

# **Design Performance Management System For Medikay Cardiac Centre**



By

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**Fall-2K20-EMBA – 329002**

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2023

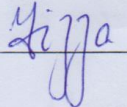
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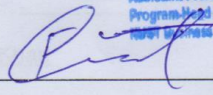
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
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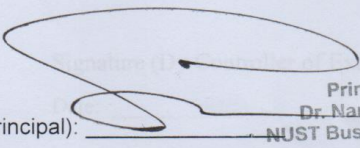
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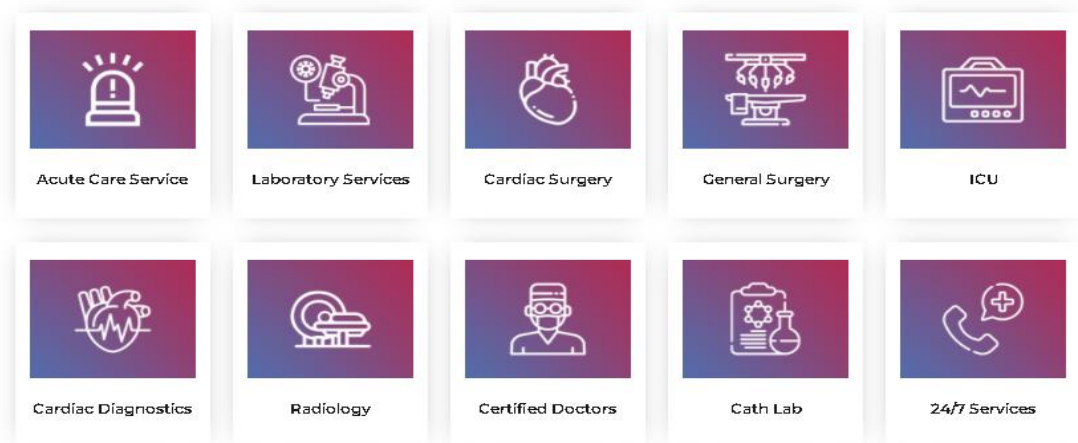
## **INTRODUCTION OF THE CHOSEN ORGANIZATION.**

Medikay Cardiac Centre is a state-of-the-art 60-bedded Cardiovascular Centre in Islamabad, located in ChakShahzad and established in 2021. It provides top quality cardiac treatment and care available in the twin cities. The Centre provides a holistic set of diagnostic, therapeutic and rehabilitative cardiac services using the latest, most innovative techniques.

## **MISSION STATEMENT OF THE ORGANIZATION.**

*‘We strive to provide the best quality of cardiac treatment and care available in the twin cities of Islamabad and Rawalpindi in a comfortable environment. Our Centre provides a holistic set of diagnostic, therapeutic and rehabilitative cardiac services using innovative techniques. We believe that patients should be able to get the necessary treatment and care in a simple, convenient and hassle-free manner. Our team’s objectives are focused on optimizing the patient experience at the Medikay Cardiac Centre. We are focused on utilizing the latest available technologies and techniques in order to provide the best possible services to our patients’*

## **SERVICES OFFERED BY THE CENTRE.**



## **RATIONALE BEHIND CHOOSING THE COMPANY**

Medikay Cardiac Centre was established in the year 2021 by Maj Gen (R) Dr. Azhar Mahmood Kayani (M). Presently, the hospital has 25 Doctors having expertise in various sub branches of Cardiology. The hospital houses a total of 128 employees including nursing and support staff. Few of the employees are contractual. ***Being recently established, the hospital's management is in the development phase of various HR Functions, and currently has no established Performance Management System.***

## **PERFORMANCE MANAGEMENT SYSTEM IN MEDIKAY.**

Being established in 2021 as a family-owned private organization, the hospital has a small HR **Department** being headed by *Ms. Durdana*. During a conversation with her regarding the HR processes and systems of Medikay, she explained that the hospital ***does not have an established Performance Management System and currently she is striving to establish the system. Presently, the evaluation is just based on the successful completion of assigned operations and associated services provided by the doctors and staff members, which is not following any uniform or documented evaluation system.***

## **PROBLEM IN ESTABLISHING PMS AT MEDIKAY.**

According to Ms. Durdana, the major problem in establishing a PMS in Medikay is that ***as the hospital is newly established and induction is mostly reference based, it has become challenging to develop a uniform system for performance evaluation and management.***

My conversation with Ms Durdana provided me with valuable insights about the proposed plan for the hospital's HR processes and systems. Additionally, she has also requested to assist her in designing a comprehensive PMS for the hospital which caters to both the doctors, staff and employees.

***My goal for this project is therefore to establish the complete Performance Management System for the hospital from scratch.***

## Proposed Interview Schedule and Objectives

Timeline	Task	Objectives
2 <sup>nd</sup> week of April	<ul style="list-style-type: none"> <li>• <b>First formal interview the HR Manager, Ms Durdana of Medikay Cardiac Centre</b>, to understand the general practice, process and metrics used in the present appraisal / evaluation process.</li> <li>• I also intended to get access to unclassified documents of the organization like organogram, hierarchical structure and reporting channel to understand the HR dynamics of the organization.</li> <li>• Lastly, in order to design effective performance management system, I needed to get hold of various job description of employees as to understand their key responsibilities and results and performance expected from them.</li> <li>• Presently, as the manager told that they are not having a formal PMS system, therefore, I requested the HR manager to give information on what bases they are rating their employee’s performance. This would also give me an overview of the culture of the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• The aim of the first interview was to understand the “<b>Strategic Intent</b>” behind the Performance Management System.</li> <li>• This interview helped me to understand the core values of the organization.</li> <li>• Furthermore, it also helped to perform the work (job) analysis of employees working in various roles at Medikay Centre.</li> <li>• An important consideration during the first interview was to understand the kind of <b>results</b> the senior management expects from their employees. <i><b>This aspect included the key accountabilities, or broad areas of a job for which the employee is responsible for producing results.</b></i> This information is typically obtained from the <b>job description</b>.</li> </ul>

