



Development of Performance Management
Systems at COMSATS Internet Services
Volume 2

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Introduction

Instructions are developed for each performance appraisal form. These are broad guidelines regarding how the forms are to be filled. Forms of the support, commercial, and technical departments have the same instructions manual while the managerial forms have a separate one due to slight difference in the forms. The appraisal forms for support, commercial, technical departments and managerial forms are developed. Competency models have been designed for each appraisal form. The commercial department, support department, and technical departments have a few similar competencies but their indicators are different. The managerial form has different performance dimensions and have different performance indicators.

Volume 2 contains the four forms in sets. First is the commercial department appraisal form with its set of instructions and competency models, then the support department, and the technical department. Lastly, the managerial level appraisal forms, instructions, and competency models are contained within.

Performance Appraisal Forms for the Commercial Department

INSTRUCTIONS

Performance appraisal

Performance appraisals are a deliberate means of gauging individual performance, fostering professional development, developing performance goals and career growth, aiding in the establishment of merit increases alongside meeting the external and internal demands for the much-needed documentation of individual performance.

Instructions on completing the departmental forms:

To make the system work and be effective the appraisal forms have been improved.

- The departmental forms consist of three parts serving discrete purposes.

For office use and must be filled by the HR people after the final appraisal.

- It asks about if there are some additional documents attached to the appraisal form or not, either the person is eligible for increment or not, or the person should be provided training or not.
- After filling out all these parts, the HR people needs to sign it.

Part A – Self-Assessment:

Involves the appraisee to list down the following dimensions that the appraiser might not have detected while appraising. It includes:

- a. Objectives
- b. Performance
- c. Achievements

This part of the form gives the employee a chance to be involved in:

- Setting their objectives and listing down developmental plans.
- The type of training they want that would encourage their career growth.

Purpose of part A:

- Allows the appraisee to tell about all his/her motivation for that job.
- Elements of the job that makes it difficult for him/her to perform well.
- How they are planning on to grow in the coming years.

- The employees would be evaluating their own performance and rating themselves against the targets they set for themselves and overall achievements.

Knowing about all these would help the appraiser create a developmental plan for the appraisee per their preferences.

Part B – Performance Evaluation:

To be filled by the appraiser.

- The appraiser in this part rate the targets set in the past for the appraisee.
- Each objective is assigned weight, then those weights are multiplied with the rating and the ratings are added to obtain an overall score.
- The appraiser rates employees on 10 performance dimensions
- Each performance dimension is assigned a weight, those weights are multiplied with the rating and the ratings are added to obtain an overall score.
- 70% of target score and 30% of performance dimensions' scores are added together to get an overall performance score for the year.

The appraiser can use part A of the form where the appraisee has rated themselves as a reference. This way, the missing information will be incorporated and there won't be any objections after evaluations. Keeping in view part A of the form, it will be easier for the appraiser to make developmental plans for the employees, and can increase the motivation of the workforce.

Part C – For the Next Performance Appraisal Cycle:

This will be filled by the appraiser and appraisee. Goal setting and targets for the next appraisal period.

- They should sit together and set at least 3 targets and maximum 5 targets for the next appraisal period.
- After setting the targets, weights are assigned to each target and a measure that will be used to monitor the target will also be determined.

At the end of the appraisal form the appraiser is asked to sign and give comments relating to employee's performance.

Appraisee's view is also taken, and then recommendation is given by the appraiser for the promotion of appraisee that is not shown to the appraisee because it is strictly administration issue.

Competency model is given at the end of the appraisal form. It clearly explains:

- Each performance dimension in detail for employee, so that they know what is expected of them and what are the elements they are being appraised upon.
- The appraiser can use the competency models to observe the performance of the employees and appraise them uniformly.

Performance Appraisal Form (Commercial)

Division/Department:		Location:
Name:		Designation:
CIS-PS:		Current Salary:
Date of entry into service:		Date of Appointment:
Appraisal Date:	Appraisal Time:	Appraiser:

For Office Use (to be filled by HR section after the final appraisal)

Attached documents if any, (tick as appropriate)

Overall score for the year

Additional Sheet on Appraisal

Whether eligible for increment

Development Plan

Yes *No* *N/A*

Additional Remarks

Follow up actions to be taken

Training: Yes *No*

Other: Yes *No* _____

The above information has been recorded in the performance data base.

Name: _____

Grade: _____

Signature: _____

Date: _____

Part A – Self-Assessment

What do you think are your main responsibilities?

What are your most important achievements of the past year?

<i>Achievement</i>	<i>How did it benefit the organization</i>

What elements of the job do you find most difficult?

What kind of job would you want to be doing in two/five-year time?

What kind of training and experience are you looking for in the following year?

The score you enter here for each target will only be used for management reference. The score you assign to your targets here will not be added in the final score.

Score the objectives you set for yourself in the past appraisal period against set criteria and rate per the following scale:

1-2 = poor

3-4 = satisfactory

5-6 = good

- Provide reasons/comments where necessary
- Objectives cannot be more than 5 or less than 3

Sr.#	Objectives	Measure	Score	Comment
1				
2				
3				
4				
5				

(This section is included to know the opinion of employees and give them a chance to provide comments regarding any obstacle/difficulty they faced or give justification for a high score they have assigned to a target.)

Part B – Performance evaluation by supervisor

To be completed by the appraiser

Identify the main purpose and responsibilities of the appraisee's job (compare with A1 self-assessment and clarify where necessary)

Targets

Score the objectives set by the appraisee in the past appraisal period against set criteria and rate per the following scale:

1-2 = poor

3-4 = satisfactory

5-6 = good

- Provide reasons/comments where necessary (compare with the self-appraisal)
- Objectives cannot be more than 5 or less than 3

Sr.#	Objectives	Weight	Rating	Score
1				
2				
3				
4				
5				
Final Rating				

Refer to the competency model at the end of the appraisal form: it describes each performance dimension and behaviors that the employee should be evaluated upon.

Sr. #	Performance Dimension	Weightage	X	Rating	=	Score
1	PRODUCT & TECHNICAL KNOWLEDGE	0.15				
2	ACCOUNTABILITY	0.05				
3	CLIENT SERVICE	0.20				
4	COMMUNICATION	0.15				
5	ORGANIZATIONAL UNDERSTANDING	0.10				
6	PLANNING & ORGANIZING	0.05				
7	RESULTS ORIENTATION & ACHIEVEMENT	0.05				
8	COMMITMENT TO LEARNING	0.10				
9	PERSONAL APPEARANCE & IMAGE	0.10				
10	TEAM ORIENTED	0.05				
FINAL RATING						

Summary of Ratings (DO NOT SHARE WITH EMPLOYEE)

Rating on Performance Targets (A)	
Rating on Performance Dimensions (B)	
Final Rating 70% (A) + 30% (B)	

Ratings:

- 1 = Almost always performs as described by “Below Expectations” indicators.
- 2 = Sometimes perform as described by “Below Expectations” indicators and sometimes performs as described by the “Meets Expectations” standards.
- 3 = Almost always performs as described by “Meets Expectations” indicators.
- 4 = Sometimes perform as described by “Meets Expectations” indicators and sometimes performs as described by “Exceeds Expectations” standards.
- 5 = Almost always performs as described by “Exceeds Expectations” indicators.

Part C – For next performance appraisal cycle

Set Objectives for the **next appraisal period** by discussing with the appraisee.

Set objectives for the next appraisal period and set clear measurable criteria. (can be personal and job related)

- Objectives cannot be more than 5 or less than 3

Sr.#	Objectives	Measure	Weight	Comment
1				
2				
3				
4				
5				

Discuss the appraisee's development plan for the **next appraisal period** (should compare with the self-appraisal filled above, and consider training opportunities)

PEN PICTURE

Date: _____

Official Stamp

Signature, Name, Designation

APPRAISEE'S VIEWS

Signature:

Name:

RECOMMENDATION

- a) Recommended for accelerated promotion
- b) Fit for promotion
- c) Recently promoted, assessment for further promotion premature
- d) Not yet fit for promotion, but likely to become fit in course of time
- e) Has reached the ceiling
- f) Fitness for retention after 25 years' service Fit Unfit

REMARKS OF THE COUNTERSIGNING OFFICER

Date: _____

Official Stamp

Signature, Name, Designation

Competency Model (Commercial)

PRODUCT & TECHNICAL KNOWLEDGE

<p>Definition: Understanding product features and detailed technicalities related to them.</p>		<p>Why is it important? Sound product and technical knowledge indicates the enthusiasm of sales and support staff and thus customers respond positively to them. They are expected to handle queries and offer solutions for which they need to be up to date with such information. This knowledge enables the employees to retain customers over a longer period of time.</p>
Exceeds Expectations	Meets Expectations	Does not meet Expectations
Can utilize the knowledge and contribute towards improvement of processes of the business and of the clients by offering suggestions and solutions.	Can prepare all the relevant documentation required while conducting and closing a sale and handles all customer queries effectively.	Lacks in effective handling of all customer queries and issues, and is not able to translate the knowledge into solutions for the clients.
<p>Indicators:</p> <ul style="list-style-type: none"> • Can identify gaps in the business processes or product and suggest improvements • Strives to anticipate customer needs and come up with effective solutions • Consults with industry experts to develop knowledge further • Proactively gathers data from clients to improve services for existing clients, create simple action plans and share with other employees to use if confronted with similar situations 	<p>Indicators:</p> <ul style="list-style-type: none"> • Provides proposal for solutions regarding internet connectivity to customers • Review and prepare all relevant documentation related to a project or sale • Offers customer support relating to coordination and billing issues • Handles all customer queries effectively and on time 	<p>Indicators:</p> <ul style="list-style-type: none"> • Handles basic queries and is unable to handle novel situations • Only able to prepare documentation for a typical sale

