

United Business Systems (Pvt) Ltd.



# **Analysis of Performance Appraisal at United Business Systems (Pvt) Ltd**

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*Dedicated to the never-ending love of my parents.....*

## **Acknowledgments**

First of all, thanks to Almighty ALLAH without whose support and guidance at every step, I stood no chance of progressing through the project.

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# Performance Appraisal at United Business Systems (Pvt) Ltd

## 1 Introduction

UBS Group of companies having 28 years of experience is involved in turnkey projects, construction, manufacturing, imports, trading and services. Our skilled team manages various diverse projects at multiple locations by ***Integrating production, sales, design and construction***. This whole construction management is result of new method of construction which is normally referred to as prefabricated construction.

Prefabrication is the practice of assembling components of a structure in a factory or other manufacturing site, and transporting complete assemblies or sub-assemblies to the construction site where the structure is to be located. The term is used to distinguish this process from the more conventional construction practice of transporting the basic materials to the construction site where all assembly is carried out.

An example from house-building illustrates the process of prefabrication. The conventional method of building a house is to transport bricks, timber, cement, sand, steel and construction aggregate, etc. to the site, and to construct the house on site from these materials. In prefabricated construction, only the foundations are constructed in this way, while sections of walls, floors and roof are prefabricated (assembled) in a factory (possibly with window and door frames included), transported to the site, lifted into place by a crane and bolted together.

The theory behind the method is that time and cost is saved if similar construction tasks can be grouped, and assembly line techniques can be employed in prefabrication at a location where skilled labor is available, while congestion at the assembly site, which wastes time, can be reduced. The method finds application particularly where the structure is composed of repeating units or forms, or where multiple copies of the same basic structure are being constructed. Prefabrication avoids the need to transport so many skilled workers to the construction site, and other restricting conditions such as a lack of power, lack of water, exposure to harsh weather or a hazardous environment are avoided. Against these advantages must be weighed the cost of transporting prefabricated sections and lifting them into position as they will usually be larger, more fragile and more difficult to handle than the materials and components of which they are made.

The most widely used form of prefabrication in building and civil engineering is the use of prefabricated concrete and prefabricated steel sections in structures where a particular part or form is repeated many times. It can be difficult to construct the formwork required to mould concrete components on site, and delivering wet concrete to the site before it starts to set requires precise time management. Pouring concrete sections in a factory brings the advantages of being able to re-use moulds and the concrete can be mixed on the spot without having to be transported to and pumped wet on a congested construction site. Prefabricating steel sections reduces on-site cutting and welding costs as well as the associated hazards.

Prefabrication techniques are used in the construction of apartment blocks, and housing developments with repeated housing units. The quality of prefabricated housing units had increased to the point that they may not be distinguishable from traditionally built units to those that live in them. The technique is also used in office blocks, warehouses and factory buildings. Prefabricated steel and glass sections are widely used for the exterior of large buildings.

Detached houses, cottages, log cabin, saunas, etc. are also sold with prefabricated elements. Prefabrication of modular wall elements allows building of complex thermal insulation, window frame components, etc. on an assembly line, which tends to improve quality over on-site construction of each individual wall or frame. Wood construction in particular benefits from the improved quality. However, tradition often favors building by hand in many countries, and the image of prefab as a "cheap" method only slows its adoption. However, current practice already allows the modifying the floor plan according to the customer's requirements and selecting the surfacing material, e.g. a personalized brick facade can be masoned even if the load-supporting elements are timber.

## **1.1 Mission and Vision of UBS**

To revolutionize the construction industry with quick build solutions & dry construction technology, by integrating design, production, sales & construction

UBS reiterates its commitment to the uplift, reconstruction and rehabilitation of Pakistan, by helping to conserve; the environment, energy & cost, by offering alternate construction technologies and techniques.

## **1.2 Guiding Principles of UBS**

The founders of ISL believe that in order to attain operational excellence and customer satisfaction; Hard work & Persistence, Innovation & Uniqueness, Honesty & Sincerity, are a must.

## 2 Appraisal Process

Appraisal process is one of the cornerstones of human resource, which depicts the culture of an organization. Its weakness contributes to increase in employee turnover ratio and employees' dissatisfaction for compensation and benefits. In today's world, transparency and communication in appraisal system is very significant for growing organizations. The performance appraisal process is one that few look forward to. However, understanding the process can help managers and employees conduct a more fruitful appraisal. The purpose of any performance appraisal program is employee development. This goal is accomplished by helping the employee to do a better job and by developing in the employee the knowledge and skill to meet the future needs of the organization.

