

<b>Policy Title</b>	<b>PERFORMANCE IMPROVEMENT PLAN (PIP)</b>
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## 1. Objective

- To identify underperformance in key roles and functions.
- To establish clear expectations and timelines for performance improvement.
- To assist employees in improving their skills and productivity through training and mentorship.
- To evaluate progress and ensure alignment with organizational goals.

**2. Scope :** This policy applies to employees in Sales, HR, Admin, Accounts & Finance, Management Executives, and Internal Projects who demonstrate performance deficiencies that impact their role and overall company objectives.

**3. Identification of Performance Issues** Performance issues that may trigger a PIP include, but are not limited to:

- Failure to meet key performance indicators (KPIs) or objectives.
- Low productivity or inefficiency.
- Quality of work below standards.
- Repeated errors or non-compliance.
- Lack of adherence to deadlines and commitments.
- Poor teamwork, communication, or professionalism.

## 4 Responsibilities

### Managers/Supervisors

- Identify performance issues promptly and objectively
- Document specific performance concerns with examples
- Develop PIPs in consultation with HR
- Conduct regular check-ins with employees on PIPs
- Provide necessary resources and support
- Evaluate progress against established goals

### Human Resources

- Ensure consistent application of the PIP process
- Provide guidance to managers on PIP development
- Review all PIPs before implementation
- Maintain confidential records of all PIPs
- Monitor compliance with this policy

### Employees

- Actively participate in the PIP process
- Work diligently toward meeting improvement goals
- Seek clarification when needed
- Communicate challenges affecting performance
- Attend all scheduled review meetings

## **5 Department-Specific Considerations**

### **5.1 Sales**

- PIPs should include specific sales targets, client relationship metrics, and business development activities
- Consider market conditions when setting improvement goals

### **5.2 HR & Administration**

- Focus on compliance accuracy, employee relations, recruitment efficiency, and policy implementation
- Include metrics on response times and service quality
- Include operational efficiency, accuracy, timeliness, and organizational support metrics
- Consider workload distribution when setting goals

### **5.3 Finance & Accounts**

- Timeliness: Meeting deadlines for financial statements, reconciliations, and statutory filings.
- Analytical & Strategic Skills: Effective budgeting, forecasting, and financial analysis.
- Process Efficiency: Automation, cost control, and minimizing financial discrepancies.
- Stakeholder Communication: Clear and effective reporting to management, auditors, and regulatory authorities.
- Accuracy & Compliance: Ensuring financial reports, tax filings, and audits are error-free and adhere to regulations.

### **5.4 Management Executives**

- Include leadership effectiveness, team performance, strategic planning, and business outcomes
- Consider broader organizational impacts and dependencies

### **5.5 Internal Projects**

- Include project delivery timelines, quality standards, budget adherence, and stakeholder satisfaction
- Consider project complexity and dependencies when setting goals

## **6. Performance Improvement Plan Process**

### **6.1 Initiation**

- The immediate supervisor or department head identifies performance concerns and gathers supporting documentation.
- HR is consulted before initiating a formal PIP.
- The employee is notified of performance concerns and the need for a PIP.

### **6.2 Development of PIP**

- A detailed PIP document is created, outlining:
  - Specific performance gaps.
  - Measurable performance expectations and objectives.
  - Timeline for improvement (typically 30 to 90 days).
  - Support mechanisms such as training, coaching, or mentoring.
  - Regular review schedule (weekly/bi-weekly meetings with the manager and HR).

### 6.3 Implementation

- The PIP is formally communicated to the employee in a meeting with the supervisor and HR.
- The employee acknowledges the plan and agrees to comply with the outlined actions.
- Continuous monitoring and feedback are provided throughout the PIP duration.

### 6.4 Evaluation and Conclusion

- At the end of the PIP period, performance is reassessed.
- Outcomes may include:
  - **Successful Completion** – The employee meets performance expectations and exits the PIP.
  - **Extension** – If partial improvement is shown, an extended PIP period may be granted.
  - **Termination or Role Change** – If no significant improvement is observed, termination or reassignment may be considered.

## 7. Confidentiality and Documentation

- All discussions and documentation related to the PIP are confidential and maintained by HR.
- The PIP document is retained in the employee's performance records for future reference.

## 8. Employee Rights and Appeal

- Employees have the right to discuss concerns about the PIP with HR.
- If an employee disagrees with the PIP process, they may submit a written appeal to HR for review.

## 9. Review and Compliance

- This policy is reviewed periodically to align with company objectives and employment regulations in Singapore, Malaysia & India.
- All employees and managers are expected to comply with the PIP policy to maintain a fair and performance-driven work environment.