

BLAZECLAN TECHNOLOGIES PVT. LTD.

**Performance Management (BlazeVIP) Policy
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The contents of this document are solely for internal usage of the clanmates.

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A	20 th October 2016	NA	Shweta Sharma	Varoon Rajani	Varoon Rajani	First Issue
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The new performance appraisal process is known as “BlazeVIP” [“Blaze” is a short name for Blazeclan and “VIP” is a short name for Valuing Individual Performance]

Guiding Principles

- Guided by Management By Objectives (MBOs) Principle + 360 degree Feedback
- An agile, lean and goal driven process, wherein the clanmate will be the driver of this performance review process
- The focus is now on Personal Growth, Development & Culture Fitment at the clan.
- We now have a Bi-Annual Performance Review scheduled in April and October, in each financial year
- With the new system, we bid adieu to Bell-curve model and Excel mode!

How will you benefit as a clanmate?

- You decide on your OKA's with the Manager, within the framework of your functional competencies
- Track your progress real time and celebrate the small wins
- Set self-training & development goals with your Manager
- Let your goals status drive your ratings now!
- Solicit feedback from your colleagues that you are closely working with and make that count for performance review
- Most importantly, you are the DRIVER of your Growth Story at the clan!

How will Blazeclan benefit from this?

- We become more "Action" oriented as an organisation, where each clanmate "owns" their goal setting and play their part in meeting business goals #gettingitdone
- A Skilled workforce as we make clanmates responsible for their OWN personal growth & development #keeplearning
- We get a holistic feedback on a clanmate's work efficiency #socialfeedback
- Direct Insights on Leaders managing these teams, so that we can give the required leadership grooming to them and build on the next pool of emerging leadership at the clan.

Scope

This policy is applicable to all the “permanent” clanmates globally* as per the eligibility criteria for different locations. This policy does not apply to third party contractors or interns.

*India, Malaysia and Singapore

Roles & Responsibilities

1.1 Management

To ensure all support towards People Experience (PEX) functions in terms of giving suggestion, modification and approval towards processes by providing time to time feedback.

1.2 People Experience Team

The PEx team is responsible to update this policy as per organization needs. Review this policy from time to time to make relevant changes as and when need arises and get the policy document reviewed and shared with all concerned.

1.3 Clanmates

This is the responsibility of each clanmate to follow the procedure and guideline mentioned in the policy document.

Definition

- Appraiser: The person to whom the clanmate is reporting i.e. Reporting Manager.
- Appraisee: Clanmate who is being apprised by his/her Reporting Manager.
- Reviewer: The person who will review the complete one on one discussion. Mostly it is Service Unit Head/Program Head/Functional Head.

Eligibility Criteria

For India clanmates:

- All the appraisals will happen only based on performance and in every six months there will be a performance review process.
- Each clanmate will be eligible for an appraisal/salary revision based on his/her performance and whoever will join on or before **30th November** of that Financial year is eligible for an appraisal effective from **1st April of next Financial year**. Also, if a clanmate joins on or before **31st May** of that Financial Year, he/she is eligible for an appraisal effective from **1st October of that Financial Year**.
- Revised salary for the eligible clanmates will be effective from **1st April** of the FY or as decided by the Management.

For Onsite clanmates:

- Clanmate at a foreign location will be eligible for the annual onsite appraisal cycle i.e. **1st April of that FY**, if he/she has moved onsite on or before **30th Nov of that FY**.
- Revised salary for the eligible clanmates will be effective from **1st April** of the FY.

Policy Guideline – BLAZEVIP

- BlazeVIP will be a bi-annual performance review process. This will be held in April and October each year. The annualised rating will be an average of these bi-annual performance review ratings.
- BlazeVIP will be initiated in March and September respectively to evaluate the OKAs (Objective + Key Accomplishments, pronounced as OKAYs) in conjunction with the Social Feedback received for the next 6 months. This performance review will be then mutually assessed and rated between the clanmate and the Manager.
- On conclusion of these one – on -one meetings between the clanmate and the Reporting Manager, the forms will be then submitted to the Reporting Manager through the performance module, in Zoho.

- The process will culminate in the clanmate getting rated on the following performance scale:
 - Excellent Performance: 3.8 – 4.0
 - Good Performance: 3.3 – 3.7
 - Average Performance: 2.7 – 3.2
 - Needs Improvement: 0.0 – 2.6

BlazeVIP Process is stitched up by the following components:

- **#OKAs:** Objective (O) and Key Accomplishments (KAs) including **#keeplearning** and **#PersonalGrowth** as mandatory OKAs for all, above the functional and organisational OKAs
- **#SocialFeedback**
- **#ManagerFeedback**
- **#CEODirect**

#OKAs (Objective + Key Accomplishments, pronounced as OKAYs):

- OKAs i.e. Objective + Key Accomplishments were earlier known as Key Result Areas.
- The name change is precisely to focus on key deliverables for a clanmate, **#DeliverResults** keeping the organisational interests, in sight.
- Each OKA will be having a certain weightage attached to it, as established by the SUH/Reporting Manager. The total weightage of all the OKAs sum upto 100%.
- The OKAs are a combination of Functional, Organisation and Personal categories. These include mandatory OKAs for **#KeepLearning** and **#PersonalGrowth** as well.
- Each OKA has a supporting description for ease of understanding and relevance to the clanmate along with the weightage for it.
- These OKA's will be mutually agreed and established by the SUH/Manager in consultation with the individual clanmate.
- At the time of the performance review, each OKA will need to be 1) updated for status and 2) be self-rated by the clanmate on a rating scale. Both the status & rating are subject to change/unchanged basis the Reporting Manager's feedback.
- OKA(s) are to be distributed over a period of six months based on the priorities. Every quarter, at least one 1 on 1 discussion is mandatory to be conducted between the Manager and his/her direct reportees.
- In case an OKA is not met in the first review cycle, it can be transferred to the next review cycle, if the relevance of it remains.

