**Annexure 5 – Templates on Performance Management (HR 006A – HR 006H)**

**HR 006A – Divisional Team Composition**

Division/Unit: ……………………………

|  |  |
| --- | --- |
| Team Member | Designation |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

**HR 006B – Divisional Team Work Allocation**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Scope of Work (indicate broad areas of work) | Key member | Assisted/  alternate member | Monitored by |
| 1 |  |  |  |  |
| 2 |  |  |  |  |
| 3 |  |  |  |  |
| 4 |  |  |  |  |
| 5 |  |  |  |  |

**HR 006C – Divisional Performance Standards**

Division: …………………………………..

|  |  |  |  |
| --- | --- | --- | --- |
| CSFs/KRAs \* | KPIs\* | Results / Goal/Objective | Measurement/ Indicator |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\*CSF - Critical Success Factors; KRAs - Key Results Areas; KPAs - Key Performance Areas; KPIs - Key Performance Indicators

**HR 006D – Formulation of Individual Performance Standards**

Individual Functional Goals for Staff of ……………………………… Division

|  |  |  |
| --- | --- | --- |
| Position | Functional Goals  (Function Result and Measurement) | |
|  | 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
|  | 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |

**HR 006E – Formulation of Individual Performance Standards**

Setting Individual Targets under Goal Category/Key Performance Area for Staff of …………………………………………………… Division

|  |  |  |  |
| --- | --- | --- | --- |
| Position | KRAs | KPIs | Weightage (%) |
|  | 1.0 | 1.1 |  |
| 1.2 |  |
| 2.0 | 2.1 |  |
| 2.2 |  |
| 3.0 | 3.1 |  |
| 3.2 |  |
| 4.0 | 4.1 |  |
| 4.2 |  |

**HR 006F (I) – Performance Assessment Form (Mid-Annual Review)**

**STAFF PERFORMANCE APPRAISAL REPORT**

**Part I: Mid-Annual Review: The purpose of this appraisal form is to provide a written record in evaluating the performance of staff employees. The questions are designed to help evaluate overall strengths and weaknesses, focus on particular characteristics that impact performance, and outline a development plan or objective for the ensuring year. Managers are urged to be frank in their evaluation both for the benefit of the staff member and for the accuracy of this appraisal record. This appraisal will become a part of the staff member’s personnel file**

**Name: ……………………………………………**

**Designation: ……………………………………..**

**Division: ……………………………………..**

**Appraiser’s Name: ………………………………**

**Date Joined: …………………**

**Appraisal Period: ……………………………….**

**Date of Appraisal: ………………………….**

**PERFORMANCE FACTOR RATINGS: Using the following definitions check the box that most closely describes the staff member’s performance for each of the required performance factors. If a performance factor does not apply, please leave blank.**

**SUPERIOR: Contributions and excellent work are widely recognized. Performance consistently exceeds all defined expectations, producing important and impacting results through superior planning, executing and creativity.**

**MORE THAN SATISFACTORY: Most performance objectives exceed expectations. Projects and objectives are completed in a manner that expands the scope and impact of the assignment and increase the impact on the business. The employee is viewed as having made notable contributions to the division.**

**SATISFACTORY: Performance is competent and effective along established expectations; initiative, resourcefulness and good judgment are consistently exercised. Employee makes a solid, reliable and meaningful contribution to the division.**

**IMPROVEMENT NEEDED: Performance falls below expectations on one or two job requirements and responsibilities. A performance improvement plan should be created.**

**UNSATISFACTORY: Performance falls below expectations on several critical job requirements & responsibilities. Without significant improvement reassignment or separation are indicated. A performance improvement plan must be in place.**

**Mid-Annual – Review**

**SECTION 1**

**1 - Unsatisfactory**

**2 - Improvement needed**

**3 - Satisfactory**

**4 - More than satisfactory**

**5 – Superior**

KEY PERFORMANCE AREA

|  |  |  |  |
| --- | --- | --- | --- |
| Deliverables under Key Job Functions or KPIs / Output Targets under Goal Category- | Employee Comments – Self Assessment by Job Holder  1 2 3 4 5  € | Appraiser  Comments – Assessment by Superior  1 2 3 4 5  € € | Final Results –  Agreed Position Thro. Dialogue  1 2 3 4 5  € |
| KPI under Goal Category 1 - |  |  |  |
| KPI under Goal Category 2 - |  |  |  |
| KPI under Goal Category 3 - |  |  |  |
| KPI under Goal Category 4 - |  |  |  |
| Related Personal and Career Development Goals Set for the Period |  |  |  |
| * Personal Development Goal |  |  |  |
| * Career Development Goal |  |  |  |

**Findings and comments on the review discussion by Appraiser**

**………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………**

**Signature of the Appraiser……………………………. Review Date……………………**

**HR 006F (II) – Performance Assessment Form (Year End Evaluation)**

**STAFF PERFORMANCE APPRAISAL REPORT**

**Part II: Year End Evaluation: The purpose of this appraisal form is to provide a written record in evaluating the performance of staff employees. The questions are designed to help evaluate overall strengths and weaknesses, focus on particular characteristics that impact performance, and outline a development plan or objective for the ensuring year. Managers are urged to be frank in their evaluation both for the benefit of the staff member and for the accuracy of this appraisal record. This appraisal will become a part of the staff member’s personnel file**