<b>1<sup>st</sup> Week of May</b>	Based on the insights gained from the last interview, my aim was to structure the first draft of the proposed performance management system. I also shared that with the HR manager which was duly acknowledged by her and her seniors and they look forward to implement it.	<ul style="list-style-type: none"> <li>• <b>My goal for the project is to design PMS systems, separately for the hospital staff and Doctors as both perform different duties. As per Ms Durdana they intend to use the same metric, with which I don't agree with. I aim to design separate forms and PMS process for Staff , Officers (Permanent and Contractual employees)</b></li> </ul>
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**Mode of Conduct.**

Inorder to conduct the research and analysis, a total of 03 interviews were conducted. The first one was physical interview, which encompassed detailed session with HR manager and brief interview with senior management, staff and employees. The rest of 02 interviews were conducted online.

**Interview design and Format.**

The first interview was conducted with HR Manager and later also conducted brief interview with senior management of the organization to understand what they expect from the PMS System, the underlying value and strategic goal behind the PMS process.

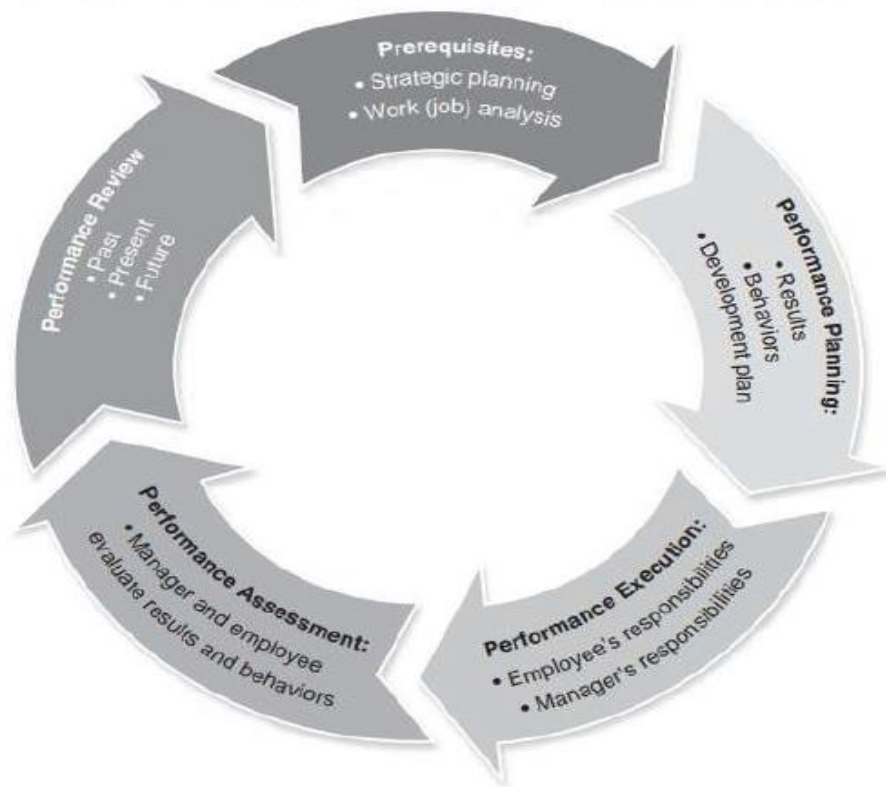
**Type of Interview.**

I intended to conduct interview in **structured** format but did not limit myself to it only. Inorder to gain deep insight it is important for me to know the underlying values of the organization, for which I am designing our PMS System.

Moreover, I made it a mix of **Open Ended and Situational Based Questions** to get deeper insights about the organizations strategic framework, its culture, its unwritten policies and rules that could affect PMS designing process.

## PMS Framework to design Interview Questions.

The interview questions are designed around this framework:-





## **Interview Questions.**

### **1. What are the company's core values?**

**Objective.** This factor is extremely important as it impacts every single aspect of the company from its recruitment to training. It also tells about Company direction and strategic intent. Likewise, one can also understand how the culture of the company is, whether the HR is flexible or not and most importantly what kind of biases can prevail in the organization.

### **2. Can you elaborate briefly about the role of major employee categories by performing job analysis?**

### **3. Will your PMS be linked with any kind of reward system?**

### **4. Keeping in view, the type and standard of performance that you expect from your employees, do you want to have an annual, bi-annual or frequent PMS cycle? Kindly elaborate why?**

### **5. We believe that there should be separate PMS system for staff and doctors as their roles are different, however, while having an informal conversation with you, you stated that you are fine with having one system. What was the rationale behind that?**

### **6. What kind of hiring methods are you using nowadays? Do you hire on references, considering it's a fairly new hospital and most of the people as you mentioned earlier have worked together in their previous jobs?**

### **7. How important you believe it is to link your PMS with training and development goals? Will your senior management send the employees on training after scoring them low on certain skills that they lack?**

### **8. What kind of training and development goals you have for employees? Are they for all employees?**

9. **Please elaborate about organizational hierarchy, the number of reporting channels and the kind of communication culture of the organization?**
10. **What are the power tools being employed by the seniors to deal with subordinates?**
11. **Will you allow everyone to see their PMS rating? Why or Why not?**
12. **Do you want it more quantitative or qualitative? Why or Why not?**
13. **Considering the number of employees, their promotion cycles and incentive programs, do you want every employee to be ranked in its category against the other employees? Why or Why not?**
14. **If two employees are performing equally, would you still want one to be forcefully rank better because your incentive systems require that?**
15. **Will the employee be allowed to question its PMS ranking?**

### **Detailed Analysis of the Conducted Interview.**

The interview was conducted successfully and following were the insights that I got from the HR Manager. Brief summary of the interview answers are shared below as while conducting interview the discussion did deviate from the initial question being asked. Therefore, relevant aspects and answers w.r.t each question are shared below:-

#### **1. What are the company's core values?**

**MsDurdana replied that company core values include the following aspects:-**

1. Provision of best quality cardiac treatment to patients of Islamabad and Rawalpindi in a comfortable environment.
2. To give a platform that provides holistic set of diagnostic, therapeutic and rehabilitative cardiac services using innovative techniques.

