

Performance Improvement Plan Procedure

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1. Introduction

1.1 Objective

This procedure aims to ensure that there will be a fair and consistent approach to the enforcement of standards of performance throughout the organization. The performance improvement procedures help to promote fairness and consistency in the treatment of individuals and encourage improvement in individual performance.

1.2 Scope

This procedure applies to all employees of SGA whether permanent or on a probation term. It does not apply to contractors or agency staff as their contracts can be terminated without following this procedure since they are not SGA employees.

While this procedure is part of the HR manual, it does not form part of an employee's individual contract and the content may be subject to revision as the need arises in consultation with the management.

1.3 Terms and Definition

Terms	Description
F&F	Full and Final
HR	Human Resource
PIP	Performance Improvement Plan
RM	Reporting Manager
WEF	With Effect From

2. Responsibility

HR Department would be responsible for verifying the effectiveness of the process and its revision whenever required.

3. Informal Action

In the first instance, performance issues should be dealt with informally by the Manager (in discussion with the work manager where appropriate) and the employee. This is part of day-to-day management and is intended to ensure that an employee is aware of what is expected of them and prevent problems. If there are issues that need to be addressed, targets for improvement should be set and a timescale for review agreed. If this fails to deliver the necessary improvement in performance, formal action under stage one of this policy and procedure will follow.

4. Guidelines for Managers

Pre-Assessment Stage

1. STEP I: Getting started

The first step in the PIP process is for the supervisor (immediate RM) to document the employee's performance areas that need improvement. In documenting the main performance issues, be objective and specific. Provide facts and examples to further clarify the severity or pattern of performance concerns. Describe in detail the poor performance or situation that necessitates a PIP. Be brief, concise and to the point. This section sets the

background for the PIP and should answer the questions, "what, when, where, why, who and how".

2. STEP II: Develop an Action Plan

Next, the supervisor (immediate RM) should establish an action plan for improvement. This action plan should include Specific and Measurable objectives that are Accurate, Relevant and Time-bound

Action Phase

1. STEP III: Review PIP

Prior to meeting with the employee, the supervisor (immediate RM) should seek assistance from his or her manager and HR representative to review the PIP. This third party should ensure the documentation is stated clearly and without emotion. The third party can also review the suggested action plan to ensure it is specific, measurable, relevant and attainable within the PIP timeline. (PIP timeline is of 30 days in length).

2. STEP IV: Meet with the employee

During this meeting, the supervisor (immediate RM) must clearly lay out the areas for improvement and plan of action. You may need to modify the action plan slightly after receiving the employee's input and feedback. Make any changes to the plan before the supervisor and the employee sign the PIP form. Specify any required re-training or additional technical preparation that will be provided to help improve the employee's performance. Ask for suggestions and inputs from the employee to be included in the PIP. Request for the progress reports and proof of participation.

3. STEP V: Follow up

The employee and the supervisor (immediate RM) should have regular follow-up meetings (weekly, bi-weekly or monthly). These meetings should discuss and document progress toward objectives. But ultimately, it is best when employees are provided the opportunity in follow-up meetings to ask questions and seek guidance or clarification on performance expectations. The supervisor should ensure discussion on any potential roadblocks with the employee and provision of necessary tools and training for the employee.

Post Assessment Stage

1. STEP VI: PIP Conclusion

List the positive outcomes of successfully completing the PIP and negative consequences of failing to meet the criteria. If an employee is unable to improve, refuses to commit to the PIP or his or her performance actually gets worse, then the employer should close the PIP and terminate employment post discussion within five working days intimating the HR Department & people involved in the process.

When the employee does show some improvement but is unable to achieve some or all of their action plan objectives within the PIP timeline, there are a few options. If the employee is trying his or her hardest but just can't meet one or more objectives, the employer may agree to extend a PIP for a few more weeks or months. If the employer determines in retrospect that the objectives were too hard or not completely within the employee's control, the employer may decide to either extend the PIP or end the PIP due to the progress

that was observed. If the employer determines the employee just isn't a good fit or isn't really trying to improve even after all this effort, then the employer should terminate employment. When the employee has responded positively by meeting the objectives, the employer should formally close the PIP and allow the employee to continue to work. This should be a positive occasion for the employee, but be sure the employee understands that continued good performance is expected.