Here's the sample Objective outlay in BlazeVIP module:

The screenshot displays the 'OKAy (Objective vs Key Accomplishments)' view for employee 747 - Aseem Bakshi, Program Manager - Delivery and Quality Excellence. The interface includes a sidebar with navigation options like 'My Review', 'Teammates', 'Peers View', 'Appraiser View', 'Review Extension', 'Skill Set Matrix', 'Employee Salary', 'Key Accomplishments', 'Multi-rater Review', 'Social Feedback Nomina...', 'Performance Improvem...', 'Reports', and 'Settings'. The main content area shows a table of OKAy objectives with their weightage and status.

OKAy (Objective)	Weightage	Status	Action
Improvement/Innovation	10% of Weightage	In-Progress	+ Add Key Accomplishments
Key Value & Social Feedback	5% of Weightage	In-Progress	+ Add Key Accomplishments
Personal Health	0% of Weightage	In-Progress	+ Add Key Accomplishments
Self Development	10% of Weightage	In-Progress	+ Add Key Accomplishments
Audit and Quality	30% of Weightage	In-Progress	+ Add Key Accomplishments

- And, here's the Key Accomplishment outlay as well:

The screenshot displays the 'Key Accomplishment' view for employee 747 - Aseem Bakshi, Program Manager - Delivery and Quality Excellence. The interface shows a table of key accomplishments with their weightage and status.

Key Accomplishment	Weightage	Status	Action
QEG- Compliance - Org Audits like PCI DSS, MSP AWS, MSP Azure & ISO 27001	20% of Weightage	In-Progress	+ Add Key Accomplishments
QEG- Compliance -Delivery Audits	10% of Weightage	In-Progress	+ Add Key Accomplishments
Financial and Operational	35% of Weightage	In-Progress	+ Add Key Accomplishments

- To check the OKA (s) assigned to you click on **Zoho >> More >> Performance >> My Review** you can see **all the OKA(s) assigned to you.**
- Once you click on the downward upward arrow you can see the Key Accomplishment assigned to each of the OKA(s) along with the weightage.

#Social Feedback:

Social Feedback (SF) is a process to solicit constructive feedback from peers & colleagues with whom the clanmate has worked for a major portion of the last six months. This is in service of the clanmate's growth. So, please make sure it is a constructive and well-balanced feedback.

This feedback will cover the work details around the clanmate's contribution to the project and its impact on customer experience (internal/external), strengths and areas of improvements, hashtagged with the #corevalue closely role modelled during their project tenure. Hence, such a feedback will provide the reporting Manager with a more holistic view on the clanmate's performance.

Some guidelines on requesting social feedback through Zoho:

- Clanmate needs to mandatorily share a minimum 3 #social feedbacks through a form in Zoho [*Work done & Values best/least role modelled]. He/She will need to send out these requests through Zoho and are subject to approval by the Reporting Manager, before it lands in the giver's inbox.
- These social feedbacks once filled by "Giver" will be then visible to the Reporting Manager at the time bi-annual BlazeVIP initiation. (this is an inbuilt Zoho workflow).
- The SF gathering will be initiated by the clanmate before the review session. If not done, the form is not marked "COMPLETE" for Manager's review.
- This needs to come from someone who has worked closely with you, in the last six months, for a minimum of 3 months or more.
- The giver of this #socialfeedback could be from the same project/team/BU/same band or any other team etc.
- The giver could be your junior, peer, senior, SU/RU Head, or Management
- It cannot be your Reporting Manager or your lunch/tea-time buddy.
- He/She should have a minimum tenure of 3 months at Blazeclan.

Process on Zoho to request Social Feedback:

- Step 1: Each Clanmate needs to nominate 3 clanmates – *Zoho >> More >> Performance >> Social Feedback Nomination >> Click on Add Records >> Select Clanmate name from the drop down >> Submit.*

- Step 2: Once the Social Feedback Request is received (to be filled for a colleague), you will see the below page for the feedback to be filled in:

- Step 3: Once the feedback is received (by the requestor), you will see your feedback in Social Feedback Tab. For the purpose of your bi-annual Performance Review, you need to copy these feedback links to the Self-Assessment page Zoho >> More >> Performance >> My Review >> Self-Assessment >> + Add

< **Priyanka Raut - 562** Final Score 0.0 Rating -

meta is auto populated as you fill in your OKAy's)

Social Feedback Received

Social Feedback 1 received	No ▾	+	Social Feedback-1
Social Feedback 2 received	No ▾	+	Social Feedback-2
Social Feedback 3 received	No ▾	+	Social Feedback-3

- Select **Yes** from each Social Feedback received field and then copy paste the URL in social feedback-1 field, in Self-Assessment Tab. Follow this similar process for the remaining social feedbacks received.

