



## Performance Improvement Plan (PIP) Guideline

### Bank Asia Limited

#### 1. Purpose

The Performance Improvement Plan (PIP) is a structured and time-bound process designed to:

- Support employees in improving identified performance gaps
- Clearly communicate performance expectations
- Provide fair opportunity, guidance, and resources for improvement
- Ensure consistency, transparency, and compliance with Bank Asia's HR policies

PIP is **not a disciplinary action**, but a corrective and developmental measure.

#### 2. Scope

This guideline applies to:

- All permanent employees of Bank Asia Limited
- Employees whose performance is assessed as **"Below Expectations"** or equivalent during performance reviews, or whose sustained performance issues are observed during the year

#### 3. Triggers for Initiating a PIP

A PIP may be initiated when one or more of the following occur:

- Failure to meet agreed SMART performance objectives
- Consistent quality, productivity, or compliance issues
- Repeated negative feedback from internal/external stakeholders
- Skill or competency gaps impacting job performance
- Behavioral issues affecting teamwork or service delivery (non-misconduct)

#### 4. Authority & Responsibility

- **Initiation:** Line Manager (with HR Business Partner support)
- **Approval:** Head of Department and HR

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- **Monitoring:** Line Manager and HR
- **Final Review:** Department Head and HR

### 5. PIP Duration

- Standard duration: **60–90 days**
- In exceptional cases, duration may be extended once with HR approval
- PIP timelines must be clearly communicated and documented

### 6. PIP Process

#### Step 1: Performance Discussion

- Line Manager conducts a formal discussion with the employee
- Performance gaps are explained using facts, data, and examples
- Employee's perspective is heard and documented

#### Step 2: PIP Documentation

A written PIP must include:

- Specific performance gaps
- Expected performance standards
- SMART improvement goals
- Action steps and support to be provided
- Review milestones and final evaluation date
- Consequences of non-improvement

Both manager and employee must acknowledge the PIP in writing.

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### 7. Support & Development

During the PIP period, Bank Asia may provide:

- Coaching and regular feedback sessions
- On-the-job training or refresher programs
- Process clarification or role realignment (where applicable)
- Access to relevant learning resources

The employee is expected to demonstrate commitment, ownership, and effort.

### 8. Review & Monitoring

- Progress reviews should be conducted **bi-weekly or monthly**
- Review discussions must be documented
- Any changes to targets or support must be mutually agreed and approved by HR

### 9. PIP Outcomes

At the end of the PIP period, one of the following outcomes will apply:

#### 1. **Successful Improvement**

- Employee meets expected performance standards
- PIP is closed formally
- Employee returns to normal performance management cycle

#### 2. **Partial Improvement**

- Limited progress observed
- PIP may be extended once with revised targets

#### 3. **Unsatisfactory Improvement**

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- Performance remains below expectations
- Further action may include:
  - Role reassignment (if feasible)
  - Withholding of increments/bonuses (as per policy)
  - Separation in line with Bank Asia HR policy and labor laws

### 10. Confidentiality

- All PIP discussions and documents are confidential
- Access is restricted to the employee, line management, and HR