3. Every member of Medikay team is focused on optimizing the patient experience at the Medikay Cardiac Centre.

4. Optimal utilization of latest available technologies and techniques in order to provide the best possible services to our patients.

2. **Can you elaborate briefly about the role of major employee categories by performing job analysis?**

Major **categories of employees** are:

(A). **Senior Management Employees.** A total of 07 senior management positions are existing in the hospital. Each management position has staff employees at its disposal.

**It is pertinent to mention that most of the senior management positions are held by the family members (son and daughter - in - law), close friends and previous work colleagues. The reason of mentioning the relationship aspect is important as to why the HR Manager asked not to work on the appraisal forms of senior management positions.**

**Details w.r.t to the relationships and qualifications of senior management positions are mentioned in forthcoming paras. Job analysis of all these positions were conducted and details are mentioned in next section of Job Analysis.**

1. **Executive Director and Chief Cardiologist** (Retired Army Doctor, Owner of the Hospital)

2. **Director Administration** (A retired Army Doctor having experience of Administration for 30 years, Colleague and friend of Owner)

3. **Deputy Director Administration** (Son of the Owner)

4. **Director Finance** (Daughter-in- law of the Owner and has majors in Finance)

5. **Additional Director Security** (A retired Army Officer, having experience of Security and Admin matters, old sub-ordinate of the Owner).

6. **Additional Director Electro-Medical Equipment's.** (A retired Army Officer, having specialization in his field, old sub-ordinate of the Owner).

7. **Additional Director Staff.** (Son of the owner)

8. **Matron.** (A retired Army Officer, having experience of more than 20 years of supervising the female staff employees i.e. Nurses and supporting staff)

(b). **Doctors.** 25 Doctors (10 are contractual and 15 are permanent), specialized in their fields, reporting to Director Admin and Executive Director. (Organogram and reporting channels will be shared in the report).

(c) **Male and Female Nurses.** A total of 30 staff members (males and females). All of them are permanent employees of the organization.

(d) **Supporting Staff.** Supporting Staff includes a total of 30 employees for Admin duties (Support clerks, personal assistant and Sanitary duties). Security staff of 20 employees being outsourced but supervised by DD Security. 15 staff employees including Drivers and Mali).

**Summary of Main Categories of Employees.**

Above in view, there are 4 major categories of Employees in Hospital i.e. 1. **Senior Management**, 2. **Doctors**, 3. **Male and Female Nurses**, 4. **Supporting Staff**. **In total there are 128 employees in the Hospital)**

3. **Will your PMS be linked with any kind of reward system?**

**Yes**, but only for Doctors, Nurses and Supporting Staff. As the senior management is being involved in the reward allocating process so their rewards are mutually decided.

4. **Keeping in view, the type and standard of performance that you expect from your employees, do you want to have an annual, bi-annual or frequent PMS cycle? Kindly elaborate why?**

**Annual**, definitely because the system is comparatively new. Moreover, it would be already difficult for people to adapt to a new system as presently no new system exists. Therefore, initially only annual system may be introduced.

5. **We believe that there should be separate PMS system for staff and doctors as their roles are different, however, while having an informal conversation with you, you stated that you are fine with having one system. What was the rationale behind that?**

Well, as I mentioned earlier, presently, my senior management wants to incorporate and introduce a system with the prime objective of creating a sense of responsibility and knowledge amongst employees that an evaluation system is in place and they are being monitored. After acquaintance with the present system, we will shift to more detailed PMS. Therefore, it would be easy for us that you design one system for all.

6. **What kind of hiring methods are you using nowadays? Do you hire on references, considering it's a fairly new hospital and most of the people as you mentioned earlier have worked together in their previous jobs?**

Yes, hiring is mostly reference based. Honestly, we don't find any problem with it as the management is associated with hospital since last 30 years. Whatever resource they are bringing are not only qualified but also trustworthy employees.

7. **How important you believe it is to link your PMS with training and development goals? Will your senior management send the employees on training after scoring them low on certain skills that they lack?**

HR Mgr. replied that our senior management is very positive and believe in employee's development. We truly acknowledge their efforts in making us all learn and grow in our roles. Therefore, I am sure they will support trainings. Even presently, we don't have any human resource development department but we are encouraged to find trainings for ourselves and they assured us that they will support the employees.

8. **What kind of training and development goals you have for employees? Are they for all employees?**

Ms HR Manager replied that honestly, it is too early to comment from my side. But knowing my senior management they want trainings (medical and electro-medical training for employees) and most importantly soft skill training for our admin staff.

9. **Please elaborate about the organizational hierarchy, the number of reporting channels and the kind of communication culture of the organization?**

Organizational Hierarchy is quite well defined and organogram is depicted below. There are not loads of reporting channel. Every hierarchy position has at least **one or maximum two reporting levels. Culture overall is very positive and has open communication.** The senior management believes in empowerment. Therefore, it would be right to say that we are not completely centralized in decision making.