562 - Priyanka Raut
Associate - People Experience - People Experience

OKAy (Objective vs Key Accomplishments) Skill Set Social Feedback Self Assessment

▼

Priyanka Padwal has given you a Social Feedback.
30 June 5:50 PM

👍 Good work done

😊 Like this Social Feedback.

🗨 Comment

🔗 Copy post URL

#Manager Feedback

The secret to creating great teams at the clan, lies in encouraging regular constructive feedback. And that includes our Managers' too. So, all the clanmate's get an opportunity to provide this upward feedback and help the PEx team to gather team insights to further train and develop the Manager's in becoming great at team and stakeholder management.

Some guidelines on providing Manager Feedback through Zoho:

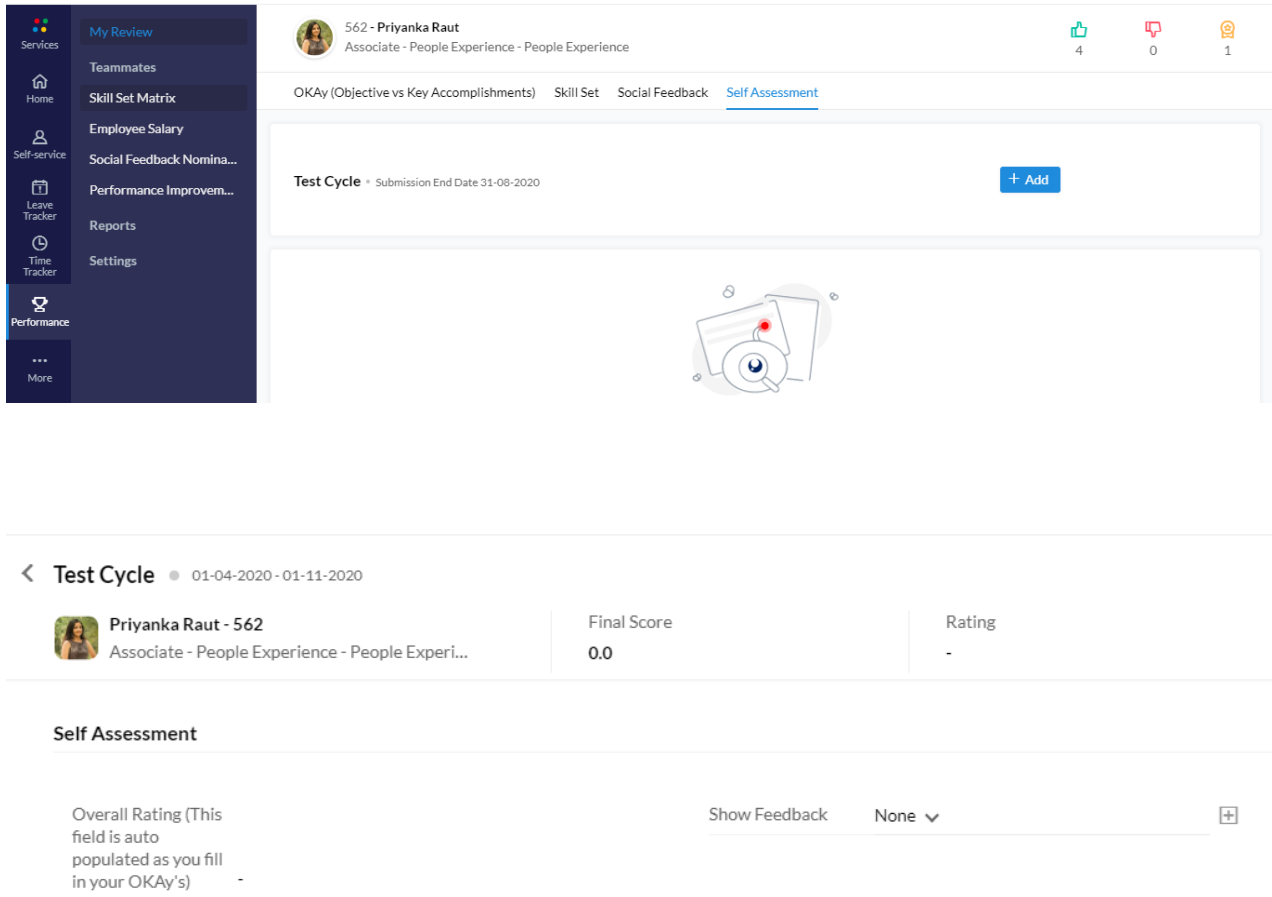
- This will be a mandatory comment section to be filled by each clanmate, during the bi-annual review performance review cycle.
- There will be a value section to be filled as well [Best/Least remodelled and why?]

- Only PEx & the resp. clan mate will be able to view this section, in Zoho. This feedback section will **not be visible** to the Reporting Manager/anyone at the organisation.