## 3 History of Appraisal

Performance Appraisal history is not very old and the roots of it found in the early 20th century can be traced to Taylor's pioneering Time and Motion studies. Appraisal really started from the time of the Second World War - not more than 60 years ago.

But in a broader sense, the appraisal practice is a very ancient art. In the scale of things historical, it might be easily claimed to being the world's second oldest profession.

There is, says Dulewicz (1989), "... a basic human tendency to make judgements about those one is working with, as well as about oneself." Appraisal, it seems, is both inevitable and universal. In the absence of a carefully structured system of appraisal, people will tend to judge the work performance of each other and their subordinates, naturally, informally and arbitrarily.

The human inclination to judge can create serious motivational, moral, ethical and legal problems in the workplace. Without a structured appraisal system, there is little chance of ensuring that the judgements made will be lawful, fair, defensible and accurate or in short the judgements made will not be fair.

Performance appraisal began as simple methods of income justification. That is, appraisal was used to decide whether the salary of an individual employee was justified or not. The process was firmly linked to material outcomes such as productivity. If an employee's performance was found to be less than ideal, a cut in pay would follow. On the other hand, if their performance was better than the supervisor expected, they were given a pay rise.

Little consideration, if any, was given to the developmental possibilities of appraisal. If was felt that a cut in pay, or a rise, should provide the only required impetus for an employee to either improve or continue to perform well.

Sometimes this basic system succeeded in getting the results that were required; but more



often it failed.

For example, early motivational researchers were aware that different people with almost equal work abilities could be paid the same amount of money and yet have quite different levels of performance as well as motivation.

These observations were confirmed in empirical studies. Pay rates were important, yes; but they were not the only element that had an impact on employee performance. It was found that other issues, such as morale and self-esteem, could also have a major influence.

As a result, the traditional emphasis on reward outcomes was progressively rejected. In the 1950s in the United States, the potential usefulness of appraisal as tool for motivation and development was gradually recognized. The general model of performance appraisal, as it is known today, began from that time.

## 4 Best Practices of Successful Performance Appraisal

### 4.1 Introduction

In many organizations supervisors / managers often fail to conduct annual performance appraisal of their subordinates / staff. These organizations only conduct performance appraisal as a formality and fail to incorporate it in its core HR functions. Other reasons for this failure could be that top-management do not consider appraisal as an important tool or it may be considered a useless time consuming process bearing undue cost. In aforesaid cases appraisers generally fail to provide constructive feedback as they do not see anything contingent on the process e.g. rewards training and motivation etc. Likewise, the ones appraised are seldom satisfied, in such cases as they generally have issues with the appraiser or the appraisal process itself.

However, performance appraisal can be an extremely useful management tool, if conducted properly. It can be used to effectively motivate employees, increase their productivity, determine their training needs or compensation / benefit plans, and help to better align their work with the organization's core values. Ultimately, employee's line of sight should be aligned with the organization's strategic goals. By following a few best practices for performance appraisal, the process could be streamlined keeping the organization's human resource motivated, helping organization's to achieve its goals. Successful performance appraisals usually follow a cycle of planning, comparing, and evaluating which is elaborated in below stages of the overall process.

### 4.2 Planning

1. *Plan Together.* Organizations have goals, whether financial targets, manufacturing capacity utilization, or target returns. With many employees to meet these goals directly or indirectly, these employees need to be aware of the corporate goals to ensure alliance of these

goals with their individual goals; they need to be made aware of organizational goals. They need to be well-informed to set their personal performance goals along with the corporate strategy. It allows employees establish ownership and keeps them motivated. However, both managers and employees are to come together to review, agree on the measurements, and establish the performance accountability.

To set accountability and expectations between an employee and manager, this should be documented in the plan.

Often, the most difficult part of the planning phase is developing clear and appropriate language to describe performance objectives and measures or indicators of success. Supervisors need to ensure that the performance objectives are a good representation of the full range of duties carried out by the employee, especially everyday tasks that take time, but are often not identified as significant accomplishments.

The objectives and indicators need to be S.M.A.R.T.