10. **What are the power tools being employed by the seniors to deal with subordinates?**

The HR Manager actually laughed at the question and said our Director is the most down to earth person. He is the one managing us all and for him "COMMUNICATION" is the biggest tool to solve any problem.

11. **Will you allow everyone to see their PMS rating? Why or Why not?**

Considering the transparent system, we aim to bring in. Definitely, yes we would want everyone to know their scores, even knowing my seniors they would want employees acknowledgement and agreement to the given scores.

12. **Do you want it more quantitative or qualitative? Why or Why not?**

We would want it to be more qualitative. Hospital performance evaluation cannot be quantified in numbers only. More focus should be on qualitative factors.

13. **Considering the number or employees, their promotion cycles and incentive programs, do want every employee to be ranked in its category against the other employees? Why or Why not?**

HR Mgr. replied that I do get that you are asking me about forced or comparison ranking system. But as I said earlier, I don't want it to be overwhelming for all the employees. I want to make it simple for everyone to understand first.

**14. If two employees are performing equally, would you still want one to be forcefully rank better because your incentive systems require that?**

HR Manager replied: No. Alhamdulillah, we do have resources to support and incentivize all if they are performing par excellence.

**The Director of the Hospital very articulately mentioned that the "Any Healthcare systems should not inculcate spirit of competition in their staff. It should be considered part of their ethical and professional value system.**

**15. Will the employee be allowed to question its PMS ranking?**

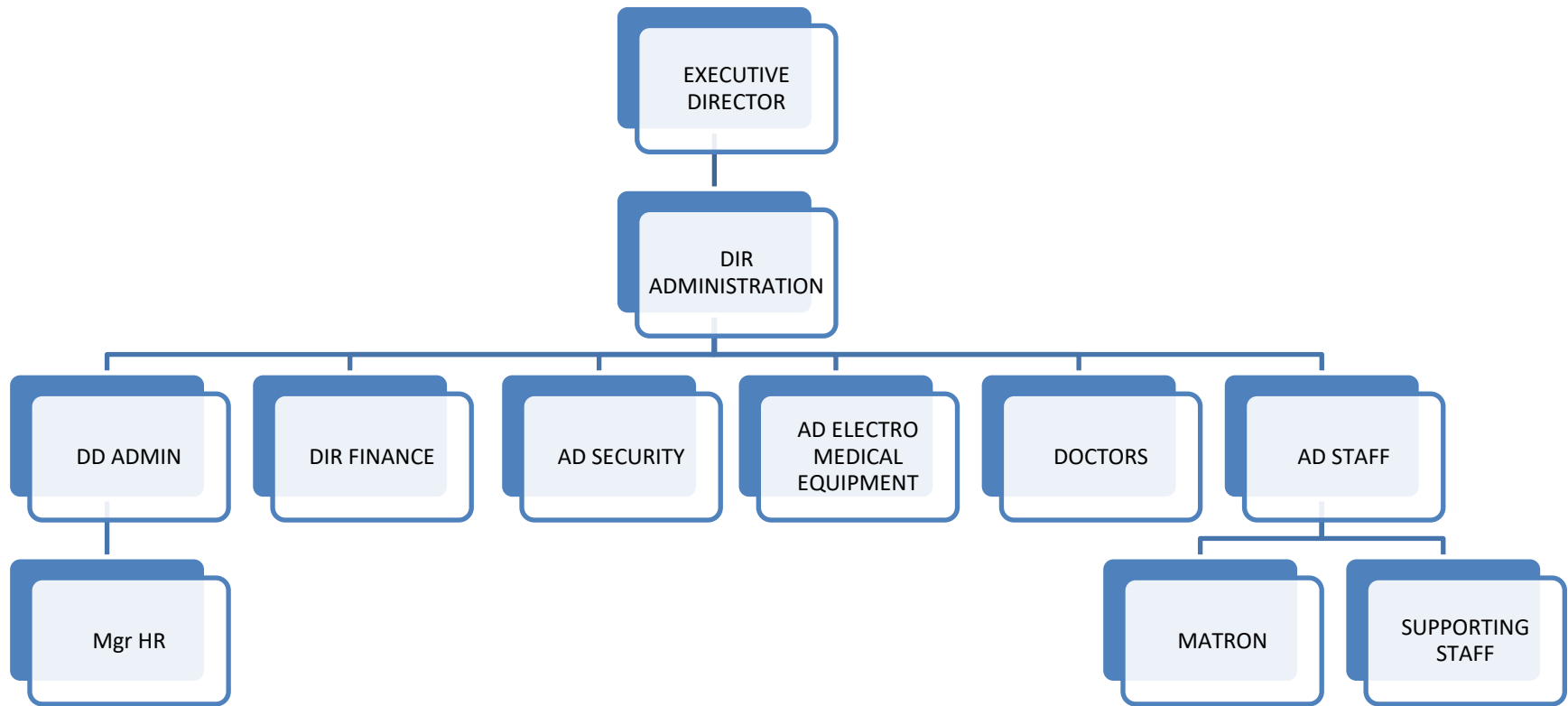
Yes, as mentioned. Our senior management wants to have a transparent and open system. The purpose of evaluation is to improve the overall system. Therefore, we encourage questioning.

**DESIGNING THE PERFORMANCE MANAGEMENT SYSTEM**

After the interview, I had informal session with the senior management and based on that I started designing our PMS. It is pertinent to mention that the insights I got from the senior management was more or less what the HR Manager said.

Before taking the first step of designing the system, first of all I will depict the organogram and organizational hierarchy.

