

PERFORMANCE IMPROVEMENT POLICY & RESOURCES

Purpose

CIEE is committed to attaining the highest possible standards of performance in order to deliver a worldclass service to our participants. The Performance Improvement Policy and Procedures are designed to improve and prevent the recurrence of undesirable employee behavior and performance issues, to ensure consistent and fair treatment of all employees, and to support employees in improving or restoring satisfactory standards of performance.

CIEE recognizes that employees may require support from time to time to ensure their performance is satisfactory. CIEE requires those with supervisory and management responsibilities to use proactive action whenever possible to improve performance. Outlined below are the steps of CIEE's Performance Improvement Policy and Procedures.

Consultation with Human Resources is required prior to distributing any warning, performance improvement plan (PIP), or pursuing termination. This policy applies to all permanent and temporary employees.

Procedures

Depending on the local laws and regulations, nature, severity, frequency, the employee's work record and the impact of the conduct and performance on the Company, managers have the discretion to determine the (in consultation with Human Resources and their own managers) actions that are necessary and appropriate under the circumstances. Below is a list of possible disciplinary actions that the Company may take. The decision as to what is the most appropriate is based solely on the particular situation and legal requirements in relevant country and state jurisdictions. Local laws and regulations will always prevail.

1. **Counselling/Verbal Warning** - Once performance-related issues have been identified, a meeting may be held between the manager and the employee. Underperformance may have a variety of causes. It is therefore important to discuss any problems carefully with employees so that practical solutions can be agreed. During this meeting, the manager should:
 - Clearly and concisely explain the performance concern that needs to be improved and provide examples as necessary (to ensure the employee has a clear understanding);
 - Communicate the expectations for the standard of performance that needs to be achieved, including the timeframe;
 - Provide guidance and any resources that are available for the employee to support the employee in achieving the standard;
 - Set an agreed upon follow-up date with the employee to review progress;
 - Following the meeting, the manager should document the meeting by recounting the points discussed in an email.

2. **Written Warning/Performance Improvement Plan (PIP)** – If there is a lack of improvement after a Counselling/Verbal Warning, or improvement and then a subsequent decline, or the situation is severe enough to bypass a Counselling/Verbal Warning, a formal Written Warning or Performance Improvement Plan may be issued. The document should outline the following:
 - A description of the performance issue(s) with examples;

- A history of prior attempts (if any) to improve the performance;
- Expected standards of performance, including timeframe;
- Resources available to support the employee in achieving the performance;
- Follow-up actions and progress meetings;
- Consequences for not meeting the standard.

The employee will be provided with a copy of the Written Warning or PIP and will be asked to sign it as proof that they have received the document and understand its contents. An employee's unwillingness to sign the document will not impact the validity of the document itself or the process. The signature of the employee simply represents an acknowledgement and willingness to move forward/improve.

The manager should conduct regular follow-ups with the employee after issuing the Written Warning or PIP. This ensures the employee is receiving ongoing support and coaching, and that any progress made towards the goals and expectations is outlined in the document. All PIPs should state that the next disciplinary step may be termination. The final/signed document should be saved to "My Documents" in ADP.

3. **Final Written Warning** - A final written warning *may* be issued to the employee when there is a demonstrable lack of improvement despite repeated coaching, counselling and training or the situation is severe enough to merit bypassing lesser forms of discipline. The document should outline the points in the first Written Warning (if any). All Final Written Warnings should state that the next disciplinary step may be termination.

The employee will be provided with a copy of the Final Written Warning and will be asked to sign it as proof that they have received and understand the document. An employee's unwillingness to sign the document will not impact the validity of the document itself or the process.

The final/signed document should be saved to "My Documents" in ADP.

4. **Termination of Employment** - When one or more types of discipline has been attempted and failed or if the conduct is of a serious nature, termination of employment may be warranted. The manager must consult with Human Resources to review the circumstances and related documentation prior to termination of employment. **The country or location specific employment laws and practices will always prevail with regard to termination of employment.**

[Resources](#)

[Tips for Approaching Performance Discussions](#)

[People Manager Training](#) (Recording on Bridge)

[PIP Template](#)

[Warning Template](#)