ACCOUNTABILITY

<p>Definition: The obligations to account for their activities, accept responsibility, and disclose results in a transparent manner.</p>	<p>Why is it important? They are required to deal with clients. Their job does not end with the closing of the sale. They are responsible for cultivating a long-term relationship with those clients and this requires highly reliable and accountable employees.</p>	
<p>Exceeds Expectations</p>	<p>Meets Expectations</p>	<p>Does not meet Expectations</p>
<p>Displays strong commitment to organization success and is committed to fulfil their duty and present oneself as a credible representative of the business.</p>	<p>Accepts full responsibility and is honest while dealing with the organization and the clients.</p>	<p>Fails to deliver on their duties and responsibilities by often not meeting deadlines. Unable to maintain open and effective communication with clients and organization (transparency).</p>
<p>Indicators:</p> <ul style="list-style-type: none"> • Not only meets commitments on time but also make sure to follow through • Exceeds commitments by frequently delivering work before time • Consistently meets and exceeds commitments of clients • Is effective in consistently providing a reliable image as a representative of the business to the client • Inspires others to be more professional and responsible 	<p>Indicators:</p> <ul style="list-style-type: none"> • Consistently meets all commitments on time • Takes their responsibilities seriously and meets customer expectations • Presents a credible and reliable image to the clients on behalf of the organization 	<p>Indicators:</p> <ul style="list-style-type: none"> • Is unable to meet all deadlines • Only follows through with responsibilities if supervisor presents a penalty • Does not put effort into creating a reliable and professional image in front of clients

CLIENT SERVICE

Definition: Meeting expectations and requirements of clients to foster client satisfaction & loyalty.		Why is it important? They are responsible for maintaining long term relationship with clients and for attracting increased business for the organization by building a strong customer service reputation.
Exceeds Expectations Displays strong dedication towards the customers by working with them as partners in identifying needs that are not always visible. Making efforts to always play a proactive role in solving the problems and queries of their clients.	Meets Expectations Ensure all customers are satisfied with the services and makes effort to maintain a healthy relationship with them by ensuring that both the parties benefit.	Does not meet Expectations Is interested in finding new business for the organization and fail to put effort into building strong, long term relationships with them.
Indicators: <ul style="list-style-type: none"> • Not only addresses the expressed needs but digs deep to understand the real needs of the clients • Actively seeks ways and utilizes the product and technical knowledge to remove barriers for the client to deliver high quality service to them • Continuously monitors the clients to ensure that they are receiving the service and to anticipate future needs and business • Become a trusted advisor of the client • Re-shape services in line with customer needs to deliver significant improvements 	Indicators: <ul style="list-style-type: none"> • Asks questions to better understand clients' needs and expectations • Ensures satisfaction of clients by asking questions and acting immediately to remove any dissatisfaction • Communicates with clients regularly and keeps them up to date with new product/service developments • Is punctual and well prepared for all meetings • Goes beyond what is expected of them to make the customer happy 	Indicators: <ul style="list-style-type: none"> • Does not try to understand the needs of the customers better • Keeps infrequent contact with clients and do not update them on new developments • Is not always well prepared for meetings • Is more focused on finding new business for the organization and closing the sale instead of on cultivating long term relationship with customers

COMMUNICATION

Definition: Exchange of information between the organization and the client with the sales personnel as the intermediary.		Why is it important? They are representatives of the organization. They are the critical link between the business and the clients and clarity of communication is important.
Exceeds Expectations Able to actively listen and share relevant information to anticipate needs and problems of the clients and the organization.	Meets Expectations Effectively and clearly communicates with the clients and the organization and handles conflict situations professionally.	Does not meet Expectations Fails to communicate relevant and updated information on time and cannot handle conflict situations.
Indicators: <ul style="list-style-type: none"> • Consistently delivers clear and concise messages orally and in writing • Asks open ended questions to probe deeper and understand the unexpressed needs of clients • Maintains coordination with distributors and dealers for promotion of services/products • Developing promotional schemes and dissemination of information to clients regarding products & services • Actively listens to co-workers to better understand their concerns 	Indicators: <ul style="list-style-type: none"> • Keeps clients up-to-date and accurately informed • Asks questions to better understand the needs of the clients • Actively seeks feedback • Organizes written ideas and promotional schemes appropriately and clearly • Refrains from immediate judgement and criticism and is willing to listen to co-workers and clients to better understand where they are coming from 	Indicators: <ul style="list-style-type: none"> • Does not update clients regarding new developments • Fails to accurately understand the clients' needs and does not ask questions to clarify confusion • Written ideas and promotional schemes are not organized and well-articulated • Has the tendency to get defensive when criticized and fails to listen to other people's point of view • Do not maintain open communication with co-workers

ORGANIZATIONAL UNDERSTANDING

Definition: Understanding of the working, structure, and culture of the organization.		Why is it important? This understanding will enable the employees to better reflect the firm's culture in their image that the business wants them to project to the clients.
Exceeds Expectations	Meets Expectations	Does not meet Expectations
Has an awareness of goals of other departments and works to build a sense of common purpose and avoids a "we versus them" attitude.	Is aware of other departments' goals and knows how to use the formal and informal systems to get work done.	Lacks an overall idea of the organization's purpose and do not try to understand other department goals. Only concentrates on own department's goals.
Indicators: <ul style="list-style-type: none"> • Demonstrates knowledge and understanding of other departments' goals and tries to coordinate with them • Uses the most cost effective channels of communication within and between departments • Makes contribution towards solving problems related to other departments and tries to foster a collaborative environment 	Indicators: <ul style="list-style-type: none"> • Has high level of awareness regarding the structure of the organization and thus gets things done cost and time effectively • Tries to understand other department goals when they are being communicated to them • Is flexible enough to adjust their own goals per the goals of other departments 	Indicators: <ul style="list-style-type: none"> • Do not try to understand the overall purpose of the organization • Do not acknowledge other departmental goals and is concerned with only their own goals • Do not try to collaborate with other employees

PLANNING & ORGANIZING

Definition: Thinking about and organizing activities that help in achieving the goal.		Why is it important? They are involved in dealing with multiple clients and are also required to coordinate with dealers and distributors, and in preparing operating budgets.
Exceeds Expectations Maintains a detailed schedule of meetings and divides their goal into small tasks and assign deadlines to all. Plays a proactive role in determining goals for oneself.	Meets Expectations Has an understanding of the end results and organizes tasks and activities in order to achieve the goal.	Does not meet Expectations Do not keep track of the goal and the activities needed to be done.
Indicators: <ul style="list-style-type: none"> • Defines tasks and milestones to achieve objectives • Develops a detailed schedule of all activities and meetings and keeps track of them regularly • Detailed documentation developed for projects to keep track of their status • Proactively collects data related to the clients • Is prepared to start making budgets and promotion schedules before time • Detailed action plans are developed • Researches potential markets, plans and organizes proposals and quotes 	Indicators: <ul style="list-style-type: none"> • Clearly understands the end result and works independently by managing the workflow of their activities • Keeps the deadlines of different activities in mind and has a priority list of activities • Anticipates upcoming events and meetings with clients • An outline of relevant action plans is developed • Plans and organizes proposals and quotes 	Indicators: <ul style="list-style-type: none"> • Does not understand the overall goal or its purpose • Lacks a sense of direction and do not put an effort in planning for achieving the set goals • Do not participate in setting goals for themselves • All meetings with clients and dealers are without schedule which results in the employee turning up late or unprepared

RESULTS ORIENTATION & ACHIEVEMENTS

Definition: Consistently delivers results, sets and achieves challenging goals within deadlines.		Why is it important? The revenue of the organization depends upon how many new clients the employees bring to the organization and how many existing clients they do repeat business with.
Exceeds Expectations Sets challenging but achievable goals for themselves, actively seeks to exceed their own targets and are very open to feedback and criticism.	Meets Expectations Consistently meets targets, stay focused on a problem until solutions are found and acknowledges the work and contribution of others.	Does not meet Expectations Do not participate in the setting of goals and fail to deliver results.
Indicators: <ul style="list-style-type: none"> • Develop clear goals for meetings with clients and dealers • Sets challenging goals for themselves • When faced with an obstacle, tries to understand it to overcome it • Sets high performance standards for oneself and other colleagues • Constantly tries to exceed targets and seek ways to improve performance levels 	Indicators: <ul style="list-style-type: none"> • Coordinates with the supervisor in setting goals for themselves • Focus on own goals but at the same time ensure other employees' goals are also achieved • Keeps a detailed time schedule and constantly monitors own performance per the performance standards 	Indicators: <ul style="list-style-type: none"> • Accepts goals from the supervisor without giving any input • Fails to deliver results, or if the employee does meet deadlines the performance is not of high quality • Do not put efforts into ensuring that performance is of a high standard and focuses only on the ends

COMMITMENT TO LEARNING

Definition: Keep up to speed with developments in the organization and the industry. Actively pursue learning opportunities and experiences.		Why is it important? The industry in which the business is working is very fast paced with different technology, software being introduced rapidly. The employees need to keep themselves updated with these rapid developments to understand needs of the clients.
Exceeds Expectations Anticipates developments in the industry, consults with supervisor and take steps before time for arrangement of training programs	Meets Expectations Actively looks out for new training opportunities in the company and participates in all of them.	Does not meet Expectations Do not voluntarily seek training opportunities and only attends them when they are made mandatory.
Indicators: <ul style="list-style-type: none"> • Expands and uses professional knowledge • Seeks to broaden one's own horizons and develop new areas of expertise • Keep up to date with cutting edge knowledge and developments • Collaborate with industry experts • Committed to continuous self-development and is open to criticism and feedback from others 	Indicators: <ul style="list-style-type: none"> • Takes actions to develop themselves • Assesses weaknesses and strengths of oneself by actively soliciting feedback • Actively collaborates with the supervisor in creating a development plan and pursuing training opportunities 	Indicators: <ul style="list-style-type: none"> • Shows willingness to learn but do not actively seek to take actions to improve • Not open to feedback from colleagues • Only asks for guidance from supervisor since they cannot work independently

PERSONAL APPEARANCE & IMAGE

Definition: Presentable and hygienic appearance and dress code. Professional manners contributing towards the image.		Why is it important? The employees are like the face of the organization. They are expected to maintain contact with the clients and build relationships with them.
Exceeds Expectations Consistently dresses in a presentable manner and maintains highly professional attitude and behavior always.	Meets Expectations Observes the dress code of the organization. Maintains professional attitude towards clients.	Does not meet Expectations Does not dress per the dress code and fails to consistently maintain a professional attitude towards clients.