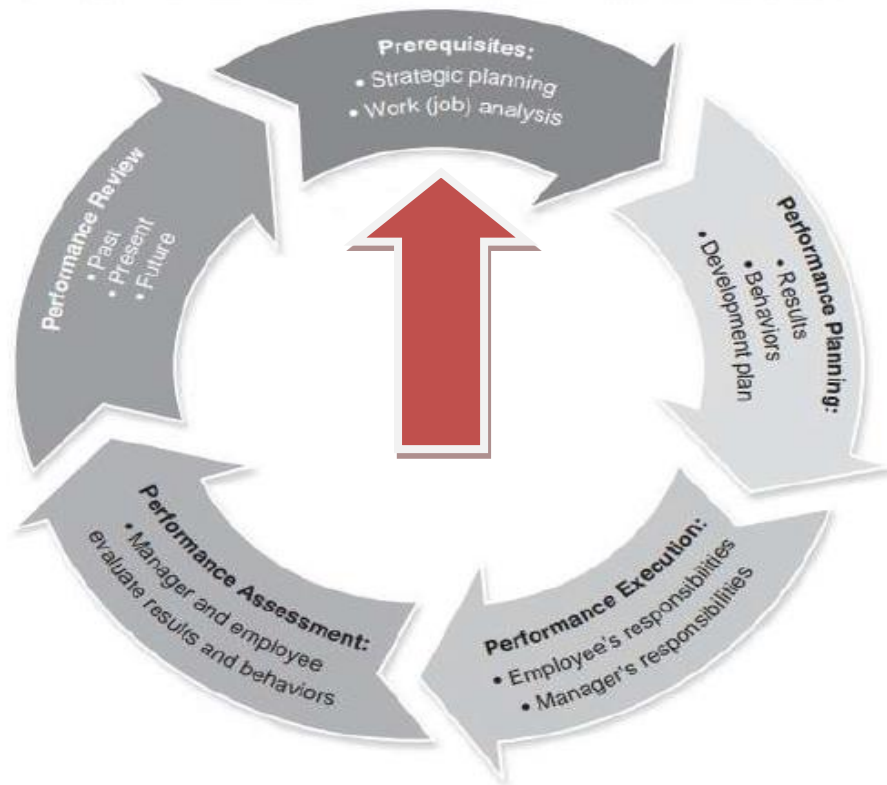
# ORGANOGRAM





## DESIGNING PERFORMANCE MANAGEMENT SYSTEM

### STEP 1: DEFINE PRE-REQUISITES



### STRATEGIC PLANNING

Based on the interview, informal session and observation. I have decided to establish **02 forms one for Doctors and one for staff employees with few amendments**. On insistence of the HR Manager I have made 01 form applicable for both contractual and regular employees.

The major purpose of the creating a PMS and the strategic intent behind the system is to create sense of responsibility in all the employees and to motivate them to become more careful in following the mission and values of the organization. With the interview, I was able to identify the mission of the organization, what it wants to achieve and to support the organization's mission. I intend to create a form based on the Job Analysis and Description of the different categories of the employees.

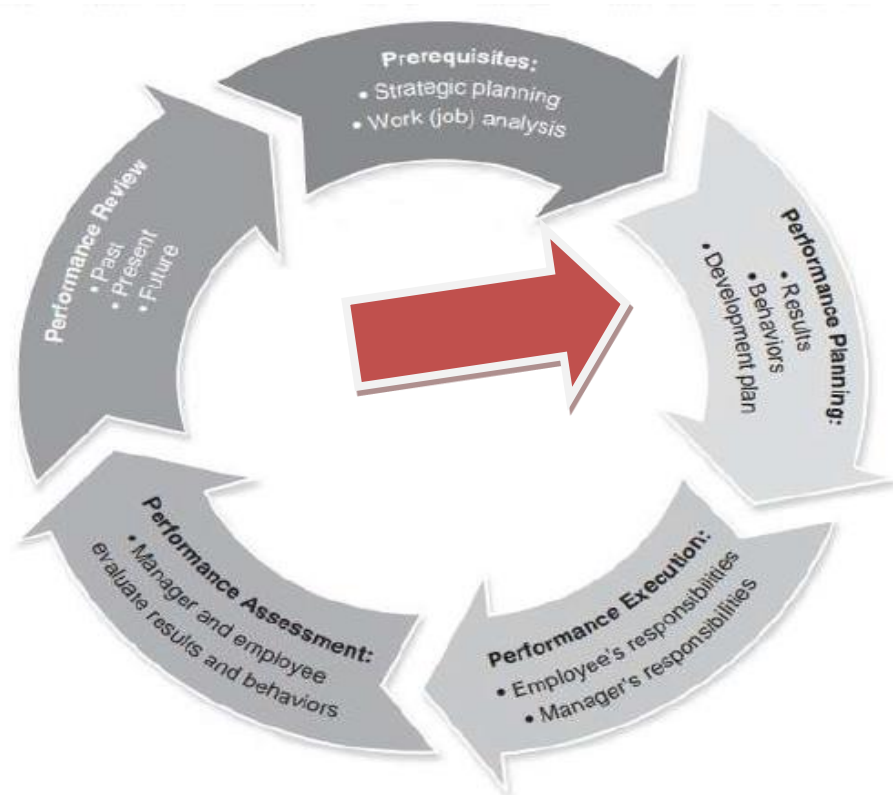
**SUMMARY OF JOB ANALYSIS OF ALL THE CATEGORIES OF EMPLOYEES**

