

# **Performance Appraisal Policy and Process**

**FOR**

## **SHAKUMBHARI ENTERPRISES**

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## Employee Leave Policy

Owner:	Partner, HR, Zonal Heads, Finance and Admin, Department heads of SHAKUMBHARI ENTERPRISES.
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### Document Control

This document is subject to change control and any amendments will be recorded below.

### Version Awareness

The audience of this document should be aware that a physical copy may not be the latest available version. The latest version, which supersedes all previous versions, is available at [//Parasvanath/HR Polices](#). Those to whom this policy applies are responsible for familiarizing themselves periodically with the latest version and for complying with policy requirements at all times.

## Performance Appraisal Policy and Process:

### 1. INTRODUCTION:

1.1 SHAKUMBHARI ENTERPRISES recognizes that employees are the asset of the organization. Timely performance and appraisal is important to keep the employees motivated. SHAKUMBHARI ENTERPRISES has performance evaluation and appraisal policy as below:

- a. The Resource will be required to effectively carry out all duties and responsibilities assigned to him/her by him/her manager and others authorized by the company to assign such duties and responsibilities. The Resource will be eligible for first performance review Six (6) months from his/her start date with the Company.
- b. The appraisal will be based on the KRAs given to you at the time of joining, which will subject to quarterly review by resource's manager. Salary appraisal happens annually on completion of each calendar year, which is based on individual and overall company performance.
- c. Initially for fist 6 month (Calendar month), the resource will be on probation period; The Company can terminate your appointment with 7 days' notice in case of non- performance or non-fulfillment of targets given to resource by supervisor.
- d. In-case of serious behavioral/HR related issue; company can terminate the appointment giving a single day notice, company will not be liable for any compensation or damage.
- e. The Resource will be confirmed after 6 months. Company has the right to close the engagement with a minimum of 30 days' notice after the confirmation.
- f. In case due to any reason what so ever, The resource wish to discontinue with SHAKUMBHARI ENTERPRISES, he/she is required to give a 60 days' notice after 6 months of employment. The same can/can't be waived off with loss of full pay loss/adjustment of resource balance leaves by his/her immediate supervisor (Solely on the discretion of immediate supervisor).
- g. Compensation adjustments are based on individual performance and the Company's performance, and will be at the discretion of the Company's Senior Management team, Compensation reviews happens on yearly basis.

## **PERFORMANCE APPRAISAL MANUAL - WHAT TO DO AND HOW TO COMPLETE THE PERFORMANCE APPRAISAL FORM**

### **(A) WHAT TO DO:**

Step 1: Set Goals / Weightage / Difficulty for each staff on PA Form

Step 2: Set Desired Competencies (Behavior) / Current Level / Targeted Level for each staff on the PA Form

Step 3: Communicate the set goals and competencies to staff

Step 4: Review the achievement of the set goals and competencies with staff

Step 5: Get employee to fill up the employee's section on PA Form against the set goals and competencies.

Step 6: Get employee to fill up on PA Form

Step 7: Get the form back from employee and supervisor review and complete the form under the column "Supervisor's Comments & Observations"

Step 8: Supervisor to rate the Employee Goal Achievement Assessment against the set goals

Step 9: Supervisor to rate the Individual Competency Assessment Score on PA Form against the set desired competencies (behaviour).

Step 10: Complete the form on the PA Form.

Step 11: Appraising Supervisor and Employee sign on the form

Step 12: Pass form to Divisional Manager to sign and for him/her to key in the data into the Excel Spreadsheet.

### **FOR MANAGERS ONLY:**

Step 13: Key in the data done by supervisor into the spreadsheet to calculate the total scoring for each staff.

Step 14: Forward all duly completed PA Forms to HR and email the spreadsheet to HR.

### **(B) HOW TO COMPLETE THE PA FORM:**

#### **Step 1: (Goal Setting Period)**

#### **Part 1 / Section 2: Individual Goals:**

\* Goals should be set at the beginning of the Financial Year before the midyear review in October/ November so that the goals can be assessed during midyear review

- List 5-12 key individual goals for each employee which is linked to department's goals
- Goals MUST be measurable and achievable so that the person can impact on the goals given.
- DO NOT give an employee Development Goals and Stretch Goals at the same time, i.e. if you set Stretch Goal(s) the remaining goals should be normal goals and not a mixture of development and normal goals
- The total weightage for all the goals SHOULD add up to 100% For this section, a staff may be given 1-2 development or stretch goals , 4-3 normal goals ( for those setting 5 individual goals) or

1 development or stretch goal and 2 normal goals ( for those setting the minimum of 3 individual goals).

### **Step 2: (Goal Setting Period)**

\* Behaviour Competencies should be set at the beginning of the Financial Year before the midyear review in October/November so that the goals can be assessed during midyear review.

- Use the Behaviour Anchored Rating Scale Booklet (BARS) for this section. A copy of the BARS can be checked at <http://shakumbh.com/policy>
- Determine the desired behaviour competencies for each staff and list them in the column "Behaviour".
- Determine the Current and Target Level:
  - Needs Improvement
  - Meets Expectation
  - High Performing
- List down the Specific Targeted Behaviour, if any

### **Step 3: Communicates to Staff on the Goals set out in the PA Form**

### **Step 4 / 5 / 6: Evaluation Period**

- Employee fills up the section under "Employee Self-Assessment and Critical Incident Record" on PA Form. Listing any critical incidents pertaining or in relation to the individual goals set out.
- Employee fills up the relevant section for each of the goals if it is Mid-year Review, get the employee to fill his/her comment for each question under "Mid-year Review".
- Do likewise for "Year-end Review" or any other reviews accordingly.

Employee completes whole PA Form and submits back to the respective immediate supervisor for the supervisor to review.

### **Step 7: (Evaluation Period between Supervisor and Employee)**

- Supervisor then pen his/her comments on the incidents listed by employee and determine the results of achieving the goals under "Outcome Results" column.

### **Step 8: (Supervisor's Evaluation)**

\* This section is NOT to be shown to Employee.

- The Executive is to provide the assessment for each staff.
- Complete Assessment for Midyear Review (Oct/Nov) and Assessment for Year End Review (Mar/Apr) against the Individual Goals set out.
- Rate the staff according to the type of goals you set for the staff
- If you rate the staff under "Exceeded", please attached a written commentary or evidence of the achievement

- If you rate the staff under “Not Achieved”, please attached a written commentary or evidence of the lack of achievement

**Step 9: (Supervisor’s Evaluation on Staff’s Behavior Competences)**

- The Executive is to provide the assessment for each staff.
- Rate the staff according to the type of competence goals you set for the staff.

**Step 10 / 11 / 12: (Supervisor’s Evaluation on Page 12)**

- Complete “Potential Assessment” and/or “Succession Planning” if any.
- Get Supervisor’s, Employee’s and Manager’s signature
- Pen down the date
- Return forms to HR after the Managers have key in the given assessment data by the rating supervisor into the Excel Spreadsheet

**Step 13 / 14: (FOR MANAGERS ONLY)**

- Key in the data obtained from the PA Form into the Excel Spreadsheet emailed to all Divisional Managers.
- After keying in all the relevant data, sign on all PA Forms
- Email the completed spreadsheet to Human Resource to consolidate the data
- Return all duly completed and signed PA Forms to HR Department