#### **4.2.1.1 Specific**

Clearly specify the task to be done, when it must be completed, who is to accomplish it, and how much is to be accomplished.

#### **4.2.1.2 Measurable**

Use multiple measures if possible, for example, quantity, quality, time frame and cost. Ask questions such as: How much? How many? How will I know when it is accomplished?

#### **4.2.1.3 Attainable**

Ensure there is a reasonable path to achievement and an excellent chance that objectives will be accomplished.

#### **4.2.1.4 Relevant**

Goals should be aligned with the organization's overall mission or strategy. Goals measure outcomes, not activities.

#### **4.2.1.5 Time-based**

Set a clear time frame for achieving performance objectives/goals. In most cases, objectives must be completed by the end of the performance review period.

2. *How to achieve goals.* Should we reward an employee if they did not meet their project deadline, but worked many extra hours with a positive attitude trying to meet it? Should one reward an employee if they met their goals on time, but alienated everyone on the team doing so? Managers are challenged to evaluate not just what employees accomplish but how they do so. To set accountability and expectations between an employee and manager, this should be documented in the plan.

3. *Timely Planning.* Frequently, organizations do not get their planning process completed until performance cycle has already started. Therefore, often managers and employees great work gets overlooked in the performance appraisal because it was conducted before the plan was agreed upon. Therefore, the plan should be drafted by the beginning of the performance year.

### 4.3 Tracking

1. *Meet & Review with Frequency.* After jointly drafting performance goals and understanding how they will be evaluated, employees would know what is expected of them. When performance goals are reviewed and discussed regularly, there are no surprises at the end of the appraisal period. A common mistake in the performance appraisal process is to draft a terrific plan that motivates both the manager and employee but never review it again. There would be serious repercussions at the time of appraisal if goals and tasks had changed one period to the other, and the plan was never adjusted for those changes. By meeting regularly, employees and managers are both aware of expectations and they can correct their course if there is an issue. Frequent feedback provides employees with ample opportunity to make any necessary adjustments. Instances where goals are not set and tracked, managers when they meet their employee only for the final appraisal, often the employee's recent behavior is reflected in the review which dictates the fate of the appraisal.

2. *Documentation.* Performance of employees needs to be supported with evidence collected throughout the year both for reward or provision of training and development. In this regard, supervisors must get in the routine of taking notes in meetings with employee and keep these in one place throughout the appraisal period. If there is a software application for the purpose then time must be spared to enter these notes into the system. It is best to do this while the information is fresh. At the end of the year, all of these notes should be in a central location which will greatly simplify the appraisal process.

3. *Simplify the Process.* In organizations, managers wrongly relegate performance appraisals importance as it does not directly impact the organization's bottom line. Organizations carry out performance appraisal as a corporate requirement. Therefore, such large organizations have more paperwork than smaller organizations, which makes this crucial process more difficult with complex templates, timelines, and tools. The easier the process and tools, the more likely it is to be used. Moreover, successful performance appraisals require

documented goals, on-going performance notes, feedback, and a form to document the overall appraisal. If an application supports these activities, then a simple process can be followed.

#### 4.4 Appraisal Types

1. *Employee Self Appraisals.* Just as the employee has ownership in the planning process, it is just to allow him or her to provide a self-appraisal. Employee self-appraisals are also a great way to ensure you are on the same page for his performance

2. *360-Feedback.* 360 feedbacks incorporate information from those that surround the employee including peers, subordinates, vendors, customers. Gathering comments from others raises awareness of areas that may not otherwise be exposed. It helps gather information about behaviors that need to change or continue, to perform better at work. When gathering 360 feedbacks it is important to use a tool that is consistent between raters and employees while making the process simple so that evaluators do not have hesitation to reply. A good number of raters are necessary to get a well sample of feedback. To avoid potential conflicts, 360 Feedback should remain confidential and care should be taken to ensure the feedback is not shared in a format that might allow the employee to know who provided it. However, a manager must use own common sense to screen out some feedback which might be overly praiseworthy or critical.

3. *Management by Objectives.* Management by objectives (MBO) is another modern method of performance appraisal. This technique was first promoted in the 1950s by management theorist Peter Drucker. MBO requires a manager and employee to agree upon specific, obtainable objectives with a set deadline. For example, a sales manager may be required to increase his revenue by 25 percent within three months. Once this goal is set, the responsibility is on the sales manager to direct himself towards the objective. With this technique, success or failure is easily defined.