<b>S.No</b>	<b>POSITION</b>	<b>JOB DESCRIPTION</b>	<b>SKILLS</b>	<b>ABILITIES</b>	<b>KNOWLEDGE</b>	<b>Reporting Channel</b>
<b>1.</b>	<b>Executive Dir</b>	<b>Overall management and Chief Cardiologist</b>	<b>Not required to be mentioned here (Having experience of 35 plus years in his field and being owner of the Hospital, we did not comment on this particular aspect)</b> -			<b>-</b>
<b>2.</b>	<b>Director Admin</b>	<b>Overall administration matters and representative of Medikay Cardiac Centre</b>	<b>Not required to be mentioned here (Having experience of 35 plus years in his field and being owner of the Hospital, we did not comment on this particular aspect)</b>			<b>Directly report to ED</b>
<b>3.</b>	<b>DD Admin</b>	<b>To assist Dir Admin in overall administration of the Hospital</b>	<b>-Operation and Control</b>  <b>-Time management</b>  <b>-HRM</b>  <b>-Critical Thinking</b>  <b>-Analytical Skills</b> <b>Communication Skills</b>	<b>- Management ability</b>  <b>-Leadership abilities</b>  <b>- Decision making ability.</b>	<b>- Understanding and knowledge of Hospital Management</b>  <b>- Knowledge of basic KPI to meets and satisfy all stakeholders.</b>	<b>Reports to Dir Admin</b>

4.	<b>Director Finance</b>	<b>Management of overall budgeting and financial management of Hospital</b>	<ul style="list-style-type: none"> <li>- Financial Management Skill</li> <li>- Financial Software Skills</li> <li>- Persuasive Skills</li> <li>-Control and Monitoring Skills</li> <li>- Project Management Skills</li> </ul>	<ul style="list-style-type: none"> <li>- Analytical Ability</li> <li>- Financial Management ability</li> <li>- Pressure handling ability</li> </ul>	<ul style="list-style-type: none"> <li>- Expert level Financial Management knowledge</li> <li>-Hospital related financial management knowledge</li> </ul>	<b>Reports to Dir Admin</b>
5.	<b>Additional Director Security</b>	<b>Management of overall security of Hospital</b>  <b>-Protocol duties for senior management</b>	<b>All soft and hard skills requisite to perform the security related supervisory job</b>	<ul style="list-style-type: none"> <li>- Control and Monitoring Ability</li> <li>-Physical Fitness</li> <li>- Leadership ability.</li> </ul>	<b>-Knowledge of how to deal with security related matters</b>	<b>Reports directly to Dir Admin</b>
6.	<b>Additional Director Electro-Medical Equipments</b>	<b>-Responsible for management, maintenance and need assessment of all electro - medical equipments</b>	<b>- All soft and hard skills requisite to perform the job</b>	<ul style="list-style-type: none"> <li>-Technical expertise</li> <li>- Project need assessment ability</li> <li>- Logical ability</li> </ul>	<ul style="list-style-type: none"> <li>- Mandatory qualification in related field - Bio Technology Engineer</li> <li>-Knowledge of how to manage, maintain and update electro - medical equipments</li> </ul>	<b>Reports directly to Dir Admin</b>

7.	<b>Additional Director Staff</b>	<b>Responsible for management and supervision of all staff</b>	<b>Communication Skills Team Management Skills Decision making skills HRM Skills</b>	<b>- Control and Management ability  - Leadership ability</b>	<b>- Qualification in Hospital Management  -Understanding and Knowledge of Hospital working</b>	<b>Reports directly to Dir Admin</b>
8.	<b>Matron</b>	<b>Responsible for management of all nursing staff</b>	<b>Communication Skills Team Management Skills Decision making skills</b>	<b>Control and Management ability  - Leadership ability</b>	<b>- Qualification in Hospital Management  -Understanding and Knowledge of Hospital working  -Previous Experience is must</b>	<b>Reports directly to AD Staff</b>
9.	<b>Doctors</b>	<b>Responsible for working and provision of service in their respective fields</b>	<b>Medical Expertise, Communication Skills Team Management Skills Decision making skills</b>	<b>- Practical Knowledge - Control and Management ability</b>	<b>Understanding and Knowledge of Hospital working  -Previous Experience is must</b>	<b>Reports directly to Dir Admin</b>
10.	<b>Male and Female Nurses.</b>	<b>- Patient Healthcare</b>	<b>Practical Skills Communication Skills Team Management Skills</b>	<b>Paramedical experience and training</b>	<b>Understanding and Knowledge of Hospital working</b>	<b>Reports directly to Matron</b>

		<b>-Additional duties assigned by Seniors</b>	<b>Decision making skills</b>		<b>-Previous Experience is must</b>	
<b>11.</b>	<b>Supporting Staff.</b>	<b>-Supporting staff includes Driver, PAs, Mali , Sanitary workers</b>	<b>Practical Skills Task specified skills</b>	<b>Previous experience</b>	<b>Understanding and Knowledge of Hospital working</b>	<b>Reports directly to A/ Dir Staff through Supervisor</b>



## **PERFORMANCE PLANNING**

Performance planning constitutes assessment of Results, **Behavior and Development plan.**

### **Results.**

Interms of Results, with consultation and guidance of HR manager I found that every category of employees except the senior management employees **have certain predefined result based expectations from their employees.** This means that there are certain key accountabilities for every categories that has to be taken care of, **considering all these factors I have tried to make the form qualitative and easy to be filled by the individuals and their reporting officers as per their designated goals and results expectations.**