5. Formal Action - Stage One

Following consultation with the HR team, the staff manager will arrange a meeting with the employee, the objective of which will be to:

1. Set out why and how the staff manager considers the required standards have not been met
2. Provide an opportunity for the employee to explain the poor performance and ask any relevant questions
3. Discuss measures, such as additional training or supervision, which may improve performance
4. Set targets and a timescale for improvement and review. The timescale for review should normally be one to three months

The employee should be given written notification of the meeting, including a summary of the performance issues and the purpose of the meeting. He / she should be given at least one working day notice and informed that he / she may be accompanied by one companion, who is a fellow worker or full-time employee. At the end of the meeting, the manager will reconfirm the performance standards required taking into account any mitigating circumstances and agree with the employee a PIP designed to achieve them over email, along with specifics of the task/s.

Following the hearing, the employee will be given a copy of the PIP together with a first written warning setting out the areas discussed and the consequences of failing to improve within the review period. A copy of this warning will be placed on the employee's personal file. In any event, it will be made clear to the employee that if the under-performance persists and the requirements of the agreed plan are not met, then the next stage of the procedure will be invoked and may result in dismissal. The employee will be advised that he / she has a right of appeal to a more senior manager.

The employee's performance and progress against the PIP will be continually assessed and if the required improvements are achieved and maintained, the employee will be informed in writing and the issue will be closed. The first written warning will remain 'live' for nine months from the date of issue and if the employee slips back to an unsatisfactory level, the performance improvement procedure will recommence at stage two. If the under-performance persists however, or the employee fails to meet the requirements of the plan, stage two of the performance improvement procedure will be implemented.

6. Formal Action - Stage Two

Following consultation with the HR team, the staff manager will arrange a meeting with the employee, the objective of which will be to:

1. Explain why and how the staff manager considers the required standards have not been met. Make clear where the issues are and the reasons for entering into stage two of the procedure
2. Provide an opportunity for the employee to explain the poor performance and ask any relevant questions
3. Discuss measures, such as additional training or supervision, which may improve performance
4. Set targets and a timescale for improvement and review. The timescale for review should normally be between one to three months
5. Make any necessary adjustments to the PIP. The adjustments will be agreed at this stage

The final written warning will remain 'live' for 12 months from the date of issue and if the employee slips back during this period to an unsatisfactory level, the performance improvement procedure will recommence at stage three. If the under-performance persists however, or the employee fails to meet the requirements of the plan, stage three of the performance improvement procedure will be implemented.

7. Formal Action - Stage Three (Conclusion)

At this stage in the proceedings, where dismissal is a possible outcome, the HR team will arrange a meeting with the staff manager, the employee and their companion, a HR manager, and a senior independent manager for the purposes of reviewing the issues and the employee's performance against the PIP.

If the panel is satisfied that the employee has been provided with the appropriate training and support but has persistently failed to achieve the required standards of performance and, on the balance of probabilities, is unlikely to achieve them in the future, then the decision is likely to be dismissal. However the panel may, depending on the circumstances, consider voluntary downgrading or a voluntary reduction in salary as an alternative to dismissal.

If the panel finds that the requirements of PIP were unreasonable, the employee has received insufficient training or there were mitigating circumstances, they can extend the process for a maximum of three months. If the decision is to extend, then the employee will be informed in writing and the letter will include the date, upon which the extension expires, and the dates of regular performance reviews involving the staff/work manager and countersigning manager.

If at the end of that period, the required improvements have still not been achieved, then dismissal with notice of maximum five days will be the likely outcome. The panel may, exceptionally, consider voluntary downgrading or a voluntary reduction in salary as an alternative to dismissal.

8. Record Keeping

All formal performance improvement procedures cases must be registered from the outset with our HR team, who will allocate them an individual number, monitor progress and provide advice and guidance in relation to this policy and procedure.

9. Written Records

It is necessary to keep written records of each stage of the process and maintain a file of evidence. These records should be in hard copy as well as soft copy. Although they should be kept confidential, the individual involved should be aware and has a look at all documentation. It should also be understood that emails and notes, together with formal documentation about cases, may be subject to disclosure. Therefore, it is essential that any documentation is written in a responsible and professional manner.