Process on Zoho to provide Manager Feedback:

- To give feedback for your direct Reporting Manager, during the bi-annual performance review process, please follow these steps:


Zoho >> More >> Performance >> My Review >> Self-Assessment >> + Add



The screenshot displays the Zoho People 'My Review' page for user Priyanka Raut (562). The page is divided into a sidebar and a main content area. The sidebar contains navigation links: Services, My Review, Teammates, Skill Set Matrix, Employee Salary, Social Feedback Nomina..., Performance Improvem..., Reports, Settings, and Performance. The main content area shows the 'Test Cycle' for the period 01-04-2020 to 01-11-2020, with a 'Final Score' of 0.0 and a 'Rating' of -. The 'Self Assessment' section is visible, showing an 'Overall Rating' field and a 'Show Feedback' dropdown menu.

- For the Manager Feedback field to show up, please click on Show Feedback drop down and then select Yes from the drop down.

< Test Cycle ● 01-04-2020 - 01-11-2020

 Priyanka Raut - 562 Associate - People Experience - People Experi...	Final Score 0.0	Rating -
--	---------------------------	-------------

Self Assessment

Overall Rating (This field is auto populated as you fill in your OKAy's) -

Show Feedback Yes ▾

Feedback to Manager

Your Feedback

Core Value (Least Role Modeled) None ▾

Core Value (Best Role Modeled) Select ▾

- As you can see the Feedback to Manager field is now visible and you are required to fill in all the mandatory fields.

#CEODirect

The clanmate is free to share any thoughts/comments/ideas/suggestions /concerns that they would like the CEO to know directly!

Some guidelines on providing Feedback to CEO through Zoho:

- This will be a mandatory comment section to be filled by each clanmate, during the bi-annual review performance review cycle.
- A clanmate can provide feedback on organisational policies, processes, initiatives issues/concerns, if any.
- Only the CEO, PEx & the resp. clan mate will be able to view this section, in Zoho. This feedback section will **not be visible** to the Reporting Manager/anyone at the organisation.

Process on Zoho to provide Feedback through #CEODirect:

- To give feedback to CEO following needs to be done. Zoho >> More >> Performance >> My Review >> Self-Assessment >> + Add

< Test Cycle ● 01-04-2020 - 01-11-2020



Priyanka Raut - 562
Associate - People Experience - People Experi...

Final Score
0.0

Rating
-

Self Assessment

Overall Rating (This field is auto populated as you fill in your OKAy's) -

Show Feedback

None ▼



- For the feedback field to pop in click on Show Feedback drop down and then select Yes from the drop down. Below window will pop up and then you can fill the feedback which will be directly received by CEO.

Feedback To CEO

Your Feedback



General BLAZEVIP Procedure:

- After every six months i.e. start of September & March, PEx will initiate the performance review process at the organizational level, for all the SUs.
- In case of multiple Managers, reviews will be considered from all of them through #Social Feedback process, within BlazeVIP.
- All these One on One discussions will be documented in Zoho and it will be visible to the respective clanmate, their Manager, SUH & PEx.
- There will be a reviewer and appraiser review mechanism for all the eligible clanmates for every six-month review.
- PEx Team will be responsible to facilitate all the performance related review discussions (appraisal, confirmation, PIP etc.)
- The consolidated data is presented to the SUH & Management for further decision regarding conversion of performance ratings & feedback into salary increment, promotion or any such related decisions by the end of the FY only.
- Salary Revisions will happen at the end of the financial year i.e. March. All the revised salary will be effective from 1st April of the following financial year.

Process on Zoho for Self Assessment & Performance Review Process:

- Clanmate needs to fill in their rating, for their respective OKA(s) from the drop down mentioned and then submit once done.
- Clanmate can see their self-rating at the top of the screen.

My Review

Susmita Kaushik - 604 Final Score 0.0 Rating -

Social Feedback 2 received No + Social Feedback-2

Social Feedback 3 received No + Social Feedback-3

KRA vs GOALS	Progress	Weightage	Susmita Kaushik
CSAT		5%	
CSI (Internal Customer) Average CSI across all our Clanmates	0%	5%	Select N/A

Write a comment.....

Average 0.0

My Review | Susmita Kaushik - 604 | Final Score 0.0 | Rating -

Write a comment.....

Average 0.0

Learning and Development 10%

0% 10% Select N/A

Write a comment.....

Average 0.0

Total Average 0.0

Submit Save Draft Cancel

- Clanmate can see the below page once he/she submits the self rating.

Search Employee

738 - Khushali Bhatt
Associate - People Experience - People Experience

OKAy (Objective vs Key Accomplishments) Skill Set Social Feedback **Self Assessment**

Appraisal Cycle	Submitted on
Test Cycle	10-08-2020

- Now Immediate Reporting Manager, will receive an email - that you have submitted the rating and he/she needs to review that rating. Manager will then fill the rating for the Clanmate and submit it.

Services

My Review

Teammates

Home

Skill Set Matrix

Employee Salary

Self-service

Social Feedback Nomina...

Performance Improvem...