4. *Ratings Scale.* An alternate type of performance appraisal is the ratings scale. This methodology requires an employer to develop an in-depth grading system, similar to the way students in school are assessed. This scale is then used to evaluate an employee's success within a variety of areas, such as technical skill set, teamwork and communication skills. There is typically a minimum required grade an employee must receive in order for the performance appraisal to be considered a success. Those that do not make the grade are often put on a performance improvement plan. This method is viewed by some management theorists as an egalitarian way of measuring individual performance.

## 4.5 Final Appraisal - Just the facts

1. When giving the final appraisal to an employee under mentioned steps should be followed:-

a. *First step: get organized.* This is the most difficult step where a manager would gather all the information which was collected overtime in notebooks, folders, and calendars. If notes were taken periodically and put in the same place after each encounter, then the first step of preparation is done.

b. *Second step: review results of appraisal type used.* Read over the material and gain a general idea on how to appraise overall performance. Before writing anything, identify examples of behavior (good or bad) that have been mentioned in the material. If there is a goal or competency that you do not have an example for, ask those who might know.

2. *Conclusion.* Ultimately, plans lead to change and results. Gathering supportive information throughout the performance period in a centralized and easy-to-use repository leads to successful performance appraisals. Providing an appraisal that assesses mutually agreed upon performance goals and includes regular feedback throughout the period will lead to a more open and candid environment. The employee ownership in the process and therefore a more likelihood to be motivated and improve their performance. Additionally, such an appraisal process would lead to more equitable Compensation & Benefit plan and Training & Development plans. In short, making changes that improve your organization's performance appraisal processes can be a great step towards improving your organization's culture, relationships with employees and overall performance.

## 5 Performance Appraisal Practice at UBS

### 5.1 Current Situation

UBS is committed to staff development that enables all its employees to reach their optimum potential which is evident from the fact that most of the employees are working with this company for over 6-7 years now. The focus of this practice is on enhancing employee performance, improving their knowledge and skills base and provide opportunities for career progression. The Performance Appraisal System at UBS aims to develop a result and performance oriented framework and to encourage personal development of the employees. Performance Appraisal, "Review of employees work and achievements" is carried out to monitor their progress in achieving assigned goals and objectives and to provide them with feedback and guidance for their career development.

## 5.2 Performance Appraisal for Employees

Performance of all confirmed employees (*to whom the employment contract is awarded*) of Company shall be appraised annually towards the end of the company's financial year before the company management decides the annual increments or rewards.

At the moment Performance Appraisal System consist of one type of activity:-

### 1. Annual Performance Evaluation System (Annex – I)

#### 5.2.1 Annual Performance Review Process

1. This activity is applicable to the whole company. Annual Performance Review of all the employees is finalized by the CEO on the basis of the feedback from the GM and senior managers and supervisors
2. Annual Performance Evaluation is done on the “Performance Evaluation Form (Annex - I).”
3. Each employee is given time to read/discuss his performance evaluation through supervisory feedback session.
4. “Annual Performance Evaluation” of UBS employees is conducted in September every year for which Evaluation Forms are handed over to the concerned supervisors in the month of August

#### 5.2.2 Performance Evaluation Criteria

To assess the employee's performance, the following Performance Appraisal Ratings are used:

Good
Average
Needs Improvement
Low or No Change

GOOD - Performance at this level often exceeds established expectations and standards for work quality, quantity and timelines. The employee exhibits above average mastery of most dimensions of the field of work performed.

AVERAGE - Performance at this level is satisfactory on the established expectations and standards for work quality, quantity and timelines. The employee competently achieves the requirements of the position.

NEEDS IMPROVEMENT - Performance at this level is minimally capable and below the level. Improvement is required in significant dimensions of the job in order to meet the expectations and standards for work quality, quantity and timelines through training need assessment.

LOW - Performance at this level is unacceptable. The employee often fails to achieve basic requirements of the position and has exhibited little or no improvement in job performance. A demotion or warning letter may be issued to an employee and after third warning letter, which may be based on quarterly evaluation, an employee may be terminated.

## **6 GAP Analysis**

GAP analysis determines what aspects are lacking in the current processes in comparison to the best industry practices. The performance of a business is gauged by its ability to accomplish organizational objectives in an operationally and financially effective way. The achievement of operational and financial effectiveness requires that business processes adhere to known baselines or standards. Such standards ensure that work performed is accurate, complete and cost-effective. GAP analysis of UBS Performance Appraisal is given below.