TEAM ORIENTED

Definition: Working cooperatively with others to complete projects and tasks.		Why is it important? There are numerous clients of the company and employees are required to keep in contact with them. To ensure that the clients are always serviced and there is always an employee available to serve them coordination between the co-workers is needed.
Exceeds Expectations Identify team membership and roles, establish productive relationships, and consistently meet team objectives.	Meets Expectations Collaborate with others and be open to other employees' ideas and feedback.	Does not meet Expectations Fails to coordinate with other colleagues and is unreliable thus other sales personnel cannot depend on them.
Indicators: <ul style="list-style-type: none"> • Determine when to be the leader and when to be a follower depending on what is needed for the achievement of goals • Open to receiving feedback and give feedback • Creates long term partnerships internally and externally • Encourages or facilitates beneficial resolutions to conflicts • Publicly credits colleagues and team members 	Indicators: <ul style="list-style-type: none"> • Cooperates willingly and aids others by putting extra effort whenever needed • Is not afraid in seeking advice from others • Considers concerns and goals of other departments as important • Gives credit to other team members when it is due • Genuinely values inputs from others 	Indicators: <ul style="list-style-type: none"> • Is unreliable thus team members cannot rely on them • Focuses only on individual goals and do not consider team goals • Does only his or her share of work • Treats other team members with respect but do not put efforts to foster a relationship with them

Performance Appraisal Forms for the Support Departments

INSTRUCTIONS

Performance appraisal

Performance appraisals are a deliberate means of gauging individual performance, fostering professional development, developing performance goals and career growth, aiding in the establishment of merit increases alongside meeting the external and internal demands for the much-needed documentation of individual performance.

Instructions on completing the departmental forms:

To make the system work and be effective the appraisal forms have been improved.

- The departmental forms consist of three parts serving discrete purposes.

For office use and must be filled by the HR people after the final appraisal.

- It asks about if there are some additional documents attached to the appraisal form or not, either the person is eligible for increment or not, or the person should be provided training or not.
- After filling out all these parts, the HR people needs to sign it.

Part A – Self-Assessment:

Involves the appraisee to list down the following dimensions that the appraiser might not have detected while appraising. It includes:

- d. Objectives
- e. Performance
- f. Achievements

This part of the form gives the employee a chance to be involved in:

- Setting their objectives and listing down developmental plans.
- The type of training they want that would encourage their career growth.

Purpose of part A:

- Allows the appraisee to tell about all his/her motivation for that job.
- Elements of the job that makes it difficult for him/her to perform well.
- How they are planning on to grow in the coming years.

- The employees would be evaluating their own performance and rating themselves against the targets they set for themselves and overall achievements.

Knowing about all these would help the appraiser create a developmental plan for the appraisee per their preferences.

Part B – Performance Evaluation:

To be filled by the appraiser.

- The appraiser in this part rate the targets set in the past for the appraisee.
- Each objective is assigned weight, then those weights are multiplied with the rating and the ratings are added to obtain an overall score.
- The appraiser rates employees on 10 performance dimensions
- Each performance dimension is assigned a weight, those weights are multiplied with the rating and the ratings are added to obtain an overall score.
- 70% of target score and 30% of performance dimensions' scores are added together to get an overall performance score for the year.

The appraiser can use part A of the form where the appraisee has rated themselves as a reference. This way, the missing information will be incorporated and there won't be any objections after evaluations. Keeping in view part A of the form, it will be easier for the appraiser to make developmental plans for the employees, and can increase the motivation of the workforce.

Part C – For the Next Performance Appraisal Cycle:

This will be filled by the appraiser and appraisee. Goal setting and targets for the next appraisal period.

- They should sit together and set at least 3 targets and maximum 5 targets for the next appraisal period.
- After setting the targets, weights are assigned to each target and a measure that will be used to monitor the target will also be determined.

At the end of the appraisal form the appraiser is asked to sign and give comments relating to employee's performance.

Appraisee's view is also taken, and then recommendation is given by the appraiser for the promotion of appraisee that is not shown to the appraisee because it is strictly administration issue.

Competency model is given at the end of the appraisal form. It clearly explains:

- Each performance dimension in detail for employee, so that they know what is expected of them and what are the elements they are being appraised upon.
- The appraiser can use the competency models to observe the performance of the employees and appraise them uniformly.

Performance Appraisal Form (Support)

Division/Department:		Location:
Name:		Designation:
CIS-PS:		Current Salary:
Date of entry into service:		Date of Appointment:
Appraisal Date:	Appraisal Time:	Appraiser:

Part A: For Office Use (to be filled by HR section after the final appraisal)

Attached documents if any, (tick as appropriate)

Overall score for the year

Additional Sheet on Appraisal

Whether eligible for increment

Development Plan

Yes *No* *N/A*

Additional Remarks

Follow up actions to be taken

Training: Yes *No*

Other: Yes *No* _____

The above information has been recorded in the performance data base.

Name: _____

Grade: _____

Signature: _____

Date: _____

Part A – Self-Assessment

What do you think are your main responsibilities?

What are your most important achievements of the past year?

<i>Achievement</i>	<i>How it benefited the organization</i>

What elements of the job do you find most difficult?

What kind of job would you want to be doing in two/five-year time?

What kind of training and experience are you looking for in the following year?

The score you enter here for each target will only be used for management reference. The score you assign to your targets here will not be added in the final score.

Score the objectives you set for yourself in the past appraisal period against set criteria and rate per the following scale:

1-2 = poor

3-4 = satisfactory

5-6 = good

- Provide reasons/comments where necessary
- Objectives cannot be more than 5 or less than 3

Sr.#	Objectives	Measure	Score	Comment
1				
2				
3				
4				
5				

(This section is included to know the opinion of employees and give them a chance to provide comments regarding any obstacle/difficulty they faced or give justification for a high score they have assigned to a target.)

Part B – Evaluation by the supervisor

To be completed by the appraiser

Identify the main purpose and responsibilities of the appraisee's job (compare with A1 self-assessment and clarify where necessary)

Targets

Score the objectives set by the appraisee in the past appraisal period against set criteria and rate per the following scale:

1-2 = poor

3-4 = satisfactory

5-6 = good

- Provide reasons/comments where necessary (compare with the self-appraisal)
- Objectives cannot be more than 5 or less than 3

Sr.#	Objectives	Weight	Rating	Score
1				
2				
3				
4				
5				
Final Rating				

Refer to the competency model at the end of the appraisal form: it describes each performance dimension and behaviors that the employee should be evaluated upon.

Sr. #	Performance Dimension	Weightage	X	Rating	=	Score
1	JOB KNOWLEDGE	0.10				
2	ORGANIZATIONAL UNDERSTANDING	0.20				
3	ACCOUNTABILITY	0.05				
4	COMMUNICATION	0.15				
5	RESULTS ORIENTATION & ACHIEVEMENT	0.05				
6	COMMITMENT TO LEARNING	0.10				
7	QUALITY	0.05				
8	TEAM ORIENTED	0.10				
9	INITIATIVE	0.05				
10	DEPENDABILITY	0.15				
FINAL RATING						

0.10

Summary of Ratings (DO NOT SHARE WITH EMPLOYEE)

Rating on Performance Targets (A)	
Rating on Performance Dimensions (B)	
Final Rating 70% (A) + 30% (B)	

Ratings:

- 1 = Almost always performs as described by “Below Expectations” indicators.
- 2 = Sometimes perform as described by “Below Expectations” indicators and sometimes performs as described by the “Meets Expectations” standards.
- 3 = Almost always performs as described by “Meets Expectations” indicators.
- 4 = Sometimes perform as described by “Meets Expectations” indicators and sometimes performs as described by “Exceeds Expectations” standards.
- 5 = Almost always performs as described by “Exceeds Expectations” indicators.

Part C – For the next performance appraisal cycle

Set Objectives for the next appraisal period by discussing with the appraisee.

