



John Connell Discusses Performance Improvement Plans with SHRM Online

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John F. Connell, Jr. was quoted in *PIPs: Write, Implement and Time Them Precisely*, published by the Society of Human Resource Management (SHRM) discussing performance improvement plans (PIPs) and what employers should know when using them.

PIPs are typically a step in a progressive discipline policy, and while they can be effective, mismanagement of this strategy can make them ineffective or lead to legal issues, such as mistakes or lack of clarity when drafting them. Connell suggested that the objectives drafted into a performance improvement plan should specify the employee's areas of needed improvement and what the employer expects the worker to accomplish in a specific timeframe.

While PIPs might make sense when an employee's work performance is lacking, they should not be used in instances where an employee's behavior is the problem. For example, Connell said that performance improvement plans are not appropriate for any unlawful conduct, such as discrimination.

For the full article, please [click here](#).

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