**Name: ……………………………………………**

**Designation: ……………………………………..**

**Division: ……………………………………..**

**Appraiser’s Name: ………………………………**

**Date Joined: …………………**

**Appraisal Period: ……………………………….**

**Date of Appraisal: ………………………….**

**PERFORMANCE FACTOR RATINGS: Using the following definitions check the box that most closely describes the staff member’s performance for each of the required performance factors. If a performance factor does not apply, please leave blank.**

**SUPERIOR: Contributions and excellent work are widely recognized. Performance consistently exceeds all defined expectations, producing important and impacting results through superior planning, executing and creativity.**

**MORE THAN SATISFACTORY: Most performance objectives exceed expectations. Projects and objectives are completed in a manner that expands the scope and impact of the assignment and increase the impact on the business. The employee is viewed as having made notable contributions to the division.**

**SATISFACTORY: Performance is competent and effective along established expectations; initiative, resourcefulness and good judgment are consistently exercised. Employee makes a solid, reliable and meaningful contribution to the division.**

**IMPROVEMENT NEEDED: Performance falls below expectations on one or two job requirements and responsibilities. A performance improvement plan should be created.**

**UNSATISFACTORY: Performance falls below expectations on several critical job requirements & responsibilities. Without significant improvement reassignment or separation are indicated. A performance improvement plan must be in place.**

**€ €**

**Year End Evaluation**

**SECTION 1**

**1 - Unsatisfactory**

**2 - Improvement needed**

**3 - Satisfactory**

**4 - More than satisfactory**

**5 - Superior**

KEY PERFORMANCE AREA

|  |  |  |  |
| --- | --- | --- | --- |
| Deliverables under Key Job Functions or KPIs /Output Targets under Goal Category- | Employee Comments – Self Assessment by Job Holder  1 2 3 4 5  € | Appraiser  Comments – Assessment by Superior  1 2 3 4 5  € € € | Final Results –  Agreed Position Thro. Dialogue  1 2 3 4 5  € € € € € |
| KPI under Goal Category 1 - |  |  |  |
| KPI under Goal Category 2 - |  |  |  |
| KPI under Goal Category 3 - |  |  |  |
| KPI under Goal Category 4 - |  |  |  |
| Related Personal and Career Development Goals Set for the Period |  |  |  |
| * Personal Development Goal |  |  |  |
| * Career Development Goal |  |  |  |

SUMMARY OF THE EVALUATION UNDER KEY PERFORMANCE AREA

|  |  |  |  |
| --- | --- | --- | --- |
| KPIs /Output Targets under Goal Category Set for the Period | Marks Obtained (Actual) | Weightage  Assigned (Percentage) | Weighted Average Sub Total |
| KPI under Goal Category 1 - | **4** | **0.30** | **1.20** |
| KPI under Goal Category 2 - | **5** | **0.15** | **0.75** |
| KPI under Goal Category 3 - | **3** | **0.20** | **0.60** |
| KPI under Goal Category 4 - | **2** | **0.15** | **0.30** |
| Related Personal and Career Development Goals Set for the Period |  |  |  |
| * Personal Development Goal | **4** | **0.10** | **0.40** |
| * Career Development Goal | **2** | **0.10** | **0.20** |
| Total Weighted Average under Key Performance Area | | | **3.45** |