Set objectives for the next appraisal period and set clear measurable criteria. (can be personal and job related)

- Objectives cannot be more than 5 or less than 3

Sr.#	Objectives	Measure	Weight	Comment
1				
2				
3				
4				
5				

Discuss the appraisee's development plan for the following appraisal period (should compare with the self-appraisal filled above, and consider training opportunities)

PEN PICTURE

Date: _____

Official Stamp

Signature, Name, Designation

APPRAISEE'S VIEWS

Signature:

Name:

RECOMMENDATION

- g) Recommended for accelerated promotion
- h) Fit for promotion
- i) Recently promoted, assessment for further promotion premature
- j) Not yet fit for promotion, but likely to become fit in course of time
- k) Has reached the ceiling
- l) Fitness for retention after 25 years' service Fit Unfit

REMARKS OF THE COUNTERSIGNING OFFICER

Date: _____

Official Stamp

Signature, Name, Designation

Competency Model (Support)

JOB KNOWLEDGE

<p>Definition: The extent to which an employee knows the job and follows job procedures.</p>		<p>Why is it important? The support staff needs to continuously find ways to upgrade policies and strategy. They must ensure full integration of strategy within the organization and are a main source of information for management (e.g. finance/accounts provide financial information and position of firm).</p>
<p>Exceeds Expectations</p> <p>Can utilize the knowledge and contribute towards improvement of processes of the business and all departments by offering suggestions and solutions.</p>	<p>Meets Expectations</p> <p>Can prepare all the relevant documentation required for every department and help in implementing all existing processes and strategies effectively.</p>	<p>Does not meet Expectations</p> <p>Lacks the knowledge of the job which results in the employee not being able to work independently.</p>
<p>Indicators:</p> <ul style="list-style-type: none"> • Can identify gaps in the business processes or product and suggest improvements • Strives to anticipate organizational needs and come up with effective solutions • Consults with industry experts to develop knowledge further • Proactively gathers data from departments to facilitate them, create simple action plans and share with other employees to use if confronted with similar situations • Shows a keen interest in new trends and development opportunities 	<p>Indicators:</p> <ul style="list-style-type: none"> • Provides proposal for solutions or improvements • Review and prepare all relevant documentation related to a strategy, policy, or an improvement plan • Offers support to departments regarding coordination issues 	<p>Indicators:</p> <ul style="list-style-type: none"> • Handles basic queries and is unable to handle novel situations • Only able to prepare documentation for the usual basic policies • Cannot work without guidance from the manager and can only document work done by the supervisor and other employees

ORGANIZATIONAL UNDERSTANDING

Definition: Understanding of the working, structure, and culture of the organization.		Why is it important? This understanding will enable the support staff to better address the needs of each department and work with them to develop interlinked goals and strategies.
Exceeds Expectations Has an awareness of goals of other departments and works to build a sense of common purpose and avoids a “we versus them” attitude.	Meets Expectations Is aware of other departments’ goals and knows how to use the formal and informal systems to get work done.	Does not meet Expectations Lacks an overall idea of the organization’s purpose and do not try to understand other department goals. Only concentrates on own department’s goals.
Indicators: <ul style="list-style-type: none"> • Demonstrates knowledge and understanding of other departments’ goals and tries to coordinate with them • Uses the most cost effective channels of communication within and between departments • Makes contribution towards solving problems related to other departments and tries to foster a collaborative environment 	Indicators: <ul style="list-style-type: none"> • Has high level of awareness regarding the structure of the organization and thus gets things done cost and time effectively • Tries to understand other department goals when they are being communicated to them • Is flexible enough to adjust their own goals per the goals of other departments 	Indicators: <ul style="list-style-type: none"> • Do not try to understand the overall purpose of the organization • Do not acknowledge other departmental goals and is concerned with only their own goals • Do not try to collaborate with other employees

ACCOUNTABILITY

<p>Definition: The obligations to account for their activities, accept responsibility, and disclose results in a transparent manner. It is the acknowledgement and assumption of responsibilities for actions, decisions and policies that include the administration, oversight, and implementation.</p>	<p>Why is it important? Support staff is responsible for maintaining communication with all departments and facilitating them in their operations. These departments need to be transparent for the rest of the organization to rely on them.</p>	
Exceeds Expectations	Meets Expectations	Does not meet Expectations
<p>Displays strong commitment to organization success and is committed to fulfil their duty in understanding the overall strategy and then finding ways to facilitate every department for smooth operations.</p>	<p>Accepts full responsibility and is honest while dealing with the organization.</p>	<p>Fails to deliver on their duties and responsibilities often by not meeting deadlines. Unable to maintain open and effective communication with the other departments (transparency).</p>
<p>Indicators:</p> <ul style="list-style-type: none"> • Not only meets commitments on time but also make sure to follow through • Exceeds commitments by frequently delivering work before time • Is effective in consistently providing a reliable image • Inspires others to be more professional and responsible • Makes sure commitments made with other departments are met on time/before time • Facilitates other departments above and beyond their responsibility 	<p>Indicators:</p> <ul style="list-style-type: none"> • Consistently meets all commitments on time • Takes their responsibilities seriously and meets expectations • Presents a credible and reliable image to other departments 	<p>Indicators:</p> <ul style="list-style-type: none"> • Is unable to meet all deadlines • Only follows through with responsibilities if supervisor presents a penalty • Does not put effort into creating a reliable and professional image

COMMUNICATION

Definition: Exchange of information amongst all levels of the hierarchy. The support staff will need to effectively communicate to take initiatives in solving problems and providing support to all departments.		Why is it important? The support departments are critical for the smooth running of the business as they coordinate with other departments and facilitates all the operations of the revenue centers.
Exceeds Expectations Able to actively listen and share relevant information to anticipate needs and problems of other departments in the organization.	Meets Expectations Effectively and clearly communicates with the department heads and the employees. Handles conflict situations professionally.	Does not meet Expectations Fails to communicate relevant and updated information on time and cannot handle conflict situations.
Indicators: <ul style="list-style-type: none"> • Consistently delivers clear and concise messages orally and in writing • Asks open ended questions to probe deeper and understand the unexpressed needs of departments • Maintains coordination with all departments to anticipate future needs and devise strategies accordingly • Developing policies and procedures to promote increased integration between departments and communicating it to employees effectively • Actively listens to co-workers to better understand their concerns 	Indicators: <ul style="list-style-type: none"> • Keeps departments up-to-date and accurately informed • Asks questions to better understand the needs of the departments • Actively seeks feedback • Organizes written ideas and suggested strategies appropriately and clearly • Refrains from immediate judgement and criticism and is willing to listen to co-workers to better understand where they are coming from 	Indicators: <ul style="list-style-type: none"> • Does not update departments regarding new developments • Fails to accurately understand departmental needs and does not ask questions to clarify confusion • Written ideas and strategies are not organized and well-articulated • Has the tendency to get defensive when criticized and fails to listen to other people's point of view • Do not maintain open communication with co-workers

RESULTS ORIENTATION & ACHIEVEMENTS

Definition: Consistently delivers results, sets and achieves challenging goals within deadlines.		Why is it important? The performance management system at the organization encourages employees to set their own goals. The ability to achieve challenging goals within deadlines must be evaluated as what gets measured gets done.
Exceeds Expectations Sets challenging but achievable goals for themselves, actively seeks to exceed their own targets and are very open to feedback and criticism.	Meets Expectations Consistently meets targets, stay focused on a problem until solutions are found and acknowledges the work and contribution of others.	Does not meet Expectations Do not participate in the setting of goals and fail to deliver results.
Indicators: <ul style="list-style-type: none"> • Develop clear goals for meetings with departments and within their own departments • Sets challenging goals for themselves • When faced with an obstacle, tries to understand it to overcome it • Sets high performance standards for oneself and other colleagues • Constantly tries to exceed targets and seek ways to improve performance levels 	Indicators: <ul style="list-style-type: none"> • Coordinates with the supervisor in setting goals for themselves • Focus on own goals but at the same time ensure other employees' goals are also achieved • Keeps a detailed time schedule and constantly monitors own performance per the performance standards 	Indicators: <ul style="list-style-type: none"> • Accepts goals from the supervisor without giving any input • Fails to deliver results, or if the employee does meet deadlines the performance is not of high quality • Do not put efforts into ensuring that performance is of a high standard and focuses only on the ends

COMMITMENT TO LEARNING

<p>Definition: Keep up to date with developments in the organization and the industry. Actively pursue learning opportunities and experiences.</p>	<p>Why is it important? The industry in which the business is working is very fast paced with different technology, software being introduced rapidly. The support departments need to keep themselves updated as they facilitate the working of the organization. Also, the performance management system encourages employees to set developmental plans for themselves with assistance from their managers.</p>	
<p>Exceeds Expectations</p>	<p>Meets Expectations</p>	<p>Does not meet Expectations</p>
<p>Anticipates developments in the industry, consults with supervisor and take steps before time for arrangement of training programs</p>	<p>Actively looks out for new training opportunities in the company and participates in all of them.</p>	<p>Do not voluntarily seek training opportunities and only attends them when they are made mandatory.</p>
<p>Indicators:</p> <ul style="list-style-type: none"> • Expands and uses professional knowledge • Seeks to broaden one's own horizons and develop new areas of expertise • Keep up to date with cutting edge knowledge developments and market trends • Collaborate with industry experts • Committed to continuous self-development and is open to criticism and feedback from others 	<p>Indicators:</p> <ul style="list-style-type: none"> • Takes actions to develop themselves • Assesses weaknesses and strengths of oneself by actively seeking feedback • Actively collaborates with the supervisor in creating a development plan and pursuing training opportunities 	<p>Indicators:</p> <ul style="list-style-type: none"> • Shows willingness to learn but do not actively seek to take actions to improve • Not open to feedback from colleagues • Only asks for guidance from supervisor due to the fact that they cannot work independently

QUALITY

Definition: The extent to which the employee neatly, thoroughly, and accurately completes job assignments; considering conditions under which the work is performed.		Why is it important? The accuracy and timeliness of information provided to the management depends upon the quality of work that the employee does.
Exceeds Expectations Ensures that work is organized so that it is easy for everyone to work. Also, produces a final work that is accurate, complete, and consistent.	Meets Expectations Produces final work that is accurate, complete, and on time.	Does not meet Expectations Quality of work is not consistent, and employee sometimes does not deliver accurate and complete results.
Indicators: <ul style="list-style-type: none"> • Maintains awareness of changes in the organization, technical areas, and the market and actively responds to those changes • Not only completes the assigned tasks accurately and on time but also facilitates co-workers by organizing tasks so it helps them work easily • Actively tries to recognize inconsistencies in work assigned and correct errors beforehand • Is well prepared for meetings, punctual, and goes beyond what is expected of them 	Indicators: <ul style="list-style-type: none"> • Delivers accurate and consistent results • Takes steps to facilitate the supervisor and make their job easier • Actively seeks additional tasks and duties • Is punctual and well prepared for all meetings 	Indicators: <ul style="list-style-type: none"> • Fails to deliver accurate results consistently (sometimes work is accurate and on time and sometimes it is not) • Is not always well prepared for meetings • Focuses only on work assigned and does not take the overall interest of the department into account