### **6.1 Planning**

There is a huge gap in the current processes of UBS when it comes to the planning part. The appraisal is done as more of a routine conventional exercise than something which has utmost importance. No employee is communicated his responsibilities or his contribution in achieving organization goals. Majority of the employees are not clear on the aspect they will be evaluated on. There are many cultural elements which force employees to follow a given set of patterns without any innovation or improvement in the process.

### **6.2 Tracking**

The tracking process on the other hand is relatively efficient and is mostly handled by the supervisors and the HR department. HR does not focus much on the frequency but manages to get the appraisal done once a year. The processes are simplified and there is ample documentation in hard form which is placed in employee's personal file.

### **6.3 Assessments**

There is no concept of self-appraisal in the organization. The appraisal is done by the supervisor in all the cases and no other form of appraisal exists currently in UBS. Supervisor does not take feedback from peers or any other relevant employee which does bring in the element of personal bias rendering the entire exercise useless.

## **6.4 Final Appraisal**

The results of performance appraisals are reviewed annually and bonuses are awarded in accordance with the performance. There is no process of keeping track of important activities or achievements accomplished by the employee over the year. The appraisal is based entirely on the memory and personal will of the supervisor.

# **7 Proposed Changes in the Performance Appraisal for UBS**

## **7.1 Procedure**

### **7.1.1 Guiding Principles**

1. Personal professional growth is best achieved when there is a collaborative process among the parties involved.
2. The performance appraisal process must provide for consistency, fairness and equity for all employees.
3. Responsibilities and duties are as varied as the individual role. The job description for individual roles will be an integral part of the performance appraisal process.

### **7.1.2 Key Elements**

1. Clear communication of current duties and responsibilities.
2. Opportunity for dialogue throughout the process between the employee and the evaluator.
3. An assessment of performance where strengths and achievements are highlighted and/or areas needing improvement are identified.

### **7.1.3 Process**

1. Performance appraisal will be conducted twice annually.
2. The performance appraisal will be conducted by the immediate supervisor, sub-ordinate (if applicable) and a peer from another department.
3. The Human Resources Department will bi-annually develop a list of all permanent employees who are subject to a performance review and provide that list to the appropriate supervisors.
4. The supervisor will notify the employee that a performance appraisal will be conducted during the current calendar year.
5. If a supervisor considers it advisable to do so; he may conduct performance appraisals in addition to those required. A middle management employee may also request, but is not guaranteed, a performance appraisal in addition to those required.



#### **7.1.4 Pre-Appraisal Meeting**

1. The supervisor and the employee will agree on a date to meet and discuss the performance appraisal process.
2. The employee will complete the “Employee Notification/Input Form” (Annex – II) before the meeting.
3. At the meeting the “Employee Notification/Input Form” will be reviewed and discussed and the specific “Job description” (Annex—IV) will be reviewed.
4. At the meeting, a copy of the “Employee Performance Evaluation Form” (Annex – III) will be given to the employee.