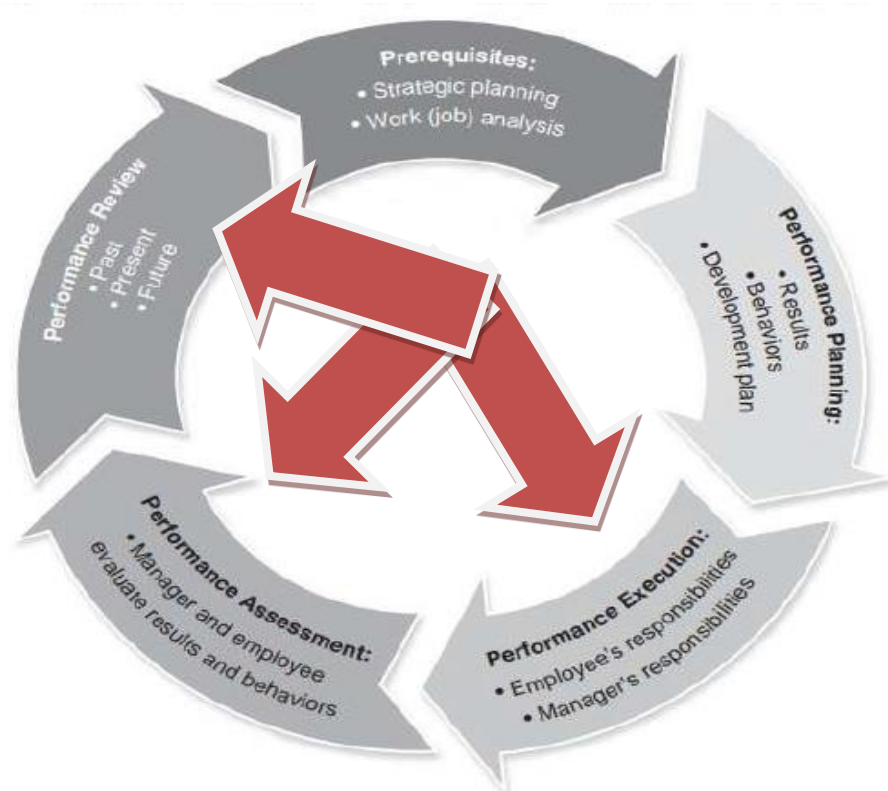
Finalizing results also means that seniors after incorporating the system has to brief their subordinates about the **expected performance standards.** Knowhow of these performance standards are important so that subordinate will know how you are being evaluated. Thus, I will keep a column in the PMS form whereby every subordinate will add their yearly goals and performance expectations in consultation with their reporting officer and the officer after concurrence with the stated goals will evaluate the subordinate's performance

## **Behaviors**

Although it is important to measure results, it is imperative that I emphasize on behaviors as well specially in healthcare system. Because it is a services providing system, therefore, apart from professional competence of employees, having adequate knowledge of behaviors is also important. Therefore, certain subjective aspects of Behaviors will also be included in the performance management system.

## **Development Plans.**

A significant step before the review cycle begins is that both supervisor and employees gets understanding of the developmental goals for the employees. Discussion on development plans means that employees and reporting officers agree on the required results and behaviors and then define the development goals.



## **PERFORMANCE EXECUTION, ASSESSMENT AND REVIEW**

After discussion on evaluation of results, behaviors and developmental goal I moved to the next three important steps of performance management system design process that is its execution, assessment and review.

Above in view, I have designed the 02 performance appraisal form one for Doctors and the other for Staff employees.

Understanding that the system is fairly new, I have kept the process simple and easy to understand. Salient features of the form are as following:

**Evaluation Cycle:** I proposed to conduct the evaluation process once a year.

**Mode of Conduct:** Physical forms will be distributed to reporting officers in the first week of Dec every year. After filling the form, it will be returned by the reporting officer to the HR Department. The reason hard copy of the form is preferred because all the senior management team who have to fill the forms are more acquainted with the old school of thought forms as still being used in our Defense forces / Govt organizations.

**Reporting Channel being followed in the form.**

Every forms first column w.r.t tasks and goals to be accomplished has to be first filled together by the reporting officer and his/her subordinate. Rest of the evaluation has to be done by the reporting officer.

**PERFORMANCE DIMENSIONS.** The most important dimension in case of Health Care Evaluation is Organizational Citizenship / Contextual and Adaptive Dimension. However, all four should be considered because they have separate and important effects on organizational success. As discussed each behavior and result should be defined clearly so that employees understand what is expected of them.



## APPROACHES TO MEASURING PERFORMANCE.

In the case of Health Care services I will suggest to use both Behavioral and Result based approach. As not only behaviors but outcomes/results of the certain behaviors also matter a lot in health care sector.

## MEASURING BEHAVIORS

As discussed with HR manager and also understanding the culture of Medikay Centre, I have realized that they do not prefer comparative system rather they would prefer an **Absolute System**. In absolute system, employers would provide evaluations of an employee's performance without making to comparison to other employees.

## Major Components of Comprehensive Appraisal Forms

**TABLE 5-3**  
**Comparative and Absolute Behavioral Measurement Systems**

Comparative	Absolute
Simple rank order	Essays
Alternation rank order	Behavior checklists
Paired comparisons	Critical incidents
Relative percentile	Graphic rating scales
Forced distribution	



The performance appraisal has been designed keeping in view all the component essential for good appraisal system.

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Basic employee information
Accountabilities, objectives, and standards
Competencies and behavioral indicators
Major achievements and contributions
Developmental achievements (could be included in a separate form)
Developmental needs, plans, and goals (could be included in a separate form)
Performance touchpoints
Employee comments
Signatures

## PERFORMANCE APPRAISAL FORM FOR DOCTORS

**PERFORMANCE EVALUATION PERIOD: From ----- To -----**

Employee Name: -----Position Title: -----

Employee ID No: -----

Department: -----

No of years to working under present Reporting Officer: ---- Duration in the present post: -----

Qualification: -----

Total length of service: -----

Appraisal Type: Annual  Probationary

### **Instructions on how to fill this form:**

1. Complete the **Section-I** of this form after attending the Performance Appraisal Meeting with your subordinate to finalize the tasks/goals which were assigned to him/her. Likewise, **Section 3 (d)** has to be filled after consultation with the employee.
2. After filling the form, make sure it is countersigned by your senior reporting officer and your subordinate also signs your given evaluations.
- 3 After signature by the SRO and subordinate, conduct Performance Appraisal Meeting, for a constructive two-way discussion.
4. Employer to keep a copy of completed performance appraisal. This copy would be referred to at the subsequent year's appraisal to monitor completion of performance plans.

