



VANDERBLOEMEN

**Progressive Performance
Improvement Plan
“PIP”**

Purpose

At Vanderbloemen, our company's core values motivate, drive, and guide the work we do and how we serve the Church and other faith-based practices. Our culture embodies the values of Constant Improvement, Solution Side Living, Ever Increasing Agility, and Wow-Making Excellence.

Vanderbloemen strives to be a feedback-heavy culture where managers have regular check-ins with their team, providing informal coaching that will help employees achieve the goals and expectations set for them and their department. The Performance Improvement Plan (PIP) is a tool used when a more formal approach to coaching is necessary. Our heart is that all employees will be successful and thrive in their positions. The PIP affords managers the opportunity to clearly communicate areas of improvement, coupled with intentional coaching, to help the employee meet expectations and be successful in their job duties.

Vanderbloemen reserves the right to combine or skip steps depending on the facts of each situation and the nature of the individual's performance. Some of the factors that will be considered are whether underperformance is being repeated despite coaching or training, the employee's work record and the impact the conduct or performance issues have on the organization.

Nothing in this plan provides any contractual rights regarding employee discipline or coaching, nor should anything in this plan be read or construed as modifying or altering the employment-at-will relationship between Vanderbloemen and its employees or contractors.

Process

Step 1: Notify Human Resources & Department VP

Managers should notify Human Resources and their Department Vice President (VP) or COO when they believe the performance or behavior of an employee necessitates formal coaching or discipline. Human Resources will provide tools to the manager on best practices and their responsibilities throughout the Vanderbloemen Performance Improvement Plan.

Managers are expected to keep detailed records throughout the Performance Improvement process, including emails, records of employee performance and behavior, and informal and formal coaching. These documents should be kept in the Vanderbloemen Google Drive with access granted to Human Resources, the Department Vice President, and the COO. Additionally, managers are expected to collect signed Performance Improvement Plan documents from employees and turn them into Human Resources.

Step 2: Verbal Coaching and Initial Performance Reminder

The manager will meet with the employee regarding the necessary performance improvement. This creates an opportunity for the manager to bring attention to an employee's persistent and pervasive performance, conduct, and/or attendance issues. The manager should discuss with the employee the nature of the problem(s) or the violation(s) of company policies, procedures, and/or core values. The manager is expected to clearly describe expectations and steps the employee must take to improve his or her performance or resolve the stated issues. Each expectation and step will have a specific timeframe for the intended outcome.

Before the verbal coaching meeting, the manager will prepare written documentation of the Verbal Coaching and Performance Reminder. During the meeting, the manager will review the document and the employee will be asked to sign to demonstrate his or her understanding of the issues and what is expected moving forward.

Copies of the signed Verbal Coaching & Performance Reminder will be given to the employee, Human Resources, and the Department Vice President or COO. The manager is required to meet with the employee after the specified timeframe to discuss the current performance status and provide feedback regarding the next steps.

It is our desire that the vast majority of performance issues will be resolved in this step. In many cases the employee may not be aware of the severity or pervasiveness of their policy, procedure, and/or core values violation(s) or that their performance is not meeting expectations. Once the employee becomes aware of the issue(s), it is Vanderbloemen's expectation that they will work quickly to meet and exceed expectations and that their manager will continue to coach and cheer them on towards success. If the employee makes improvements within the timeframe provided there will be no need to proceed to Step 3.

Step 3: Written Performance Reminder and Improvement Plan

The Written Performance Reminder and Improvement Plan involves more-formal documentation of the issues and next steps. The manager must notify Human Resources and their Department Vice President or COO of the need to escalate the employee to the next step in the Performance Improvement Plan.

The manager and a Human Resource representative will meet with the employee to review any additional incidents, performance, conduct, or attendance issues as well as any prior relevant performance improvement previously discussed during any Verbal Coaching and Initial

Performance Reminder. A formal Performance Improvement Plan which explains the immediate and necessary corrective action required along with coaching steps will be developed prior to the manager meeting with the employee. The PIP will outline what is expected from the employee and the next steps necessary for immediate and sustained corrective action. Depending on the current issue(s) and previous PIP's, the Written Performance Reminder and Improvement Plan may also include a statement indicating that the employee is subject to additional coaching, correction, position reassigning or offboarding from the Vanderbloemen Team.

In the Written Performance Reminder the manager will outline the consequences for the employee's failure to meet performance and/or expectations and provide coaching tools for course correction. The employee will be asked to sign the PIP to demonstrate his or her understanding of the issues and what is expected moving forward.

Copies of the signed Written Performance Reminder and Improvement Plan will be given to the employee, Human Resources and Department Vice President or COO. The manager is required to meet with the employee after the specified timeframe to discuss performance status and provide feedback regarding the next steps.