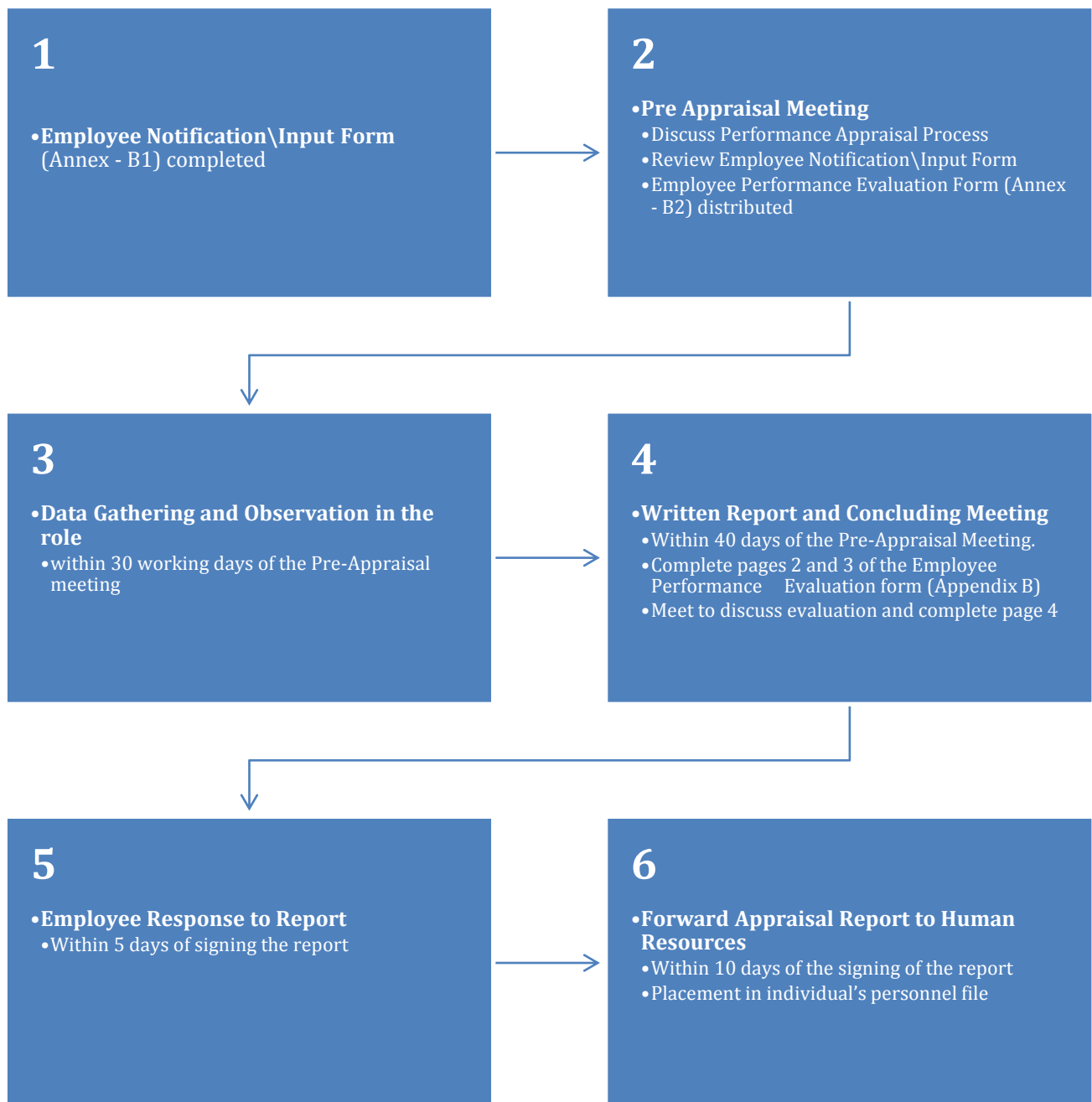
#### **7.1.5 Data Gathering and Observation**

1. The evaluator will receive data as agreed upon at the pre-appraisal meeting and will observe the employee in his role as appropriate. He will also seek input from others in a management role.
2. While data gathering and observation is an ongoing process, additional data specific to the performance appraisal will be gathered within 30 working days of the pre-appraisal meeting.
3. The supervisor will also analyze the information filled in by the employee in Annual Learning Plan (Annex – VI) which will be filled by every employee at the start of the fiscal year.

#### **7.1.6 Written Report and Concluding Meeting**

1. Within 40 days of the pre-appraisal meeting, the supervisor will complete pages 2 & 3 of the “Employee Performance Evaluation Form” (Annex – III).
2. The employee will also complete the “Employee Self Appraisal Form” (Annex – V) and present it at the final appraisal meeting.
3. The employee and the supervisor will meet to discuss pages 2 & 3 of “Employee Performance Evaluation Form” (Annex – III) and “Employee Self Appraisal Form” (Annex – V) and to collaboratively complete page 4.
4. Within 10 working days of the signing of the report, unless the timeline is extended by mutual agreement, the report shall be forwarded to the Human Resources Department. The report will be placed in the individual’s personnel file. A copy is to be retained by the employee and the supervisor.
5. The employee may provide a written response to be included with this report within 5 days of signing the report.

### 7.1.7 Timelines Flowchart



## 8 Why Choose this new Appraisal Method?

Performance is about behavior or what employees do under given circumstances. Performance is evaluative and multidimensional in nature. There are two important facets of performance which are task and contextual. Task performance refers to the specific activities required by one's job. Contextual performance refers to the activities required to be a good "organization citizen". Both task and contextual performance have been made part of the appraisal to make it effective.