TEAM ORIENTED

Definition: Working cooperatively with others to develop strategies, budgets, and policies that would consider the needs of the entire organization.		Why is it important? The support departments need to have a holistic view and a mindset that states that these departments are there to facilitate other departments and monitor the operations of the organization.
Exceeds Expectations Identify team membership and roles, establish productive relationships, and consistently meet objectives.	Meets Expectations Collaborate with others and be open to other employees' ideas and feedback.	Does not meet Expectations Fails to coordinate with other colleagues and is unreliable thus other departments and colleagues within the department cannot depend on them.
Indicators: <ul style="list-style-type: none"> • Determine when to be the leader and when to be a follower depending on what is needed for the achievement of goals • Effectively communicate with all the members of the team and the departments • Open to receiving feedback and give feedback • Creates long term partnerships internally and externally • Encourages or facilitates beneficial resolutions to conflicts • Publicly credits colleagues and team members 	Indicators: <ul style="list-style-type: none"> • Cooperates willingly and aids others by putting extra effort whenever needed • Is not afraid in seeking advice from others • Considers concerns and goals of other departments as important • Gives credit to other team members when it is due • Seek out input from others • Genuinely values inputs from others 	Indicators: <ul style="list-style-type: none"> • Is unreliable thus team members cannot rely on them • Focuses only on individual goals and do not consider team goals • Does only his or her share of work • Treats other team members with respect but do not put efforts to foster a relationship with them

INITIATIVE

Definition: The extent to which the employee originates and tries to implement new policies and procedures, and the extent to which the employee works independently.		Why is it important? Ongoing research is needed so that the support staff can understand the needs of the organization and devise strategies and policies, and facilitate every department better.
Exceeds Expectations Can work independently, seeking out ways to better understand the organization and come up with suggestions for improvement.	Meets Expectations Tries to understand given tasks by actively seeking out new sources of information relating to those tasks.	Does not meet Expectations Cannot work independently and relies on the supervisor for tasks.
Indicators: <ul style="list-style-type: none"> • Develops a detailed schedule of all activities and meetings and keeps track of them regularly • Detailed documentation developed for projects/tasks/policies to keep track of their status • Proactively collects data of all departments all the time • Is prepared to start making budgets and other policies before time • Is always seeking the opportunity to attend training sessions • Set goals for themselves 	Indicators: <ul style="list-style-type: none"> • Clearly understands the result and works independently by managing the workflow of their activities • Keeps the deadlines of different activities in mind and has a priority list of activities • Analyses the effect that the completed tasks have on the organization and strives to perform better on the next assignment • Actively sets goals for themselves 	Indicators: <ul style="list-style-type: none"> • Lacks a sense of direction and do not put an effort in planning for achieving the set goals • Do not participate in setting goals for themselves • Do not work independently and only completes tasks handed over to them

DEPENDABILITY

<p>Definition: The quality of being able to be counted upon. The ability to deliver on promises and not commit to policies/solutions that are not possible.</p>		<p>Why is it important? The support staff is expected to constantly update their databases and present management with up to date and accurate information. They facilitate other departments in for example operations, HR, finance/allocation of budgets etc. They constantly seek to facilitate the organization and thus should always be able to deliver on their promises and suggested solutions.</p>
<p>Exceeds Expectations</p>	<p>Meets Expectations</p>	<p>Does not meet Expectations</p>
<p>Ability to anticipate needs and problems that the organization is facing and suggest policies and procedures that are realistic and that are in turn met and implemented.</p>	<p>Ability to address all problems and demands of the organization that arise and suggest strategies and policies that are realistic and implementable.</p>	<p>Is not able to anticipate and consider the needs of other departments and suggest strategies that are not integrated with other functions of the organization.</p>
<ul style="list-style-type: none"> • Puts forth extra effort when needed • Accomplishes all tasks within the proper time frame sometimes exceeding deadlines • Puts in extra effort to anticipate needs of the organization • Makes sure all suggested strategies and policies are implemented • Follows up after the implementation • Communicates effectively with other employees and gives reasons in case of failure to deliver results 	<ul style="list-style-type: none"> • Tries to implement all suggested policies and strategies in the organization • Meets all deadlines • Makes sure that the implemented strategies/policies are carried out regularly in the organization 	<ul style="list-style-type: none"> • Does not take the initiative to implement strategies and policies unless supervisor hands out tasks • Does not meet deadlines unless there is a penalty

Performance Appraisal Form for Technical Departments

INSTRUCTIONS

Performance appraisal

Performance appraisals are a deliberate means of gauging individual performance, fostering professional development, developing performance goals and career growth, aiding in the establishment of merit increases alongside meeting the external and internal demands for the much-needed documentation of individual performance.

Instructions on completing the departmental forms:

To make the system work and be effective the appraisal forms have been improved.

- The departmental forms consist of three parts serving discrete purposes.

For office use and must be filled by the HR people after the final appraisal.

- It asks about if there are some additional documents attached to the appraisal form or not, either the person is eligible for increment or not, or the person should be provided training or not.
- After filling out all these parts, the HR people needs to sign it.

Part A – Self-Assessment:

Involves the appraisee to list down the following dimensions that the appraiser might not have detected while appraising. It includes:

- g. Objectives
- h. Performance
- i. Achievements

This part of the form gives the employee a chance to be involved in:

- Setting their objectives and listing down developmental plans.
- The type of training they want that would encourage their career growth.

Purpose of part A:

- Allows the appraisee to tell about all his/her motivation for that job.
- Elements of the job that makes it difficult for him/her to perform well.
- How they are planning on to grow in the coming years.

- The employees would be evaluating their own performance and rating themselves against the targets they set for themselves and overall achievements.

Knowing about all these would help the appraiser create a developmental plan for the appraisee per their preferences.

Part B – Performance Evaluation:

To be filled by the appraiser.

- The appraiser in this part rate the targets set in the past for the appraisee.
- Each objective is assigned weight, then those weights are multiplied with the rating and the ratings are added to obtain an overall score.
- The appraiser rates employees on 10 performance dimensions
- Each performance dimension is assigned a weight, those weights are multiplied with the rating and the ratings are added to obtain an overall score.
- 70% of target score and 30% of performance dimensions' scores are added together to get an overall performance score for the year.

The appraiser can use part A of the form where the appraisee has rated themselves as a reference. This way, the missing information will be incorporated and there won't be any objections after evaluations. Keeping in view part A of the form, it will be easier for the appraiser to make developmental plans for the employees, and can increase the motivation of the workforce.

Part C – For the Next Performance Appraisal Cycle:

This will be filled by the appraiser and appraisee. Goal setting and targets for the next appraisal period.

- They should sit together and set at least 3 targets and maximum 5 targets for the next appraisal period.
- After setting the targets, weights are assigned to each target and a measure that will be used to monitor the target will also be determined.

At the end of the appraisal form the appraiser is asked to sign and give comments relating to employee's performance.

Appraisee's view is also taken, and then recommendation is given by the appraiser for the promotion of appraisee that is not shown to the appraisee because it is strictly administration issue.

Competency model is given at the end of the appraisal form. It clearly explains:

- Each performance dimension in detail for employee, so that they know what is expected of them and what are the elements they are being appraised upon.
- The appraiser can use the competency models to observe the performance of the employees and appraise them uniformly.

Performance Appraisal Form (Technical)

Division/Department:		Location:
Name:		Designation:
CIS-PS:		Current Salary:
Date of entry into service:		Date of Appointment:
Appraisal Date:	Appraisal Time:	Appraiser:

Part A: For Office Use (to be filled by HR section after the final appraisal)

Attached documents if any, (tick as appropriate)

Overall score for the year

Additional Sheet on Appraisal

Whether eligible for increment

Development Plan

Yes *No* *N/A*

Additional Remarks

Follow up actions to be taken

Training: Yes *No*

Other: Yes *No* _____

The above information has been recorded in the performance data base.

Name: _____

Grade: _____

Signature: _____

Date: _____

Part A – Self-Assessment

What do you think are your main responsibilities?

What are your most important achievements of the past year?

Achievement	How it has benefited the organization

What elements of the job do you find most difficult?

What kind of job would you want to be doing in two/five-year time?

What kind of training and experience are you looking for in the following year?

**The score you enter here for each target will only be used for management reference.
The score you assign to your targets here will not be added in the final score.**

Score the objectives you set for yourself in the past appraisal period against set criteria and rate per the following scale:

1-2 = poor

3-4 = satisfactory

5-6 = good

- Provide reasons/comments where necessary
- Objectives cannot be more than 5 or less than 3

Sr.#	Objectives	Measure	Score	Comment
1	Annual Goals and Targets (set per the details in the SOP)			
2				
3				
4				
5				

(This section is included to know the opinion of employees and give them a chance to provide comments regarding any obstacle/difficulty they faced or give justification for a high score they have assigned to a target.)

Part B – Performance Evaluation by Supervisor

To be completed by the appraiser

Identify the main purpose and responsibilities of the appraisee's job (compare with A1 self-assessment and clarify where necessary)

Targets

Score the objectives set by the appraisee in the past appraisal period against set criteria and rate per the following scale:

1-2 = poor

3-4 = satisfactory

5-6 = good

- Provide reasons/comments where necessary (compare with the self-appraisal)
- Objectives cannot be more than 5 or less than 3

Sr.#	Objectives	Weight	Rating	Score
1	Annual Target (set per the details in the SOP)			
2				
3				
4				
5				
Final Rating				

Refer to the competency model at the end of the appraisal form: it describes each performance dimension and behaviors that the employee should to be evaluated upon.