### **SECTION – 1**

**Evaluation of Major Tasks/ Goals to be achieved (list 10 most important goals in consultation with your subordinate and then provide evaluation)**

TASKS / GOALS	EVALUATION SCALE				
	1 (Unsatisfactory)	2 (Needs improvement)	3 (Avg)	4 (Satisfactory)	5 (Exceeded expectations)
<b>Total Score</b>	<b>/ 50</b>				

**Declaration** I declare that the Manager and I have had an opportunity to provide each other with two-way feedback about my performance appraisal. I agree to the specific responsibilities, accountabilities and target dates detailed in this form.

Employee Signature

Reporting Officer Name & Designation

RO Signature

**SECTION TWO**

This section provides an opportunity to reflect on and discuss actions and behaviors related to professional competencies and provide feedback on performance against expected behaviors and activities.

**Professional Competency**

	<b>EVALUATION SCALE</b>				
	<b>1</b> <b>(Unsatisfactory)</b>	<b>2</b> <b>(Needs improvement)</b>	<b>3</b> <b>(Avg)</b>	<b>4</b> <b>(Satisfactory)</b>	<b>5</b> <b>(Exceeded expectations)</b>
<b>Medical Expertise</b>					
Provides safe and high-quality care within agreed scope of practice					
Contributes meaningfully to quality improvement activities including peer review, mortality and morbidity meetings and clinical audit					
<b>Communication Skills</b>					
Engages patients and their families in decisions about their care that reflect the patient's values and preferences					

Communicates effectively with multidisciplinary team members					
<b>Team Management</b>					
Works with interdisciplinary and inter-professional teams to achieve best outcomes for patients					
<b>Health Professional</b>					
Promotes health equity so all individuals and populations can reach their full potential					
<b>Leadership</b>					
Takes ownership and accountability for outcomes and performance of the team					
<b>Scholar and Believer in Development</b>					
Engages in continuing professional development activities to maintain competence or develop clinical skills and knowledge					
Actively contributes to teaching, training or supervision of junior medical staff and other clinical staff.					

<b>Professional Competence</b>					
Relentlessly pursues excellence in professional practice					
<b>Total Score</b>	<b>/ 50</b>				

**SECTION -3**

Elaborate on the following aspects by relating Critical Incidents substantiating your comments.

(a) **Strengths.**

(b) **Weakness.**

(c) **Development Areas.**

(d) **Future Training Requirement /Development Plan. (This part has to be filled after two way discussion with employee)**

**SECTION-4**

**Is the employee fit for promotion to next scale?**

**Final Comments by RO:**

**Total Score:**

**Concurrence / Approval of Score by SRO:**

**Comments by SRO:**

**Declaration by Employee:**

**I agree / disagree to above stated score and evaluation by my RO and SRO.**

**Reason of Disagreement and Appeal (if any):**

**Signature of Employee:**

## **PERFORMANCE APPRAISAL FORM FOR STAFF**

**PERFORMANCE EVALUATION PERIOD: From ----- To -----**

Employee Name: -----Position Title: -----

Employee ID No: ----- Department: -----

No of years to working under present Reporting Officer: ---- Duration in the present post: -----

Qualification: ----- Total length of service: -----

Appraisal Type: Annual  Probationary

### **Instructions on how to fill this form:**

1. After filling the form, make sure it is countersigned by your senior reporting officer and your subordinate also signs your given evaluations.
2. After signature by the SRO and subordinate conduct Performance Appraisal Meeting, for a constructive two-way discussion.
3. Employer to keep a copy of completed performance appraisal. This copy would be referred to at the subsequent year's appraisal to monitor completion of performance plans.

### **SECTION – 1**

**Evaluation of Major Skills, Ability, Knowledge and Behaviors required to perform the assigned task.**



<b>Knowledge/Skills/Ability /Behavior</b>	<b>EVALUATION SCALE</b>				
	<b>1-2 (Unsatisfactory)</b>	<b>3-4 (Needs improvement)</b>	<b>5-6 (Avg)</b>	<b>7-8 (Satisfactory)</b>	<b>9-10 (Exceeded expectations)</b>
<b>Efficiency in performing tasks</b>					
<b>Quantity of Work</b>					
<b>Quality of Work</b>					
<b>Communication Skills</b>					
<b>Task specific Knowledge</b>					
<b>Punctuality</b>					
<b>Integrity</b>					
<b>Reliability</b>					
<b>Team Management</b>					
<b>Initiative Taking</b>					
<b>Total Score</b>	<b>/ 100</b>				

**SECTION-4**

**Is the employee fit for promotion to next scale?**

**Training / Developmental Needs (May be filled after due discussion with employee)**

**Final Comments by RO:**

**Total Score:**

**Concurrence / Approval of Score by SRO:**

**Comments by SRO:**

**Declaration by Employee:**

**I agree / disagree to above stated score and evaluation by my RO and SRO.**

**Reason of Disagreement and Appeal (if any):**

**Signature of Employee:**

## **CONCLUSION**

Both the forms had a number of iterations being done with consultation of HR Manager and Dir Admin. The senior management is quite satisfied with report and proposed PMS. As per the senior management review, they will consider the proposed forms and systems for implementation.

I have also asked the management to shift towards online systems at later stages to which they agreed to consider in future.

## **REFERENCES**

1. Performance Management Fourth Edition by Herman Aguinis
2. Medikay Company Documents
3. Guide on Performance Management System by Monash Hospital