Step 4: Final Written Performance Reminder & Decision Making Leave

Our goal as a firm is to coach employees to a place of success within their role at Vanderbloemen. The PIP process is designed to provide constructive feedback and tools to the employee that will bring about a win for everyone. However, we understand that in some circumstances a hard decision regarding continued employment with Vanderbloemen is required. When a situation has been escalated to the Final Written Performance Reminder, the manager must consult Human Resources and the Department Vice President or COO regarding the plan of action. Meetings at this level must include the employee, the manager, and an HR Representative. If the plan of action includes a One Day Decision Making Leave then the Department Vice President or COO is required to attend. The Department VP is responsible for notifying the COO of the issue and final recommendation for the employee.

The manager will prepare the formal Final Written Performance Improvement Plan (PIP) and submit it to Human Resources for review. The Final PIP will outline the immediate and necessary corrective action required, along with the next steps, which may include a One Day Decision Making Leave for the employee. The One Day Decision-Making Leave gives the employee an opportunity to seriously consider if Vanderbloemen is the best place of employment for them. The One Day Leave will be paid by Vanderbloemen. The expectation, after the One Day Leave, is that the employee returns with a decision about their next steps with the firm.

In severe situations, the employee may be placed on leave without pay in full-day increments consistent with federal, state, and local wage and hour employment laws. Non-Exempt/hourly

employees may not substitute or use accrued paid vacation or sick days in lieu of the unpaid suspension. In compliance with the Fair Labor Standards Act (FLSA), unpaid leave of salaried/exempt employees is reserved for serious workplace safety or conduct issues. HR will provide guidance to ensure that the discipline is administered without jeopardizing the FLSA exemption status.

Pay may be restored to the employee if an investigation of the severe incident or infraction absolves the employee of wrongdoing.

Step 5: Next Steps

The last and most serious step in the PIP is a recommendation to offboard the employee from the Vanderbloemen Team. This decision is not reached lightly and requires the full backing of the C Level Executive Team. If the agreed decision is to offboard the employee, the manager, HR, and Department VP will develop a plan of action for the COO's approval.

Vanderbloemen will always try to exercise the progressive nature of this policy by providing performance reminders and coaching before proceeding to a recommendation to end employment. However, Vanderbloemen reserves the right to combine and skip steps depending on the circumstances of each situation and the nature of the offense. Furthermore, employees may be offboarded without prior notice, performance reminders, or one-day decision-making leave.

Appeals

Employees will have the opportunity to dispute information management has used in the Performance Improvement Plans. Ideally, the employee will present information to Human Resources within three (3) business days of receiving a PIP. The Appeals Process is established to provide the employee with a fair and equitable solution to the situation.

Employees have the right to request a Human Resource Representative to be present during any and all performance meetings.

Performance and Conduct Issues Not Subject to Progressive Discipline

Illegal behavior is not subject to progressive discipline and may result in immediate termination of employment with Vanderbloemen and will be reported to local law enforcement authorities. Theft, substance abuse, intoxication, fighting, and other acts of harassment or violence at work are also not subject to the PIP process and may be grounds for immediate termination of employment.

Documentation

The employee will be provided with copies of their Performance Improvement Plans. The employee will be asked to sign copies of this documentation attesting to his or her receipt and understanding of the corrective action outlined in the document. Copies of the PIP's will be placed in the employee's official personnel file.

PIP's are to be held at the highest level of confidentiality by all parties involved in the process. This also includes other staff members that are a part of any investigation that takes place.

Vanderbloemen Core Values

Broadband Love – We’re a company built on the values of our Christian faith. As a company, we endeavor to live in grace and walk in love. We strive to show love to each client and candidate with whom we interact.

Unusual Servanthood – We exist to serve our clients and candidates in a way that makes them say, “I’ve never been treated like that by a company.”

Wow-Making Excellence – We can’t promise to be all things to all people, but we can strive to be all things to our clients. We endeavor to under-promise and over-deliver through each step of the search process. We also work to be a thought leader in the search industry, creating top-notch articles and resources to help organizations follow staffing and leadership best practices.

Ridiculous Responsiveness – In the world of smartphones, the world is at our fingertips. Quality comes first, but speed comes next. We want to deliver quality service at lightning speed.

Solution-Side Living – The Vanderbloemen team members are problem solvers, always having a solution mentality and not a victim mentality.

Ever-Increasing Agility – Being flexible is too rigid. We strive for the agility to serve our clients and candidates with excellence in an ever-changing marketplace. Each employee at Vanderbloemen has “other duties as required” built into their job description.

Stewardship of Life – We measure success on our ability to maintain personal and corporate financial, spiritual, physical, and vocational boundaries. Each employee is required to charitably give of his or her time, talent, and resources.

Constant Improvement – Vanderbloemen strives for “kaizen,” the Japanese business philosophy of continuous improvement of working practices and personal efficiency. Each Vanderbloemen employee has an insatiable curiosity for making systems and processes better. The marketplace is changing daily, and Vanderbloemen strives to stay ahead of the curve by constantly asking, “How can we improve?”

Contagious Fun – We take our work seriously but not ourselves. Vanderbloemen loves what we do, and our joy for helping our clients is contagious. You’ll often find us at a local restaurant enjoying each other’s company after work hours because we genuinely like each other.