Sr. #	Performance Dimensions	Weightage	X	Rating	=	Score
1	TECHNICAL KNOWLEDGE	0.20				
2	ACCOUNTABILITY	0.05				
3	PROBLEM SOLVING	0.15				
4	COMMUNICATION	0.10				
5	ORGANIZATIONAL UNDERSTANDING	0.10				
6	SELF INITIATIVE	0.05				
7	TIME MANAGEMENT	0.05				
8	COMMITMENT TO LEARNING	0.15				
9	ADAPTABILITY	0.05				
10	TEAM ORIENTATION	0.10				
FINAL RATING						

Summary of Ratings (DO NOT SHARE WITH EMPLOYEE)

Rating on Performance Targets (A)	
Rating on Performance Dimensions (B)	
Final Rating 30% (A) + 70% (B)	

Ratings:

- 1 = Almost always performs as described by “Below Expectations” indicators.
- 2 = Sometimes perform as described by “Below Expectations” indicators and sometimes performs as described by the “Meets Expectations” standards.
- 3 = Almost always performs as described by “Meets Expectations” indicators.
- 4 = Sometimes perform as described by “Meets Expectations” indicators and sometimes performs as described by “Exceeds Expectations” standards.
- 5 = Almost always performs as described by “Exceeds Expectations” indicators.

Part C – For the Next Performance Appraisal Cycle

Set Objectives for the next appraisal period by discussing with the appraisee.

Set objectives for the next appraisal period and set clear measurable criteria. (can be personal and job related)

- Objectives cannot be more than 5 or less than 3

Sr.#	Objectives	Measure	Weight	Comment
1	Annual Target			
2				
3				
4				
5				

Discuss the appraisee's development plan for the following appraisal period (should compare with the self-appraisal filled above, and consider training opportunities)

PEN PICTURE

Date: _____

Official Stamp

Signature, Name, Designation

APPRAISEE'S VIEWS

Signature:

Name:

RECOMMENDATION

- m) Recommended for accelerated promotion
- n) Fit for promotion
- o) Recently promoted, assessment for further promotion premature
- p) Not yet fit for promotion, but likely to become fit in course of time
- q) Has reached the ceiling
- r) Fitness for retention after 25 years' service Fit Unfit

REMARKS OF THE COUNTERSIGNING OFFICER

Date: _____

Official Stamp

Signature, Name, Designation

Competency Model (Technical)

TECHNICAL KNOWLEDGE

<p>Definition: Having achieved a satisfactory level of technical and knowledge in position-related areas, keeping up with current developments and trends in areas of expertise.</p>		<p>Why is it important? Technical knowledge related to job entails that the employee has a complete know how of the operations of the organization. To ensure quality services staff dealing with the operations, system, network and services of the organization should have a detailed and clear understanding of their job.</p>
<p>Exceeds Expectations</p> <p>Is a true expert in his field and maintains a state-of-the-art knowledge. Is highly regarded as tech-savvy individual and possesses technical expertise which has contributed to the success of the organization.</p>	<p>Meets Expectations</p> <p>Has a thorough knowledge and solid grasp of the field and can perform his assigned duties and task on time.</p>	<p>Does not meet Expectations</p> <p>Has technical knowledge that has too little to do with the needs of the organization and do little to expand horizons of his knowledge.</p>
<p>Indicators:</p> <ul style="list-style-type: none"> • Can identify gaps in the business processes and suggest improvements • Consults with industry experts to develop knowledge further • Is a go-to person for technical questions • Has high degree of intellectual curiosity and keep striving to learn more. 	<p>Indicators:</p> <ul style="list-style-type: none"> • Perform the tasks with dedication. • Ask questions when stumble and is ready to learn • Take active steps to build his expertise. 	<p>Indicators:</p> <ul style="list-style-type: none"> • Has in-depth knowledge in too narrow an area. • Only able to prepare documentation for a typical sale • Does not utilize his knowledge to contribute towards the success of the organization.

ACCOUNTABILITY

<p>Definition: Accepting full responsibility for self and contribution as a team member and displaying honesty and truthfulness.</p>	<p>Why is it important? Technical staff needs to be responsible for timely execution of services such as servers installations, domain and web hosting. These jobs should be done on time and employees should be able to take full responsibility in case of failure of delivery of timely services.</p>	
<p>Exceeds Expectations</p>	<p>Meets Expectations</p>	<p>Does not meet Expectations</p>
<p>Displays strong commitment to organization success and is committed to fulfil their duty on time and present oneself as a credible representative of the business.</p>	<p>Accepts full responsibility and is honest while dealing with the organization and the clients.</p>	<p>Fails to deliver on their duties and responsibilities by often not meeting deadlines. Unable to maintain open and effective communication with clients and organization (transparency).</p>
<p>Indicators:</p> <ul style="list-style-type: none"> • Not only meets commitments on time but also make sure to follow through • Exceeds commitments by frequently delivering work before time • Consistently meets and exceeds commitments of clients • Is effective in consistently providing a reliable image as a representative of the business to the client • Inspires others to be more professional and responsible 	<p>Indicators:</p> <ul style="list-style-type: none"> • Consistently meets all commitments on time • Takes their responsibilities seriously and meets customer expectations • Presents a credible and reliable image to the clients on behalf of the organization 	<p>Indicators:</p> <ul style="list-style-type: none"> • Is unable to meet all deadlines on time • Only follows through with responsibilities if supervisor presents a penalty • Does not take responsibility in case of late deliveries or failure of services

PROBLEM SOLVING

Definition: Identifying problems and uses logic, judgment, and data to evaluate alternatives and recommend solutions to achieve the desired organizational goal or outcome.		Why is it important? Operations of systems and networks can be a complicated area and many problems can arise during the operations. Employees should be able to handle the unexpected problems well and should be able to come up with timely solutions.
Exceeds Expectations Is always the first to come up with the solution of the problems by analyzing the situation critically and guide the team towards reaching better solutions as well.	Meets Expectations Can help solving the problem and successfully follows the guidelines given by the managers to reach the solution.	Does not meet Expectations Lags in analyzing the situations and do not come up with a solution to the problem most of the time.
Indicators: <ul style="list-style-type: none"> • Identifies and evaluates problems and possible causes to determine root causes and impacts • Identifies options for solving a problem and evaluates the relative strengths and weaknesses of each option • Uses a logical method for organizing and analyzing information. • Uses expertise in policies and procedures to identify problems, and makes recommendations for addressing these via communication, job aids, trainings etc. 	Indicators: <ul style="list-style-type: none"> • Asks questions to better understand clients' the problem • Carefully follows the guidelines and contribute in reaching a solution. • Is keen on contributing towards finding solution. 	Indicators: <ul style="list-style-type: none"> • Does not try to understand the problems • Is not keen to make contributions to solving problems with the team. • Does not apply his areas of expertise to come up with a better solution for the problem. • Gives on the surface attention to the problems and do not dig deep.

COMMUNICATION

<p>Definition: Clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.</p>		<p>Why is it important? The duties of technical staffs include providing technical assistance to clients via emails, telephone and must communicate the client via helpdesk therefore it is important for them to have good communication skills to clearly communicate their message.</p>
<p>Exceeds Expectations</p>	<p>Meets Expectations</p>	<p>Does not meet Expectations</p>
<p>Able to actively listen and share relevant information in order to anticipate needs and problems of the clients and the organization.</p>	<p>Effectively and clearly communicates with the clients and the organization and handles conflict situations professionally.</p>	<p>Fails to communicate relevant and updated information on time and cannot handle conflict situations.</p>
<p>Indicators:</p> <ul style="list-style-type: none"> • Consistently delivers clear and concise messages orally and in writing • Asks open ended questions to probe deeper and understand the unexpressed needs of clients • Maintains coordination with distributors and dealers for promotion of services/products • Developing promotional schemes and dissemination of information to clients regarding products & services • Actively listens to co-workers to better understand their concerns 	<p>Indicators:</p> <ul style="list-style-type: none"> • Keeps clients up-to-date and accurately informed • Asks questions to better understand the needs of the clients • Actively seeks feedback • Organizes written ideas and promotional schemes appropriately and clearly • Refrains from immediate judgement and criticism and is willing to listen to co-workers and clients to better understand where they are coming from 	<p>Indicators:</p> <ul style="list-style-type: none"> • Does not update clients regarding new developments • Fails to accurately understand the clients' needs and does not ask questions to clarify confusion • Written ideas and promotional schemes are not organized and well-articulated • Has the tendency to get defensive when criticized and fails to listen to other people's point of view • Do not maintain open communication with co-workers

ORGANIZATIONAL UNDERSTANDING

Definition: Understanding of the working, structure, and culture of the organization.		Why is it important? This understanding will enable the staff to better understand the policies, procedures, values and culture of the organization and they will abide by them to build a culture of cooperation and collaboration.
Exceeds Expectations Has an awareness of goals of other departments and works to build a sense of common purpose and avoids a “us versus them” attitude.	Meets Expectations Is aware of other departments’ goals and knows how to use the formal and informal systems to get work done.	Does not meet Expectations Lacks an overall idea of the organization’s purpose and do not try to understand other department goals. Only concentrates on own department’s goals.
Indicators: <ul style="list-style-type: none"> • Demonstrates knowledge and understanding of other departments’ goals and tries to coordinate with them • Uses the most cost effective channels of communication within and between departments • Makes contribution towards solving problems related to other departments and tries to foster a collaborative environment 	Indicators: <ul style="list-style-type: none"> • Has high level of awareness regarding the structure of the organization and thus gets things done cost and time effectively • Tries to understand other department goals when they are being communicated to them • Is flexible enough to adjust their own goals per the goals of other departments 	Indicators: <ul style="list-style-type: none"> • Do not try to understand the overall purpose of the organization • Do not acknowledge other departmental goals and is concerned with only their own goals • Do not try to collaborate with other employees

SELF INITIATIVE

Definition: Identifies opportunities and issues, and proactively acts and follows through on work activities to capitalize or resolve them.		Why is it important? With a rapidly changing environment new technology arrives. Technical staff should be able to identify the opportunities and leverage them in contributing to organization's success.
Exceeds Expectations Takes prompt action to accomplish objectives; acts to achieve goals beyond what is required, is proactive and has been able to identify and leverage new opportunities.	Meets Expectations Can solve and anticipate problems and remains eager to find new opportunities.	Does not meet Expectations Is not keen to identify opportunities and has a reactive approach towards problem solving and requires supervision in the work.
Indicators: <ul style="list-style-type: none"> • Takes action that goes beyond job requirements to achieve objectives. • Identify ways to make a job easier or more productive. • Implements new ideas or potential solutions without prompting; does not wait for others to take action or to request action. 	Indicators: <ul style="list-style-type: none"> • Displays an adequate amount of initiative • Attempts to function independently even if it does not turn out to be fruitful. • Volunteers for assignments that are beyond the normal limits of the job. 	Indicators: <ul style="list-style-type: none"> • required constant supervision • Is nearly incapable to act on his own without explicit direction and approval • Shows a lack of interest in taking on new work beyond what is assigned. • Displays no interest in exploring new opportunities.