The proposed appraisal method is based on the following three types of Appraisal.

1. *Employee Self Appraisals.*
2. *Management by Objectives.*
3. *Ratings Scale.*

The reason behind choosing the top three types is that it covers all the necessary dimensions which are required to evaluate the performance of an employee working at UBS. Also this involves feedback from the employees themselves which makes it very useful when it comes to explaining the performance evaluated to each employee individually.

The objectives are set by employees and their supervisors therefore expectations are known to both the evaluator and the employee and this makes the appraisal process easy and closed loop.

Employees do not perform in a vacuum. They work in an organizational context engaging in certain behaviors that produce certain results. The relative emphasis given to each of these approaches to measuring performance is influenced by the organization's business strategy. In this case Trait and Behavior based approach has been used to measure the performance. It will simultaneously emphasize on employees and their behaviors. This approach was used keeping in mind the business environment of UBS. Trait approach focuses on the individual performer and ignores the situation. This approach is justified based on the positive relationship found between abilities and personality traits and desirable work related behaviors. Behavior approach accentuates what employees do on the job and is performance oriented.

360 degree appraisal is not proposed for UBS because of keeping in view the professional rivalry among the employees.

# UBS Employee Evaluation Form

<b>Employee Data</b>	Name		Joining Date	
	Department		Designation	

Evaluation Period	
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<u>Evaluation Points</u>	<u>Grades / Marks</u>	<u>Comments</u>
Job Knowledge		
Work Quality		
Flexibility		
Punctuality		
Experience		
Behavior with Seniors		
Behavior with Colleagues		
Ethical and Moral Values		
<b>Total</b>	-	-

<u>Strengths</u>	

<u>Weaknesses</u>	

<u>Employee Signature</u>	<u>Date</u>
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Supervisor / Manager  
Comments

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Supervisor / Manager Signature

Date

---

General Manager Comments

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---

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General Manager Signature

Date

---

CEO Comments

---

---

---

CEO Signature

Date

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## 11 Annex-II

### **EMPLOYEE NOTIFICATION FORM**

Date: \_\_\_\_\_

(Employee Name)

This is to confirm our meeting on \_\_\_\_\_ to discuss your performance and to create a plan for developing your skills and potential with the company.

Your input is a very important part of our meeting, so please read below given questions very carefully and answer them in writing. Not only this but I look forward to have any other thoughts that you have in your mind which can help us address your concerns and be beneficial to the company.

1. Do you know the expectations the company has from you? If not, please explain.

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2. What are the challenges you think which directly affect your job?

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3. What do you find to be the most rewarding aspects of your job?

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4. How do you plan to improve/enhance your performance?

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5. How can the company help you increase your performance?

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6. What are the special accomplishment or on job performance that the company should know?

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7. What are your traits which the company is not aware of?

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Please return this sheet to me by \_\_\_\_\_ so that I can review it before we meet. Thank you.

Signed: \_\_\_\_\_

**Key to Rating System:**

<b>A</b>	<b>Exceptional</b>	Performance significantly and consistently exceeds normal requirements of the position. Extraordinary contributions. Work of demonstrated high quality
<b>B</b>	<b>Good</b>	Overall performance is satisfactory. Requirements of the job are generally met in terms of quality and quantity.
<b>C</b>	<b>Needs Improvement</b>	Falls short of required standards in one or more areas. Results sometimes disappointing. Focused improvement necessary.
<b>D</b>	<b>Unacceptable</b>	Continually and consistently falls short of the results or standards required.

		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>Professional Knowledge</b>	Understands work and the Company's policies and practices necessary for the performance of the job				
<b>Professional Skills</b>	At what level did the employee apply his/her professional/technical skills in the process of supporting staff?				
<b>Work Quality</b>	Accuracy, neatness, thoroughness and reliability of work.				
<b>Work Quantity</b>	Amount of productive work output.				
<b>Work Organization</b>	Sets priorities and plans appropriately; uses time effectively and carries out duties efficiently.				
<b>Communication</b>	Communicates clearly with peers in person				
<b>Co-Operation</b>	Courteous, willing and helpful in working with others and complying with policies and procedures.				

