Policy on Performance Improvement Plan (PIP)

1. Objective
   - This policy is a guideline for Team leaders and Managers to assist employees who are not meeting expected job performance or behavioural standards.
   - This aims at resolving performance issues by developing an Improvement plan (PIP) for the employee in a specified time and to track the progress.
   - The primary focus is to resolve issues, which hinder individual performance/desired behaviour which include quality, TAT, productivity, work timings, lack of communication among other aspects at work.

2. Applicability
   This policy is applicable to employees/contract/trainees of British Orient Infotel Private Limited (BOIPL), hereafter referred to as “BOIPL” or “Company”.

3. Circumstances for Performance/Behavioural Improvement Plan
   Employee needs to be given a Performance improvement plan under the following circumstances:
   - Fail to consistently meet standards of job performance
   - Displays in-appropriate behaviour at work
   - Wherein the reporting supervisor has exhausted all options as per the processes to correct or improve the performance or the behaviour prior to initiating the PIP. The concerned supervisor must furnish the details of the specific steps taken as per the improvement plan, the communications evidenced on the same, and the results from it while raising a request for the PIP with the manager for approval and further initiation with the HR. The Manager and HR will check and verify the eligibility for the PIP.
4. Process on PIP

i. VERBAL WARNING

- Supervisor identifies that the employee’s performance / behaviour is unsatisfactory from the regular daily, weekly, and monthly reviews as per the laid-out processes. The supervisor has one on one discussion with the employee, facilitated by HR.

- The minutes of the one-on-one reviews must be documented. The minutes need to be mailed by the reporting supervisor to the employee.

- The supervisor to set expectation with the employee, on standard expected performance / behaviour with clear timelines.

- PIP Period is for 30 days and the weekly reviews and reporting is mandatory by the supervisor on the outcome.

ii. DRAW OUT AN “IMPROVEMENT PLAN” (PIP)

- If the one-on-one discussions have not resulted in any improvement, then a formal improvement plan needs to be drawn out

- RCA (Root Cause Analysis) should be mentioned for placing an employee under PIP.

- Corrective actions and preventive actions should be clearly mentioned in the PIP report. Historical details/data (Quality scores/Productivity data) for not less than two months should be mentioned while initiating the PIP.

- This document should state clearly the expected improvements with clear targets and timelines

- The immediate supervisor shares the issues, expected changes and timelines with the employee

- Both the employee and immediate supervisor should sign or acknowledge through email the “Performance improvement plan” and document, once it is discussed and agreed by both parties.

- A copy of the “PIP” document should be given to HR and the manager. Both the employee and HR/ Manager should retain one copy each

- HR will be a part of every PIP discussion.

- The immediate supervisor should have an interim discussion to assess progress and give feedback to the employee

- The maximum duration for the improvement plan is 30 days.
iii. Review on PIP

- Review of the performance or behaviour needs to be done and if it meets the expectation, then the PIP is formally closed by attaching the review feedback, by the reporting supervisor with the approval of manager. This should be sent to HR to be filed in the personal file of the employee. The manager should take care to close a PIP, only after observing consistent improvement.

- If the performance does not meet the standards as outlined in the PIP, the following action needs to be taken:
  - The supervisor needs to prepare a detailed report on the gaps in performance or behaviour. A signed copy or mail, signed by the manager needs to be handed over to HR for further processing copying his/her reporting manager
  - A discussion needs to be held between the reporting supervisor, reporting manager and HR on how to proceed further
  - In case it is decided that a termination needs to be done, then the employee, reporting manager/ supervisor and HR will meet and communicate the termination
  - Details on what will be the last working day, full and final settlement etc. needs to be discussed before the meeting

- If the performance goals are met by the employee during the PIP as evidenced through the numbers or the behaviour, then the employee will be put back to the normal work mode. However, any repeat instances of the same performance or behaviour over the following 3 months will result in the same actions as mentioned above.
Performance Improvement Plan (PIP)

<table>
<thead>
<tr>
<th>Employee Name:</th>
<th>Position:</th>
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</thead>
<tbody>
<tr>
<td>Employee ID:</td>
<td>DOJ:</td>
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<tr>
<td>Reporting Supervisor Name:</td>
<td>Position:</td>
</tr>
<tr>
<td>Manager Name:</td>
<td>Position:</td>
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</tbody>
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Review Period

Performance improvement period: From _____/_____/____ to _____/_____/____

Performance will be reviewed (fortnightly [ ] / weekly [ ] ) commencing ____/____/____
Review will be documented in a Performance Improvement Review Report completed by the supervisor/manager

Final review will be conducted on ____/____/____

Root Cause Analysis

RCA is a systematic process for identifying “root causes” of problems and an approach for responding to them. List down the problems identified (which affects the Quality/ Productivity scores) as well as the corrective actions taken to prevent it.

<table>
<thead>
<tr>
<th>Problems Identified</th>
<th>Root Cause Identified</th>
<th>Corrective Actions</th>
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</table>
**Performance in need of improvement** (List the goals the employee will initiate to improve work performance, as well as an action plan for how the employee will achieve each goal. Include skill development and changes needed to meet work performance expectations):

<table>
<thead>
<tr>
<th>Performance Expectations (What needs to be achieved)</th>
<th>Agreed Performance Indicators / Required Outcomes / Timeframes (How are the required outcomes going to be measured)</th>
<th>Actions / Tasks (How is this outcome going to be achieved)</th>
</tr>
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<tbody>
<tr>
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<table>
<thead>
<tr>
<th>Employee</th>
<th>Signature</th>
<th>Date</th>
<th><em><strong>/</strong></em>/____</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>Signature</td>
<td>Date</td>
<td><em><strong>/</strong></em>/_____</td>
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</table>
Annexure of “Performance Improvement Review Report”

The Performance Improvement Program commenced on ____/____/____

The final review was conducted _____/_____/____

Review Outcome
Note: Include whether the performance expectations were met or were below the required expectation. If the performance expectations were below the requirement then an explanation of why the performance expectations were below requirement should be included in the review comments.

<table>
<thead>
<tr>
<th>Performance Expectations (What needs to be achieved)</th>
<th>Agreed Performance Indicators / Required Outcomes / Timeframes (How are the required outcomes going to be measured)</th>
<th>Review Comments Meets Expectations/ Below Expectations</th>
</tr>
</thead>
</table>

- Employee has achieved the required improvement(s) described above.

- Employee has not achieved the required improvement(s) described above

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