decision-making.

9.0 Data Collection & Review

This Operating Standard supports ongoing evaluation of performance intervention practices through structured data collection and review.

Data Collection: Human Resources will maintain and review data related to:

- Frequency and distribution of Performance Improvement Plans
- Duration and completion timelines of PIPs
- Outcomes of PIPs (completion, extension, escalation)
- Department-level trends and repeat occurrences

Review and Analysis: Human Resources will evaluate compiled data for patterns, trends, and areas of concern, including recurring performance issues, inconsistencies in supervisory practices, and indicators of workplace climate. Findings will be used to inform training, policy refinement, and leadership development, and to support development of the annual Human Resources Monitoring Report.

Review Cycle: Data will be reviewed on an ongoing basis, with formal review conducted at least annually or as needed based on emerging trends, legal requirements, or institutional priorities.

Coordination: Human Resources will coordinate with the Office of Institutional Effectiveness, as appropriate, to support alignment with SCCES and Monitoring Report development.

10.0 Oversight & Review

This Operating Standard will be reviewed at least every three (3) years or sooner as required based on legal, regulatory, accreditation, or institutional needs. Oversight of this standard is coordinated by Human Resources, with support from the Office of Institutional Effectiveness to ensure alignment with SCCES and Monitoring Report development. Revisions will follow the College’s Shared Governance processes and will be documented in the Change Log.

Change Log		Governance Unit: Human Resources Council
Date	Description of Change	
04.23.26	Initial Adoption	