Leave Tracker

Reports

Time Tracker

Settings

Performance

738 - Khushali Bhatt

Associate - People Experience - People Experience

OKAy (Objective vs Key Accomplishments) Skill Set Social Feedback Manager Feedback Summary Self Assessment Review

Appraisal Cycle

Submitted on

Test Cycle

10-08-2020

Khushali Bhatt - 738

Final Score 3.5

Rating Excellent Performance

KRA vs GOALS	Progress	Weightage	Self Rating	Priyanka Rai
Improve Knowledge Base		50%	Good Performance	Excellent Per <input type="checkbox"/> N/A
<div>Khushali Bhatt</div> <div>test</div>				
<div>Test</div>				
Business Growth		50%	Average Performance	Good Perfor. <input type="checkbox"/> N/A
<div>Khushali Bhatt</div> <div>test</div>				
<div>Test</div>				

Save Draft

Submit

Cancel

- Once the self-assessment and review cycle is over, PEx team will now publish the rating which Manager has given to the Clanmate.
- Clanmate can now see the below mentioned screen. Where Reviewer 1 is their immediate reporting manager.

< Test Cycle • 01-04-2020 - 01-11-2020

ⓘ ... ✕



Khushali Bhatt - 738
Associate - People Experience - People Experi...

Rating
Excellent Performance

Performance

Rating **Excellent Performance**

KRA vs GOALS	Progress	Weightage	Self Rating	Reviewer 1
Improve Knowledge Base		50%	Good Performance	Excellent Performance



Khushali Bhatt
test

Services

Home

Self-service

Leave Tracker

Performance

More

Search Employee

738 - Khushali Bhatt
Associate - People Experience - People Experience

OKAy (Objective vs Key Accomplishments)

Skill Set

Social Feedback

Self Assessment

Review History

Name of the Appraisal

Reviewed on

Test Cycle

11-08-2020

Share Feedback

- Clanmate if not satisfied with the ratings provided by the manager can share the feedback by clicking on share feedback button.

Services

Home

Self-service

Leave Tracker

Performance

More

738 - Khushali Bhatt
Associate - People Experience - People Experience

OKAy (Objective vs Key Accomplishments)

Skill Set

Social Feedback

Self Assessment

Name of the Appraisal

Reviewed on

Test Cycle

11-08-2020

Share feedback about Test Cycle

Select your Feedback about this Appraisal :

☐ Satisfied
 ☐ Not Satisfied
 ☒ Neutral

Comment

Submit

Cancel

- Manager will then receive an email regarding the feedback shared. Post this, the Reporting Manager may re-publish the rating after the discussion is completed between the clanmate and Manager.

Promotion Guideline

- An eligible clanmate should have the requisite experience, qualifications, potential and ability to perform for the next higher-level job/organisation career band.
- Promotion is purely at the discretion of the Manager/SUH.
- Clanmate should understand that remuneration and performance related information is critical, sensitive and confidential and is expected not to be shared with others. Nonadherence to this will result in an appropriate disciplinary action including termination of employment.

Salary Revision Guideline

- Prior to or during the commencement of the performance appraisal process, if a clanmate resigns or is serving the notice period, he/she is not eligible for the appraisal or revised salary.
- The revised salary will get credited in the eligible clanmate's account of clanmates on the last working day of that month (unless there is a bank or Government holiday).
- All the benefits and remuneration mentioned in the appointment/salary revision letter will remain unchanged.
- On promotion or role change/band change of a clanmate, all the employment related terms and conditions mentioned in the appointment/salary revision letter will remain unchanged.
- Clanmates are only eligible for the benefits/perks/incentives which are mentioned in their appointment/salary revision letter.

Performance Linked Incentive (PLI)

Definition:

- Performance Linked Incentive (hereby mentioned as PLI) is a onetime pay-out, payable at the end of the Financial Year i.e. March 31st
- It is at either 5%, 10% or more* (for bands P3 and above) depending on the band/grade of a clanmate, performance based, and which may be specified in an employment agreement carved out of the Cost to Company (CTC) based. Hence, this payout will be variable in nature.
- *For Bands P3 and above, the PLI % payout rate will be further split up based on the Key Performance Indicators of the specific role of the clanmate and may exceed 10% variable as well.
- This updated policy will be effective April.1, 2022.
- Average of the Bi-annual BlazeVIP ratings will be considered for the PLI payout. Incase the BlazeVIP cycle is not completed by the clanmate, a "average rating" will be considered as default for that period, and average out with other eligible cycle for the payout rate.

What's New:

- Based on the annual, average rating of the two BlazeVIP cycles (Apr – Sep and Oct-Mar) the clanmate, the performance linked payout will be made to the respective clanmate. See the below table for the details:

Rating Type	Annual BlazeVIP Rating Scale	Rating Definition	PLI Payout
Excellent	3.8 - 4.0	EXCELLENT (Exceeds Standards): These clanmates are clearly considered to be exceptional performers. Consistently exceed the communicated expectations of the job function, responsibility or goal. Demonstrate unique understanding of work beyond assigned area of responsibility. Contribute to the organization's success by adding significant measurable value well beyond his/her job requirements. Identify needs and provide unique, innovative and workable solutions to problems. Achievements and abilities are obvious to subordinates, peers, managers and customers.	130%
Good	3.3 - 3.7	GOOD (Fully Meets Standards): These clanmates are "on track" and fully achieve expectations. Independently and competently perform all aspects of the job function, responsibility, or goal. Performance consistently meets the requirements, standards, or objectives of the job. Contribute to the SU's/BEG's success by adding significant measurable value well beyond his/her job requirements. Occasionally exceeds requirements. Results can be expected which are timely and accurate. Recognizes, participates in, and adjusts to changing situations and work assignments.	100%
Average	2.7 - 3.2	ACCEPTABLE (Usually Meets Standards) These clanmates are considered to be "satisfactory" performers. Generally, meet expectations required for the position. Competently perform most aspects of the job function, responsibility or goal. May require improvement in one or two areas of consistent weakness. Clanmate requires coaching in a weak area or may need additional resources or training to meet expectations. Improvement in weaker areas should be acknowledged and documented.	75%