TIME MANAGEMENT

Definition: Consistently delivers results, sets and achieves challenging goals within deadlines.		Why is it important? Technical staff should be able to deliver all the assigned work within the deadline to ensure efficiency for the organization and to make sure that services are provided to customers on time.
Exceeds Expectations Can deliver the task before time and prioritize work based on its importance, and prepare for the work beforehand.	Meets Expectations Use time effectively and can meet all the deadlines. Tries his best to prevent irrelevant issues to meddle with his work.	Does not meet Expectations Does not meet deadlines and usually is not able to prioritize the work which leads to wastage of time and delay in tasks.
Indicators: <ul style="list-style-type: none"> • Effectively allocates own time to complete work; coordinates own and others' schedules to avoid conflicts. • Plan to have materials ready "just in time" to complete a job. • Keep work organized. • Keep track of the upcoming work to be prepared beforehand. 	Indicators: <ul style="list-style-type: none"> • Make efforts to complete all the work on time. • Takes the assigned task and work seriously. • Allocate time properly just to make sure wastage of time is minimum 	Indicators: <ul style="list-style-type: none"> • Is not able to complete most of the work within deadline. • Does not take work seriously and delays the job to be done at last minute. • Asks for extension in deadlines most of the time

COMMITMENT TO LEARNING

<p>Definition: Keep up to speed with developments in the organization and the industry. Actively pursue learning opportunities and experiences.</p>		<p>Why is it important? The industry in which the business is working is very fast paced with different technology, software being introduced rapidly. Technical staff needs to keep themselves updated with these rapid developments to understand needs of the clients.</p>
<p>Exceeds Expectations</p>	<p>Meets Expectations</p>	<p>Does not meet Expectations</p>
<p>Anticipates developments in the industry, consults with supervisor and take steps before time for arrangement of training programs</p>	<p>Actively looks out for new training opportunities in the company and participates in all of them.</p>	<p>Do not voluntarily seek training opportunities and only attends them when they are made mandatory.</p>
<p>Indicators:</p> <ul style="list-style-type: none"> • Expands and uses professional knowledge • Seeks to broaden one's own horizons and develop new areas of expertise • Keep up to date with cutting edge knowledge and developments • Collaborate with industry experts • Committed to continuous self-development and is open to criticism and feedback from others 	<p>Indicators:</p> <ul style="list-style-type: none"> • Takes actions to develop themselves • Assesses weaknesses and strengths of oneself by actively soliciting feedback • Actively collaborates with the supervisor in creating a development plan and pursuing training opportunities 	<p>Indicators:</p> <ul style="list-style-type: none"> • Shows willingness to learn but do not actively seek to take actions to improve • Not open to feedback from colleagues • Only asks for guidance from supervisor because they cannot work independently

ADAPTABILITY

<p>Definition: Maintaining effectiveness when experiencing major changes in work environment; adjusting effectively to work within new work environment and culture.</p>		<p>Why is it important? The industry in which the organization is working is very fast paced and constantly changing. With the advent of new technology come the changes in culture, organization structure and the way work is done. So the technical staff should be able to adjust with the rapid changes.</p>
<p>Exceeds Expectations</p> <p>Is excited about the novelty of processes, structure and culture. Quickly modifies behavior to deal quickly with changes, and readily adapt to work in new environment.</p>	<p>Meets Expectations</p> <p>Tries to understand changes in tasks and environment by using logic and basis for change. His performance remains consistent in the face of a change.</p>	<p>Does not meet Expectations</p> <p>Is not comfortable with changing environment and shows resistance to change by opposing it. His performance is non-satisfactory when a change occurs.</p>
<p>Indicators</p> <ul style="list-style-type: none"> • Actively seeks information about new work situations. • Treats change and new situations as opportunities for learning or growth. • readily tries new approaches • Maintain effectiveness when working closely with people of diverse cultures or backgrounds. 	<p>Indicators</p> <ul style="list-style-type: none"> • Adapt effectively to culture changing situations. • Identifies ways to incorporate new practices into existing framework • Maintains a consistent level of performance in a changed environment. • Tries to find out ways to deal with change effectively. 	<p>Indicators</p> <ul style="list-style-type: none"> • Withdraw his efforts in a change situation. • Indulge in a conflict situation in a change environment. • Is unable to handle uncertainty. • Does not feel comfortable working in a diverse environment.

TEAM ORIENTATION

Definition: Working cooperatively with others to complete projects and tasks.		Why is it important? To maintain the complicated infrastructure of the organization, technical staff need to be in able to work in team to figure out better solution and to resolve unanticipated issues in the most efficient and effective way possible.
Exceeds Expectations Identify team membership and roles, establish productive relationships, and consistently meet team objectives.	Meets Expectations Collaborate with others and be open to other employees' ideas and feedback.	Does not meet Expectations Fails to coordinate with other colleagues and is unreliable thus colleagues cannot depend on him.
Indicators: <ul style="list-style-type: none"> • Determine when to be the leader and when to be a follower depending on what is needed for the achievement of goals • Effectively communicate with all the members of the team • Open to receiving feedback and give feedback • Creates long term partnerships internally and externally • Encourages or facilitates beneficial resolutions to conflicts • Publicly credits colleagues and team members 	Indicators: <ul style="list-style-type: none"> • Cooperates willingly and aids others by putting extra effort whenever needed • Is not afraid in seeking advice from others • Considers concerns and goals of other departments as important • Gives credit to other team members when it is due • Seek out input from others • Genuinely values inputs from others 	Indicators: <ul style="list-style-type: none"> • Is unreliable thus team members cannot rely on them • Focuses only on individual goals and do not consider team goals • Does only his or her share of work • Treats other team members with respect but do not put efforts to foster a relationship with them

Performance Appraisal Form for Managerial Level INSTRUCTIONS

The management level form consists of three parts.

For office use and must be filled by the HR people after the final appraisal.

- It asks about if there are some additional documents attached to the appraisal form or not, either the person is eligible for increment or not, or the person should be provided training or not.
- After filling out all these parts, the HR people needs to sign it.

Part A – Self-Assessment:

The self-appraisal form, should be filled by the appraisee.

- They must list down their achievements and accomplishments and in what ways they have benefited the organization.
- They are asked about what trainings opportunities they are interested in.
- They must rate their previous targets according to their performance and give details about each target and the rating they have assigned to it.

Part B – Performance Evaluation:

The appraisal form consists of the performance evaluation that is to be filled by the appraiser.

- The appraiser in this part rate the targets set in the past for the employee.
- Each objective is assigned weight, then those weights are multiplied with the rating and the ratings are added to obtain an overall score.
- The appraiser rates employees on 10 performance dimensions
- Each performance dimension is assigned a weight, those weights are multiplied with the rating and the ratings are added to obtain an overall score.
- 70% of target score and 30% of performance dimensions' scores are added together to get an overall performance score for the year.

The appraiser can use part A of the form where the appraisee has rated themselves as a reference. This way, the missing information will be incorporated and there won't be any objections after evaluations. Keeping in view part A of the form, it will be easier for the

appraiser to make developmental plans for the employees, and can increase the motivation of the workforce.

Part C – For the Next Appraisal Cycle:

This part must be completed together by appraisee and appraiser.

- In this part, they will be setting targets for the next appraisal period.
- They are asked to set maximum of five targets and minimum of three and then assign measures and weights to each.
- The appraiser will discuss with the appraisee about the areas of improvement, training programs and other actions that they would like to add.

At the end of the form, the appraiser must fill the pen picture and provide comments about the appraisee. Appraisee's view is also recorded and then the appraiser will give recommendations. Lastly, the countersigning officer will sign the form.

Competency model is given at the end of the appraisal form. It clearly explains:

- Each performance dimension in detail for employee, so that they know what is expected of them and what are the elements they are being appraised upon.
- The appraiser can use the competency models to observe the performance of the employees and appraise them uniformly.

Performance Appraisal Form (Management)

Division/Department:		Location:
Name:		Designation:
CIS - PS:		Current Salary:
Date of entry into service:		Date of Appointment:
Appraisal Date:	Appraisal Time:	Appraiser:

Training/Seminar/Workshop attended (last 2 years)	Date (From – To)
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

For Office Use (to be filled by HR section after the final appraisal)

Attached documents if any, (tick as appropriate)	Overall score for the year <input style="width: 50px; height: 20px;" type="text"/>
<i>Additional Sheet on Appraisal</i> <input type="checkbox"/>	<i>Whether eligible for increment</i>
<i>Development Plan</i> <input type="checkbox"/>	<i>Yes</i> <input type="checkbox"/> <i>No</i> <input type="checkbox"/> <i>N/A</i> <input type="checkbox"/>
<i>Additional Remarks</i> <input type="checkbox"/>	<i>Follow up actions to be taken</i>
	<i>Training: Yes</i> <input type="checkbox"/> <i>No</i> <input type="checkbox"/>
	<i>Other: Yes</i> <input type="checkbox"/> <i>No</i> <input type="checkbox"/> _____

The above information has been recorded in the performance data base.

