



PERFORMANCE IMPROVEMENT POLICY

Philosophy:

The Policy and process defined is aimed at helping the employee to achieve their full Potential. The philosophy at KIM is to proactively manage employee performance for driving the individual and the Institution towards the desired performance and results. It is about striking an alignment between individual and Institutional objectives for accomplishment of excellence in performance.

Performance Improvement Plan (PIP) aims to be an objective and sensitive process to handhold such identified employees whose contribution to the Institution's success needs improvement. While remaining sensitive it is equally important to maintain a performance driven culture in an empathetic environment focusing on objectively defined parameters.

Process:

- a) Employees securing the rating of "Not meeting Expectation" in a given appraisal year would be by default put on a PIP.
- a1) Employee who has been deemed not performing during the year can be put into PIP during the course of the year.
- b) The duration of the PIP would be 60 days, However, if the manager feels that there is a need for the PIP to be extended, he/ she can choose to do so for an additional period of 30 days, post which a conclusive decision on the candidate 's performance/non-performance needs to be finalized and appropriate action to be executed. The PIP cannot be extended beyond 90 days.
- c) The employee, appraiser (immediate Manager), reviewer (Functional Head/ Director) and HR would work together to put this plan in place.
- d) The performance of the employee would be periodically assessed at regular intervals during this period (bi-weekly reviews).
- e) Employees showing significant improvement would come off the PIP after the stipulated period.
- f) In case the performance at the end of PIP Tenure is not as per the set standards, the Institution would take a call on the appropriate steps to be executed.

This document has two sections.

Section I:

Post sharing of rating &/ or feedback to the employees, the appraiser invites employee for a preliminary PIP discussion which aims to finalize the agreed PIP role keeping employee skill sets, interests and ultimately the Institution requirements in mind. This section has to be



completed by the appraiser, post the Preliminary PIP meeting and a copy of this section be made available to HR for records.

Section II:

- a) Joint agreement of responsibilities during the PIP period. The reviewer name is also communicated to the employee.
- b) It is recommended to conduct at least three rounds of formal review and feedback session with the employee. The essence of each session needs to be documented during the 3-month PIP tenure. Employee needs to be communicated 'Off track/ On Track' status with rationale at end of each review period.
- c) Start and end date of PIP to be clarified to employee by appraiser. The start date of PIP commences post joint agreement of responsibilities and the employee being assigned to the agreed PIP role.
- d) If the employee has to go on long leave due to some unavoidable exigency (medical / death in immediate family/paternity leave in case of male employee), the PIP period gets extended by such time.
- e) During the PIP period, if an employee proceeds on maternity leave, the PIP is held in abeyance till such time she resumes work. Post resumption, she has to complete the PIP.
- f) Post completion of PIP tenure the final formal recommendation (Off Track/ On Track) has to be communicated to employee with rationale.

'On Track' means the employee's overall performance on PIP parameters are up to expectation on PIP and would be allowed to continue performing his/ her duties alongside setting goals for the year and cannot be put as "Did not meet expectations" for that year.

Annual rating will be assigned basis demonstrated performance for the balance of the financial year. If the employee is again provided a "Not meeting expectation" rating in the next appraisal cycle, there will be no further provision for putting him/ her in PIP; to be treated as exit from Institution.



'Off Track' means if an employee's overall performance on PIP parameter is not up to the expectation on PIP, the Institution will take the required action as per need. Appraiser to ensure that Track communication has been made to the employee, the letter has been handed over to the employee and documented (mail / signature on duplicate hard copy / acknowledgement of registered letter)

Goals	Measure	Desired Outcome	Weightage	Progress Tracker	Remarks by Appraiser
Define the Goal	Define the method to capture the goal progress	Set the Target	Ensure weightage adds up to 100%	On Track/ Off track	Please justify the progress

PIP format

Manager- Reportee Information			
Employee Name		Appraiser 's Name	
Employee ID		Reviewer 's Name	
Department		HR Representative	
Start Date of PIP		End Date of PIP	
Location			
Last Rating			

Version Control

Version	Prepared by	Reviewed by	Approved by	Date of Approval
1	Head HR	Director	Vice President	