Needs Improvement	0 - 2.6	NEEDS IMPROVEMENT (Fails to Meet Standards) Clanmates with this rating fail to satisfactorily perform most aspects of the position. Performance levels are below established requirements for the job. Clanmate requires close guidance and direction in order to perform routine job duties. Performance may impede the work of others and the unit. Performance deficiencies should be discussed between the clanmate and Manager. Requires development of a Performance Improvement Plan. Contact Pex team at pex@blazeclan.com or raise a record on Zoho in the Performance module, for PIP.	25%
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Scope:

- All clanmates on the payroll of Blazeclan, India
- All clanmates (excluding interns and contractors) are eligible for the PLI.

Guidelines:

- The PLI pay-out is discretionary, subject to change, and based on the clanmate's performance in the financial year.
- Only those clanmates who have been employed in BlazeClan Technologies Pvt. Ltd. (India employment) between 1st April – 31st March are eligible for PLI pay-out.
- It is pro-rated to the duration spent (excluding LOPs) with Blazeclan Technologies Pvt. Ltd. (India employment) for the current financial year and will be paid to you only if you are active on Company's payroll, on the day of the pay out of the incentive, as per the financial year payroll processing.
- For a resigned clanmate, PLI will be paid to him/her ONLY if they are present on Company's payroll, on the day of the pay out of the incentive as per the financial year end payroll processing.
- PLI is determined at the discretion of BlazeClan Technologies Pvt Ltd, and are subject to all standard withholding taxes.

Exceptions:

- As PLI is performance linked, clanmate(s) on Maternity leave will be paid on a pro-rata basis for the financial year excluding the duration of the Maternity leave (including extended leave period).
- Also, for clanmate(s) on Sabbatical leave will be paid on a pro-rata basis for the financial year excluding the duration of the Sabbatical leave(s).
- PLI is not applicable to those who are eligible for any other type of incentives like Sales Linked Incentive (SLI) or Performance Based Incentive (PBI) for onsite or Accounts Receivable Incentive (AR).
- All the India based clanmates having PLI as part of their Salary CTC and are on deputation in any other Blazeclan location outside India, are eligible for the PLI pay-out pro-rated to the duration they have worked from India location, during the FY 1st April - 31st March. In such cases, the PLI will be paid to the clanmate, only if he/she is an active employee on Company's payroll, on the day of the pay out of the incentive as per the financial year payroll processing.
- For some clanmates based in Singapore and Malaysia location, there is an equivalent of PLI i.e. Performance Based Incentive (PBI). It is carved out of the Cost to Company (CTC) based at either 5% - 20%

depending on the band/grade of a clanmate, performance based, and which may be specified in an employment contract. This PBI pay-out is made on March 31st.

- For clanmates based in ANZ and Belgium, the local payroll rule is applicable for such variable pay-outs. Also, this pay-out is aligned to the location specific performance review period.
- Sales Linked Incentive (SLI) is payable only to clanmates which are a part of the Sales, Solutions departments. Please note, you are ultimately bound by the sales incentive structure as agreed in your Employment Letter or as agreed with your Manager/SUH
- The SLI component department wise is as follows:

Bands	Function	Incentive Type	Pay-out	%
DE1 – C2	Marketing, Partnerships and Sales Ops	PLI	Annual	5%
P1 and above	Marketing, Partnerships and Sales Ops	PLI	Annual	10%
All Bands	Pre-Sales, Inside Sales	SLI	Quarterly	20%
DE1 - DE2	Sales	SLI	Quarterly	20%
C1 and above	Sales	SLI	Quarterly	30%

Probation Review Process:

- The probation period gives the new clanmates the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. Blazeclan uses this period to evaluate the clanmate capabilities, work habits and overall performance.
- Every clanmate (on regular employment) joining Blazeclan, will be on probation for a minimum period of 3 months starting from his/her date of joining. Blazeclan reserves the right to shorten or extend the probation period of any clanmate, at its discretion.
- Upon successful completion of the probation period, clanmate will be confirmed of their services with the organization and will be issued a confirmation letter by PEx team.
- Once confirmed, the clanmate needs to schedule a one-on-one with his/her Reporting Manager to understand & mutually agree on the OKAs designated for his role. Also, mutually agree on the performance expectations & timelines for the upcoming bi-annual review cycle.
- If found that the designated probation does not allow enough time to thoroughly evaluate the clanmate's performance, the probation period may be extended for a specific period, not exceeding more than three months.
- The communication & correspondence will take place in the cases where the probation is extended/terminated.