**Year End Review**

SECTION 2

EVALUATION OF PROFESSIONAL COMPETENCY PROFILE UNDER CAPABILITY AREA

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| CAPABILITY AREA  (Evaluate Professional Competency Profile by marking: ***5 – Superior; 4 - More than satisfactory; 3 - Satisfactory; 2 – improvement needed and 1 – Unsatisfactory)*** | Employee Comments – Self Assessment by Job Holder  1 2 3 4 5  € | Appraiser  Comments – Assessment by Superior  1 2 3 4 5  € € € € | Final Results –  Agreed Position Thro. Dialogue 1 2 3 4 5  € € € € € | Skill / Competency Gap | Development Needs |
| **DEPENDABILITY / ACCOUNTABILITY**  **Completion of assignments on time & carries out instructions€ €** |  |  | **5** |  |  |
| **LEARNING & FEEDBACK**  **Attitude of continuous learning and provision of accurate feedback** |  |  | **4** |  |  |
| **INTERPERSONAL RELATIONS**  **Cooperative, considerate & tactful nature in dealing with others** |  |  | **3** |  |  |
| **INITIATIVE & LEADERSHIP**  **Recommending & creating own work practices & procedures** |  |  | **4** |  |  |
| **COMMUNICATION SKILLS**  **Expression of thoughts clearly & concisely in written & oral form** |  |  | **3** |  |  |
| **FACING ISSUES / PROBLEM SOLVING**  **Manner of solving conflicting issues by constructive action** |  |  | **2** |  |  |
| **PLANNING & ORGANISATION / MAKING AN IMPACT**  **Ability to optimize time, meet deadlines, establish short & long term plans** |  |  | **5** |  |  |
| **MANAGEMENT EFFECTIVENESS / DRIVE & RESILIENCE**  **Skill, involvement & effectiveness** |  |  | **3** |  |  |
| **STAFF DEVELOPMENT (For Managerial Staff)**  **Guidance & opportunities provided for the development of staff** |  |  | **2** |  |  |
| **PROFESSIONALISM & BUSINESS FOCUS**  **High standards of integrity, competence & clear understanding of effective operational aspects** |  |  | **4** |  |  |
| **ATTENDANCE AND PUNCTUALITY Reporting to work on time and ability to complete any task in a given time. Fact of attending (being present at work) to work regularly.** |  |  | **5** |  |  |
| **DELIVERING QUALITY SERVICE**  **Monitors and upholds high quality of service and products to clients** |  |  | **4** |  |  |
| **FUNCTIONAL COMPETENCIES - TECHNICAL SKILLS**  **Select 3 essential job related skills and 2 desired skills as identified under each job category;**  **ESSENTIAL JOB SKILLS**  **DESIRED JOB SKILLS** |  |  | **4** |  |  |

SUMMARY OF THE EVALUATION UNDER CAPABILITY AREA

|  |  |  |  |
| --- | --- | --- | --- |
| CAPABILITY AREA | Marks Obtained (Actual) | Weightage  Assigned (Percentage) | Weighted Average Sub Total |
| **Dependability / Accountability €** | **5** | **0.10** | **0.50** |
| **Learning & Feedback** | **4** | **0.05** | **0.20** |
| **Interpersonal Relations** | **3** | **0.05** | **0.15** |
| **Initiative & Leadership** | **4** | **0.10** | **0.40** |
| **Communication Skills** | **3** | **0.05** | **0.15** |
| **Facing Issues / Problem Solving** | **2** | **0.05** | **0.10** |
| **Planning & Organization / Making An Impact** | **5** | **0.05** | **0.25** |
| **Management Effectiveness / Drive & Resilience** | **3** | **0.05** | **0.25** |
| **Staff Development (For Managerial Staff)** | **2** | **0.05** | **0.10** |
| **Professionalism & Business Focus** | **4** | **0.05** | **0.20** |
| **Attendance And Punctuality** | **5** | **0.10** | **0.50** |
| **Delivering Quality Service** | **4** | **0.10** | **0.40** |
| **Functional Competencies - Technical Skills** | **4** | **0.20** | **0.80** |
| Total Weighted Average under Capability Area | | | **4.00** |

**Overall Evaluation**

SECTION 3

Total Weighted Average Score (Section 1 + Section 2) =

7.45

3.45

Section 1: Total weighted average under key performance area =

4.00

Section 2: Total weighted average under capability area =

Section 1: Key Performance Area

(KPIs/ Outputs Targets under Goal Category)

5 4 3 2 1

High Low

High

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 10 | 9 | 8 | 7 | 6 |
| 9 | 8 | 7 | 6 | 5 |
| 8 | 7 | 6 | 5 | 4 |
| 7 | 6 | 5 | 4 | 3 |
| 6 | 5 | 4 | 3 | 2 |

5

Section 2: Capability Area (Technical & Soft Skills)

4

3

2

Low

1

Option A

Scoring: Grading

**2 Unsatisfactory**

**3 - 4 Improvement Needed**

**5 - 6 Satisfactory**

**7 - 8 More than Satisfactory**

**9 - 10 Superior**

Option B

Scoring: Grading

**2 - 3 Unsatisfactory**

**4 - 5 Improvement Needed**

**6 - 7 Satisfactory**

**8 - 9 More than Satisfactory**

**10 Superior**

APPRAISER COMMENTS:-

Future plans and Actions (As recommended by Appraiser) …………………………………………………………..………………………………………………………………………………………………………………………………………………..

…………………………………………………………………………………………………….. ……………………………………………………………………………..,,,……………………..

**Feedback & communication on performance should be discussed in an ongoing basis throughout the year. In addition a formal performance appraisal discussion should be conducted as an annual / bi-annual two way discussion with each employee. As a result of the discussion, the employee and supervisor should agree on a new set of goals & development plans.**

Signature of Appraiser: ………………………. Date………………….

Signature of Employee: ……………………….. Date………………….

**Your signature indicates neither agreement nor disagreement with the evaluation, but it does indicate that you have read the evaluation, and it has been discussed with you. If you wish, you may comment on the space below.**

EMPLOYEE COMMENTS:-

………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

**HR 006G – Training Needs Analysis**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Division | Staff Category | Present Competency Gap | Future Skill Requirement | Required Overall Training Areas |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

**HR 006H – Scheduling of Training**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Area of Training | Employee Name and Division | Date of Training | Trainer / Course of Training | Method of Training |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |