# Performance Management

### Overview

Performance management system is defined as an objective driven communication, facilitated through monitoring and reviewing of employee performance by both the individual and appraiser and planning of the future performance of the individual.

The objective and benefits of performance management system relate to recognizing accomplishments, identifying newly acquired competencies, preparing employee development plans, planning improvement where deficiencies are found, goal-setting and increased communication between supervisors and employees towards overall higher performance and organizational excellence.

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### Policy on Performance Management System

Company will be committed towards upholding and implementing a consistent system of performance management through formal process of planning, monitoring and reviewing of employee performance targeted towards overall organizational performance excellence and sustainability through the goals of;

1. providing a formal means of constructive, open and honest communication between the employee and his/her supervisor
2. enhancing technical competence, personal and career development of employee and motivation
3. measuring and documenting job performance as a basis for making promotion, compensation/reward and other personnel management decisions

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### Framework

* Ensure the performance standards set should be in alignment with the division as well as organizational goals whilst identifying the overlapping objectives among the divisions in setting performance standards.
* The appraisal should be aligned to the job function as against the job position in developing the performance standards. E.g. A division headed by a person other than a division head, he/she requires possessing the necessary competence to head the particular division and he/she should be appraised in the capacity of a division head.
* The standards set should be clear, achievable, time-bound, easily understandable and in measurable terms.
* The evaluation of performance should be based on overall performance during the appraisal period of one year (including bi annual review) and not on isolated events. The appraisal year shall be from April to March, in keeping with the period of financial year of the entity. The financial year-end review shall be completed by the end of February, the midyear review shall be in August and goal setting shall be completed by mid-March each year to be ready to commence the new performance review financial year from April.
* Ensure that the analysis and evaluation process is not influenced by personal preferences and ideologies through adherence to formal procedures set-out hereunder. Similarly, avoid allowing a strong factor of the employee’s performance to influence another factor that needs improvements, or one that is weak to influence another that is outstanding
* The key elements of an appraisal require constructive comments, supported by illustrative examples which include both positive and negative aspects which should be descriptive and informative towards required improvement, but not judgmental.
* Information contained in a performance evaluation is personal as well as reflective and must be treated with great sensitivity and indicated with caution.
* The individual who has the authority to assign and monitor work to the employee should be responsible for completing the appraisal as the appraiser.
* It is the responsibility of division heads and supervisors to prepare written performance appraisals and to conduct timely appraisal meetings. The formal review meetings requires being conducted bi-annually whilst the informal appraisals requires being on a regular basis, through the monthly monitoring process of collecting evidence of performance.
* Newly hired employees and employees who have received a promotion will be appraised 60 days from date of hire or date of promotion. During this 60 day period, supervisors should closely monitor employees and perform frequent, informal counseling and evaluation.
* Any employee who disagrees with his/her appraisal may file a written response within 10 working days from the date of his/her signature on the appraisal form.  The written response should be filed with the immediate supervisor with copies to the division head and to HR division.
* Performance documentationis important throughout the entire evaluation period. HR division shall assist in preparing relevant materials and retrieving records of performance.

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### Procedures

* **The divisional heads shall develop/review the divisional functions and the specific position functions and communicate same to the HR division and to the divisional employees** (See Templates on Divisional Team Composition and Divisional Team Work Allocation).
* **Each divisional employee in consultation with the divisional head shall develop a minimum of four goals on critical job-position function (**KPIs /output targets under goal category) **that cover the overall divisional core functions and communicate same to the HR division, who shall make note of such documentation** (See Templates on Divisional Performance Standards, Formulation of Individual Performance Standards and Setting Individual Targets under Goal Category or Key Performance Area).
* **Each employee shall prepare a minimum of one personal and career development standards in alignment with the divisional functions and overall organizational objectives.**
* **The performance against these set standards will be formally monitored by the divisional head / appraiser on critical incidents of the appraisee in terms of collecting evidence of performance on a weekly basis, which will be made available to the review of appraisee once a month. The appraisee is encouraged to independently maintain records on his/her performance on critical incidents that shall facilitate the monthly review of records maintained by the divisional head/appraiser.**
* **The formal bi-annual review shall be initiated by the appraisee as a self-assessment providing appropriate comments pertaining to the performance, followed by the appraiser which shall indicate a communicative approach in assessment of performance through formal review meeting, whereas;**
	+ The results, the problems and the possible solutions are discussed with the aim of problem solving and reaching consensus.
	+ The feedback should be given with a positive attitude as this can have an effect on the employees’ future performance (See Performance Assessment Form).
* **The employee shall review the comments made by the appraiser and indicate relevant comments. This process shall continue on each area of assessment and in the bi-annual process.** The employee's signature indicates the appraisal has been discussed with the employee. The appraiser / supervisor should sign the evaluation after the performance appraisal has been conducted.
* The actual performance is required to be compared with the desired performance standard/criteria. The result can show the actual performance being more than the desired performance or, the actual performance being less than the desired performance depicting a negative deviation in the organizational performance. The final analysis of the performance shall be conducted at the end of an appraisal year.
* **The results of the appraisal shall be utilized for the performance improvement initiatives that include capturing of training needs and the above mentioned goals under the objectives of performance improvement system** (See Template on Training Needs Analysis and Scheduling of Training).
* Ensure the employee is informed of a suitable time and place and clarify purpose and type of appraisal, providing the employee the chance to assemble data and relevant performance and achievement records and materials.
* Final appraisal document will become a part of the employee’s official personnel file as maintained by the HR division. **The performance results requires to be updated in the HRIS system for recording and monitoring purpose towards making informed decisions on personnel management and development, in terms of the objectives of the policy.**
* **The HR division shall regulate the appraisal system process timings. In the event of any** delay or neglect to conduct an appraisal by divisional head, the affected employee is encouraged to initiate such or may contact the HR division for assistance.

**Divisional Team Composition of ………………………………… Department**

|  |  |  |
| --- | --- | --- |
|  | **Team Member (Name)** | **Designation and Grade**  |
| 1 |  |  |
| 2 |  |  |
| 3 |  |  |
| 4 |  |  |
| 5 |  |  |
| 6 |  |  |
| 7 |  |  |
| 8 |  |  |

* **Starting from head of the department/functional head and all other officers/staff members dawn the line of hierarchy**

**Divisional Team Work Allocation**

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

**Divisional Key Performance Indicators**

|  |  |  |
| --- | --- | --- |
| **Division**  | **Key Result Area (KRA)/**  | **Related Divisional KPIs** |
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**Individual Key Performance Indicators**

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| --- | --- | --- | --- | --- |
| **Division**  | **Position**  | **KRAs** | **KPIs** | **Weightage**  |
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***Note: Develop One or Two KPIs under Each KRA***

**STAFF PERFORMANCE APPRAISAL REPORT**

**Part I: Mid-Annual and Year End 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**

|  |  |  |  |
| --- | --- | --- | --- |
| **Responsibilities/Deliverables under Key Job Functions –****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 |  |  |  |

**Mid-Annual – 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 €** |  |  |  |  |  |
| **LEARNING & FEEDBACK** **Attitude of continuous learning and provision of accurate feedback**  |  |  |  |  |  |
| **INTERPERSONAL RELATIONS****Cooperative, considerate & tactful nature in dealing with others**  |  |  |  |  |  |
| **INITIATIVE & LEADERSHIP****Recommending & creating own work practices & procedures**  |  |  |  |  |  |
| **COMMUNICATION SKILLS** **Expression of thoughts clearly & concisely in written & oral form**  |  |  |  |  |  |
| **FACING ISSUES / PROBLEM SOLVING****Manner of solving conflicting issues by constructive action**  |  |  |  |  |  |
| **PLANNING & ORGANISATION / MAKING AN IMPACT** **Ability to optimize time, meet deadlines, establish short & long term plans** |  |  |  |  |  |
| **MANAGEMENT EFFECTIVENESS / DRIVE & RESILIENCE****Skill, involvement & effectiveness**  |  |  |  |  |  |
| **STAFF DEVELOPMENT (For Managerial Staff)****Guidance & opportunities provided for the development of staff**  |  |  |  |  |  |
| **PROFESSIONALISM & BUSINESS FOCUS** **High standards of integrity, competence & clear understanding of effective operational aspects** |  |  |  |  |  |
| **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.** |  |  |  |  |  |
| **DELIVERING QUALITY SERVICE****Monitors and upholds high quality of service and products to clients** |  |  |  |  |  |
| **FUNCTIONAL COMPETENCIES - TECHNICAL SKILLS****Select 3 essential job related skills and 2 desired skills as identified under each job category;****ESSENTIAL JOB SKILLS** **1)****2)****3)****DESIRED JOB SKILLS****1)****2)** |  |  |  |  |  |

 **€ €**

**Year End Review**

**SECTION 1**

**1 - Unsatisfactory**

**2 - Improvement needed**

**3 - Satisfactory**

**4 - More than satisfactory**

**5 - Superior**

 **Key Performance Area**

|  |  |  |  |
| --- | --- | --- | --- |
| **Responsibilities/Deliverables under Key Job Functions –****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 -  |  |  |  |
| 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 |  |  |  |
| **Total Weighted Average under Key Performance Area** |  |

**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 €** |  |  |  |  |  |
| **LEARNING & FEEDBACK** **Attitude of continuous learning and provision of accurate feedback**  |  |  |  |  |  |
| **INTERPERSONAL RELATIONS****Cooperative, considerate & tactful nature in dealing with others**  |  |  |  |  |  |
| **INITIATIVE & LEADERSHIP****Recommending & creating own work practices & procedures**  |  |  |  |  |  |
| **COMMUNICATION SKILLS** **Expression of thoughts clearly & concisely in written & oral form**  |  |  |  |  |  |
| **FACING ISSUES / PROBLEM SOLVING****Manner of solving conflicting issues by constructive action**  |  |  |  |  |  |
| **PLANNING & ORGANISATION / MAKING AN IMPACT** **Ability to optimize time, meet deadlines, establish short & long term plans** |  |  |  |  |  |
| **MANAGEMENT EFFECTIVENESS / DRIVE & RESILIENCE****Skill, involvement & effectiveness**  |  |  |  |  |  |
| **STAFF DEVELOPMENT (For Managerial Staff)****Guidance & opportunities provided for the development of staff**  |  |  |  |  |  |
| **PROFESSIONALISM & BUSINESS FOCUS** **High standards of integrity, competence & clear understanding of effective operational aspects** |  |  |  |  |  |
| **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.** |  |  |  |  |  |
| **DELIVERING QUALITY SERVICE****Monitors and upholds high quality of service and products to clients** |  |  |  |  |  |
| **FUNCTIONAL COMPETENCIES - TECHNICAL SKILLS****Select 3 essential job related skills and 2 desired skills as identified under each job category;****ESSENTIAL JOB SKILLS** **1)****2)****3)****DESIRED JOB SKILLS****1)****2)** |  |  |  |  |  |

**Summary of the Evaluation under Capability Area**

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

**SECTION 3**

**Overall Evaluation**

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

 **Section 1: Total weighted average under key performance area =**

 **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**:-……………………………………………………………………………..

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

**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:**

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

**Training Needs Analysis**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Division**  | **Staff Category** | **Present competency gap** | **Future skill requirement** | **Required overall training areas** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

**Scheduling of training**

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