<b>Initiative</b>	Interest in job and in improving job. Seeking additional work responsibility.				
<b>Judgment</b>	Uses sound common sense in making decisions.				
<b>Dependability</b>	Accepts responsibility, carries out assignments in a reliable manner with a minimum of supervision.				
<b>Interpersonal Skills</b>	Attitudes toward the Board, supervision, other staff, personnel from outside agencies, general public.				
<b>Attendance And Punctuality</b>					

1. Additional comments on specific categories (please specify category): \_\_\_\_\_

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2. Suggestions for improving/enhancing work performance: \_\_\_\_\_

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3. Activities recommended for the future development of the employee? \_\_\_\_\_

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4. Summary of employee's overall performance: \_\_\_\_\_

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**Employee Feedback:**

**In general, does the employee agree with the evaluation: Yes / No**

Employee's comments on this performance review: \_\_\_\_\_

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**Goals for Professional Growth:**

(Reminder: Goals should be specific and measurable. They may be related to specific aspects of the employee's job description or to activities for professional development.)

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**Date of performance review:** \_\_\_\_\_

**Supervisor's Signature:** \_\_\_\_\_

**Employee's Signature:** \_\_\_\_\_

## 12 Annex-III

### **PERFORMANCE EVALUATION FORM**

Name: \_\_\_\_\_

Department: \_\_\_\_\_

Position: \_\_\_\_\_

Location: \_\_\_\_\_

Employment Date: \_\_\_\_\_

Period covered by the review: \_\_\_\_\_ to \_\_\_\_\_

Evaluator: \_\_\_\_\_

#### **Instructions:**

- Employee and Evaluator should keep a copy for their record
- Report to be sent to HR for filling in the personnel file

## 13 Annex-IV

### **Job description**

**Job Title:** Welder  
**Reporting to:** Production Supervisor

### **Purpose and Scope**

To be able to weld/fabricate in accordance with the Company's / Client's standards. The job requires a right first time manner to maintain their high quality standards and will involve the use of a Mig welder, plasma cutter, saw, and hand held power tools. Generally, although not always, working in a two person team the task will encompass the entire fabrication of the unit, it is therefore a necessity to be able to understand technical drawings and written instructions in order to complete the task successfully.

### **Main Tasks and Responsibilities**

- Personally make health and safety a priority ensuring you comply with all health and safety instructions.
- Comply with the policies and procedures of the Company.
- Work in a safe and orderly manner and maintain a clean and safe working environment at all times.
- Adhere to the Company's procedures with regard to environmental policies, specifically the recycling of waste product.
- Plan your work to minimize waste of raw materials.
- Ensure all the property and equipment you use is maintained and not carelessly damaged.
- When necessary you should assist in other areas, within your capabilities and training.
- To consistently produce accurate fabrication work to the required quality standard within a given timescale.
- You must be able to organize your task to ensure the technical drawing specification is met using the raw materials and equipment you are provided with.
- Communicate with your Department Supervisor frequently during your working hours to ensure the requirements of the production are met.
- Be able to use a range of tools and equipment.

## Employee Self-Appraisal

Name \_\_\_\_\_ Date of Review \_\_\_\_\_

Job Title \_\_\_\_\_ Department \_\_\_\_\_

Date Appointed to this Position \_\_\_\_\_ Review Period \_\_\_\_\_

Manager's/Supervisor's Name and Title \_\_\_\_\_

<b>Primary Performance Expectations: Responsibilities/Goals</b>	<b>Notes/Comments on Achievements &amp; Areas for Improvement</b>

15 Annex-VI

**Annual Learning Plan**

Employee Name: \_\_\_\_\_

Department: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Job Title: \_\_\_\_\_

**Background to Inform Professional Growth Goals, Action Plans and Timelines.**

**Please bring your professional growth goals and strategies from the summative report of your most recent Performance Appraisal or Annual Learning Plan.**

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**Professional learning and growth that I have experienced over the past year(s):**

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Professional Growth Goals	Growth Strategies to Help Reach Goals	Rationale for Growth Goals and Strategies	Action Plan and Timelines

**Employee Comments**

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**Supervisor Comments**

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**Supervisor's signature**

**Employee's signature**

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## 16 References

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2. "Appraising." Human Resource Management.
3. Managing Human Resources by Wayne F. Cascio.
4. <https://kinhr.com/performance-reviews-best-practices/>
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7. <http://smallbusiness.chron.com/different-types-performance-appraisal-1904.html>