Name: _____ Grade: _____

Signature: _____ Date: _____

Self-Appraisal:

Score the objectives you set for yourself in the past appraisal period against set criteria and rate per the following scale:

1-2 = poor

3-4 = satisfactory

5-6 = good

- Provide reasons/comments where necessary
- Objectives cannot be more than 5 or less than 3

Sr.#	Objectives	Measure	Score	Comment
1				
2				
3				
4				
5				

Part B – Performance Evaluation

To be filled by the evaluator

Score the objectives set by the appraisee in the past appraisal period against set criteria and rate per the following scale:

1-2 = poor

3-4 = satisfactory

5-6 = good

- Provide reasons/comments where necessary (compare with the self-appraisal)
- Objectives cannot be more than 5 or less than 3

Sr.#	Objectives	Weight	Rating	Score
1				
2				
3				
4				
5				
Final Rating				

Refer to the competency model at the end of the appraisal form: it describes each performance dimension and behaviors that the employee should to be evaluated upon.

Sr. #	Performance Dimension	Weightage	X	Rating	=	Score
1	KNOWLEDGE	0.20				
2	ORGANIZATIONAL UNDERSTANDING	0.10				
3	COMMUNICATION	0.15				
4	TEAMWORK/ BUILDING	0.05				
5	STRATEGIC THINKING	0.15				
6	PLANNING & ORGANIZING	0.10				
7	DEVELOPING SELF & OTHERS	0.10				
8	TIME MANAGEMENT	0.05				
9	DECISION MAKING	0.05				
10	STAFF MANAGEMENT	0.05				
FINAL RATING						

Summary of Ratings (DO NOT SHARE WITH EMPLOYEE)

Rating on Performance Targets (A)	
Rating on Performance Dimensions (B)	
Final Rating 30% (A) + 70% (B)	

Ratings:

- 1** = Almost always performs as described by “Below Expectations” indicators.
- 2** = Sometimes perform as described by “Below Expectations” indicators and sometimes performs as described by the “Meets Expectations” standards.
- 3** = Almost always performs as described by “Meets Expectations” indicators.
- 4** = Sometimes perform as described by “Meets Expectations” indicators and sometimes performs as described by “Exceeds Expectations” standards.
- 5** = Almost always performs as described by “Exceeds Expectations” indicators.

PEN PICTURE

Date: _____

Official Stamp

Signature, Name, Designation

APPRAISEE'S VIEWS

Signature:

Name:

RECOMMENDATION

- s) Recommended for accelerated promotion
- t) Fit for promotion
- u) Recently promoted, assessment for further promotion premature
- v) Not yet fit for promotion, but likely to become fit in course of time
- w) Has reached the ceiling
- x) Fitness for retention after 25 years' service Fit Unfit

REMARKS OF THE COUNTERSIGNING OFFICER

Date: _____

Official Stamp

Signature, Name, Designation

Competency Model (Management)

KNOWLEDGE

<p>Definition:</p> <p>The extent to which an employee knows the job and follows job procedures.</p>	<p>Why is it important?</p> <p>Management must devise strategies for the organization and continuously find ways to upgrade policies. They must ensure full integration of strategy within the organization and with the external rapidly changing environment.</p>
<ul style="list-style-type: none"> • Can identify gaps in the business processes or product and suggest improvements • Proactively gathers data from departments to facilitate them, create action plans and share with other managers to use if confronted with similar situations • Offers support to all other departments regarding coordination issues • Follow all policies and procedures of the organization and openly support them • Communicates the strategy and goals of the organization to employees 	

ORGANIZATION UNDERSTANDING

<p>Definition:</p> <p>Understanding of the working, structure, and culture of the organization.</p>	<p>Why is it important?</p> <p>This understanding will enable management to better address the needs of their departments and work with other departments to develop interlinked goals and strategies.</p>
<ul style="list-style-type: none"> • Has an awareness of goals of other departments and works to build a sense of common purpose and avoids a “we versus them” attitude. • Is aware of other departments’ goals and knows how to use the formal and informal systems to get work done. • Makes contribution towards solving problems related to other departments and tries to foster a collaborative environment • Recognizes the need for change and is willing to take calculated risks to meet challenges. 	

COMMUNICATION

<p>Definition:</p> <p>Exchange of information amongst all levels of the hierarchy</p>	<p>Why is it important?</p> <p>The management is the critical source through which the policies, procedures, and strategy of the organization is passed through to the employees. It is also very important for management to be aware of the employees and establish two-way communication with the lower levels of the hierarchy.</p>
<ul style="list-style-type: none"> • Able to actively listen and share relevant information to anticipate needs and problems of other departments in the organization. • Effectively and clearly communicates with the department heads and the employees and maintain coordination with all to anticipate future needs • Asks open ended questions to probe deeper and understand the unexpressed needs of employees • Developing policies and procedures to promote increased integration between departments and communicating it to employees effectively • Facilitates an open exchange of ideas/information and fosters an atmosphere of transparent communication across the organization. • Maintains two-way frequent feedback throughout the year with subordinates regarding their performance (performance appraisal) 	

TEAMWORK/BUILDING

<p>Definition:</p> <p>Working cooperatively with others to develop strategies, budgets, and policies that would consider the needs of the entire organization.</p>	<p>Why is it important?</p> <p>Management needs to have a holistic view of the organization. Managers divide the organizational strategy into departmental goals and in turn into individual plans for their subordinates. It is important for them to foster teamwork within their department and with other departments to avoid silo mentality.</p>
<ul style="list-style-type: none"> • Identify team membership and roles, establish productive relationships, and consistently meet objectives. • Effectively communicate with all the members of the team and the departments • Open to receiving feedback and giving feedback • Publicly credits colleagues and team members • Considers concerns and goals of other departments as important • Encourages or facilitates beneficial resolutions to conflicts 	

STRATEGIC THINKING

Definition: Being aware of the organization's mission and actively supporting it through actions to be a role model for employees.	Why is it important? Top management support ensures the success of policies, procedures, and strategies. Managers are the means through which top management can communicate the priorities of the organization to the employees.
<ul style="list-style-type: none">• Supports the organizational mission in his/her individual and team efforts and demonstrates a high level of respect for others.• Shares strategic vision and influences others towards its realization.• Conveys a sense of direction based on thorough understanding of objectives and priorities.• Is result oriented and makes things happen.• Generates action plans and adjusts them to changing conditions.	

PLANNING & ORGANIZING

Definition: Thinking about and organizing activities that help in achieving the goal.	Why is it important? Managers are responsible for setting plans for their departments and then dividing and organizing work amongst the employees.
<ul style="list-style-type: none">• Maintains a detailed schedule of meetings and divides their goal into small tasks and assign deadlines to all. Plays a proactive role in determining goals for oneself and the subordinates.• Has an understanding of the end results and organizes tasks and activities in order to achieve the goal.• Develops a detailed schedule of all activities and meetings and keeps track of them regularly• Researches potential markets, plans and organizes proposals and plans	

DEVELOPING SELF & OTHERS

<p>Definition:</p> <p>Finding ways to continuously develop own skills and encourage employees to seek learning opportunities and support each other.</p>	<p>Why is it important?</p> <p>CIS operates in a rapidly changing market. Training and development of employees is important. By continuously striving to develop self the manager can set an example. Also, taking initiatives to develop employees help to give the subordinates the support they need in order to plan their developmental needs.</p>
<ul style="list-style-type: none"> • Builds his/her professional skills and competencies and improves work performance • Encourages the continuous development of his/her staff. • Positively influences others to adopt and maintain the highest standards of ethical conduct by setting the direction • Ascertains developmental opportunities and continuous feedback to staff to maximize their potential and enhance their performance • Creates developmental plans for each subordinate in the performance appraisal and then monitor progress throughout the year • Creates an environment where staff feel valued through delegation and empowerment. • Encourages and accepts differences of opinion, manages and resolves conflicts and disagreements in a constructive manner (two-way communication) 	

TIME MANAGEMENT

<p>Definition:</p> <p>Consistently managing one's time effectively to ensure that work is done efficiently and within deadlines.</p>	<p>Why is it important?</p> <p>A manager should be keen about time management as it will lead the team toward effectively and efficiently meeting the deadlines.</p>
<ul style="list-style-type: none"> • Uses time effectively and prevent irrelevant issues or distractions from interfering with work completion. • Ensure that high-priority work is accomplished within required timelines. • Effectively allocates his time to complete work; coordinates own and others' schedules to avoid conflicts. • Lead the team to successfully meet the deadlines based on priority. 	

DECISION MAKING

Definition: Makes sound and decisions based on analysis of the information presented in the face of ambiguous or conflicting situations or when there is a risk involved.	Why is it important? A manager should be able to make a quick and rational decision in the face of an uncertainty and ambiguity and should be able to lead the team out for that matter.
Indicators: <ul style="list-style-type: none">• Recognizes issues, problems, or opportunities and determines whether action is needed.• Identifies the need for and collects information to better understand issues, problems, and opportunities.• Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.• Generate and analyze different options and makes decisions within a reasonable time.• Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.	

STAFF MANAGEMENT

Definition: Manages people development, their work activities and their performance with the goal of optimizing efficient use of talent goal or outcome.	Why is it important? Effective staff management will lead to unlocking and channeling employees' potential which will serve as a key to company's success.
Indicators: <ul style="list-style-type: none">• Establishes an effective work climate by limiting the irritant which limit performance.• Implement rigorous staff management practices.• Grows and capitalize on individual talent• Build effective teams and units• Coaches others on the importance of following staff management practices	