Process for employment confirmation through Zoho:

- For the confirmation process, the Immediate Reporting Manager will receive a system generated, scheduled email notification from Zoho. This email will have the link and process regarding the confirmation process.
- Steps to be followed by Manager- **Zoho >> Organization >> Confirmation Status >> Selection the suitable option from drop down.**

Add Confirmation Status

Confirmation Status Details

Employee Name: 562 - Priyanka - Raut

Confirmation Status: Select

Employee type: Permanent

Employee status: Confirmed

Due Date of Confirmation: 18-04-2019

Submit Submit and New Save Draft Cancel

- After submitting the form, an email will be sent to PEx Team and the PEx member will change the employee status.
- Once the employee status is changed, system generated letter will be shared with Clanmate via email.

Performance Improvement Plan:

At Blazeclan, we expect all clanmates to achieve a satisfactory level of performance and to carry out their duties to the standard required. It is important, therefore, that you understand your obligations and rights regarding this aspect of your employment. ***This procedure will be followed if your performance is considered unsatisfactory i.e. ratings with 2 and below in the bi-annual performance review process.***

We are committed to fostering and encouraging good clanmate performance and will deal sensitively, consistently and constructively with any clanmate whose standards fall to an unsatisfactory level.

This procedure applies to all Blazeclan clanmates.

Objective

The aim of this procedure will be:

- To ensure that managers clearly identify to clanmates the standards of performance expected of them and to provide practical support, training and encouragement to bring about any necessary improvements;
- To provide guidance to managers & clanmates about how to manage unsatisfactory performance in a fair and consistent way;
- To outline the consequences that will be used to address consistent unsatisfactory performance.

Key Guidelines

When dealing with performance issues, managers need to make a clear distinction between a situation that may not be of the clanmate's own making – such as lack of training or a genuine lack of ability to undertake a job – and circumstances that may require disciplinary action.

Where the problem is one of genuine incapability (poor performance), the procedures set out in this document should be followed. The following situations are examples of issues that would normally be dealt with using this policy:

- Failure to meet personal objectives and expectations/requirements of the job role;
- Low productivity or a lower output of work than is expected;
- Failure to meet the required standards of work or performance;
- Failure to achieve specified qualifications that are required to undertake the duties of the post;
- Inadequate skills or knowledge; or
- Inability to apply skills and knowledge in the workplace.

Issues relating to a clanmate's conduct should be dealt with under the Blazeclan's disciplinary procedure, and the following situations are examples of such issues:

- Negligence or carelessness in work practices; or
- Failure to follow Blazeclan policies and procedures

Performance

Reducing the risk of poor performance

- You and your line manager should work together to minimise the risk of poor performance. It is particularly important that managers arrange a comprehensive induction programme for new clanmates when they start work.
- The opportunity should be taken to discuss the job description because this will ensure that each clanmate fully understands what is expected of them and will help structure their expectations of the job.
- Your manager should agree on your personal objectives with you and review your progress regularly.

Managing poor performance

- Training, supervision and encouragement are essential factors if clanmates are to achieve a satisfactory level of performance.
- Managers should ensure that they discuss performance regularly with clanmates, either informally or formally, ensuring that issues are raised at the earliest opportunity. Inadequate performance, particularly during the first stages of a new job, should be identified as soon as possible so that appropriate action can be taken.

Negligence or lack of ability

- When dealing with problems of poor performance and sub-standard work, we can often see a distinction between negligence and lack of ability.
- One-off errors, mistakes or missed deadlines would not normally trigger this policy.
- Concerns about poor or unsatisfactory performance would normally be the result of a series or pattern of problems.

1. Negligence

Negligence usually involves a measure of personal blame for failing to perform basic duties; for example, from inattention or a lack of motivation, for which some form of disciplinary action would normally be appropriate. This would not apply to genuine and inadvertent errors or mistakes.

2. Lack of ability

Lack of ability is basically a lack of skill, aptitude or experience. For example, clanmates whose skills, whilst relevant at the outset of employment, have become outdated by new technology, reorganisation or changing patterns of work can seem to be incompetent in their approach to work. In such circumstances, it would not be appropriate for us to use our disciplinary procedure to deal with an 'under-performing' clanmate. Instead, we would provide a structured programme of training and support for the clanmate, along with regular appraisals of performance.

Competency [Will be launched soon]

Blazeclan's Competency Framework will outline the types of behaviours that the organisation values and the types of behaviours that are unhelpful. The Competency Framework is linked to the Values of the Blazeclan and provides detailed examples of expected standards of behaviour. We will proactively work with the clan to support their development and continued improvement in these areas to ensure that everyone meets the required standards of behaviour. In turn, you should take ownership and responsibility for your own personal development and ensure you discuss any problem areas or development needs with your manager.

Dealing with poor performance

Before addressing any performance issue, managers should:

- Be clear and realistic about the performance and output standards they expect;
- Discuss these standards with the clanmate concerned; and
- Identify any gaps between actual and expected performance that show the clanmate is not performing to the expected standard.

The first approach with any performance issue is to try to resolve the problem informally with the clanmate. If the informal approach does not result in an improvement in the clanmate's performance, the line manager will need to follow the formal stages of the procedure.

1. Informal approach (outside the formal procedure)

Whenever possible, an informal approach should be the first step to helping, guiding or advising clanmates to improve their performance. Managers should encourage clanmates to bring any concerns to their attention. The purpose of any informal meeting between you and your line manager is to:

- Identify and examine any areas of concern;
- Ensure that future expectations are clearly understood; and
- Develop and agree an action plan leading to improvements, where appropriate.

Your line manager should ensure that your identified training needs are met as quickly as possible and that the action plan is reviewed and monitored within an agreed timescale. For more advice, contact the People Experience Team. Your line manager should keep a note of the meeting. If you agree an action plan with your line manager containing appropriate training and support, this should be documented by the line manager and a copy kept for future reference.

2. Formal stage of the procedure i.e. Initiating Performance Improvement Plan (PIP)

- If your performance has not improved following the informal approach or if the performance issue is serious or
- Following the annual performance review, if you have been rated 2 or below, the Performance Improvement Plan (PIP) will have to be followed.

A formal meeting will be arranged to discuss your PIP and you should be notified, in writing, of the PIP review date(s) and time beforehand. The PIP period for such scenario will be up to a maximum of 2 months. The email should contain any supporting information relating to the issue of the performance, such as:

- Skills/knowledge shortfalls and the standards expected;
- Specific evidence of your inability to deal with reasonable workloads or
- Distinguish appropriate work priorities;
- To ensure that meetings do not have to be delayed or postponed at the last minute, your line manager should agree a mutually convenient time and date for the formal meeting with you.

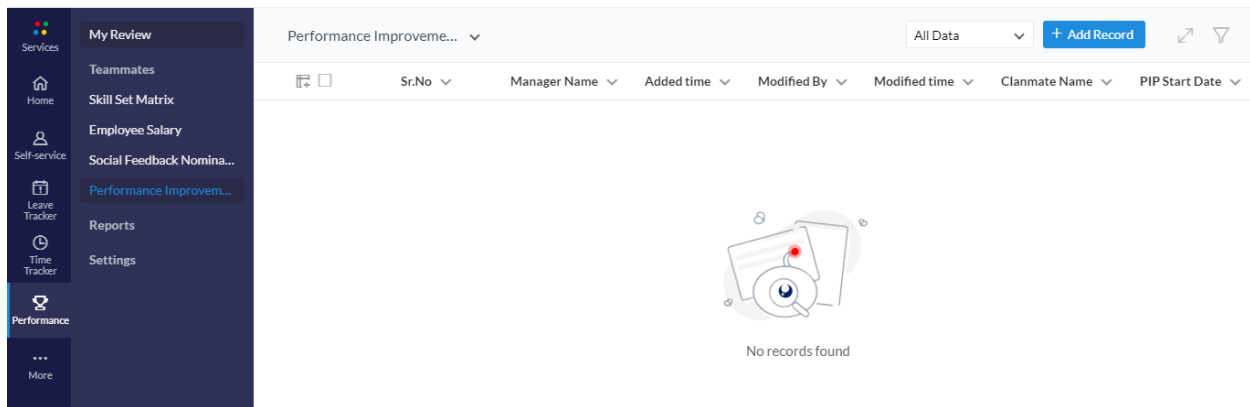
3. Formal action to be taken

Following the informal process, even if the PIP review has failed to bring about an improvement in your performance within the stipulated time of PIP process, where a PIP initiation email cum final written warning is in force and your performance has failed to improve, despite encouragement and assistance, a final, formal meeting will be arranged. The decision taken at this meeting may be to terminate your contract of employment on the grounds of capability. If we decide to dismiss you, you will be informed, in writing, of the following:

- The reason for the decision;
- The period of notice you are entitled to;
- The date from which your dismissal is effective;

Process to initiate PIP through Zoho:

- The Immediate reporting manager needs to initiate this process – **Zoho >> More >> Performance >> Performance Improvement Plan >> + Add Record**



- The Immediate reporting manager needs to fill in all the details mentioned in the form, as shown below. Once the form is submitted, the Clanmate will receive the email notification for this PIP initiation along with the link to this form.
- Clanmate needs to select the option from the drop down of Clanmate Acceptance Tab.

< Add Performance Improvement Plan



PIP details

Clanmate Name
562 - Priyanka - Raut

PIP Start Date

Work Location
(Base) Pune

PIP End Date

Employee type Permanent

Reason for PIP
Initiation Select

Employee status Resigned

Clanmate
Acceptance Select

Concern and Observation

Area(s) of

Observation(s)

< Add Performance Improvement Plan

Concern and Observation

Area(s) of
concern

Observation(s),
previous
discussion(s) or
counseling

Final PIP status

Final PIP Status Select

PIP Extended
Date

PIP Comments

PEX Team

Clanmate

Other options

At any stage in the formal procedure where the problem relates to your performance, and it can be demonstrated that training/support is unlikely to improve, or has not improved, your performance, your line manager may consider one of the following options too.

- Transfer you to another available post within the Blazeclan. We will only consider this when you can meet the required standards of this role and that it is in the best interests of Blazeclan.
- Demotion/take a cut in salary to another available post within Blazeclan. If we propose to transfer, you to another available post within Blazeclan that involves demotion, this must be with your full agreement – it

cannot be imposed upon you. If you do not want to consider this proposal, formal proceedings should begin or continue. If you accept a proposal that involves demotion, you are not entitled to any form of pay protection.

Right of appeal

- You may appeal against dismissal, in writing, to the Head of PEx function within 3 days of receiving of the email confirming the dismissal. The Head of PEx function will convene an appeal hearing. As far as is reasonably possible, we will hear the appeal within 5 days of receiving your request and give the decision.