





# PERFORMANCE MANAGEMENT MANUAL



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## 1 Introduction

Managing employee performance is an integral part of the responsibilities of supervisors in PLUSWORLD. It is as important as managing financial resources and training outcomes because employee performance or the lack thereof has a profound effect on the organization.

This handbook is for PLUSWORLD Managers, Supervisors and Employees to assist with the management of employee performance that aligns with and support organizational goals.

The information and procedures contained in this manual supersede all previously circulated documents and it is subject to change at the discretion of the management of PLUSWORLD. This is due to the fact that as the Company continues to grow and change in a dynamic environment, policies, practices and procedures that guide the performance management process may change.

### **Purpose of the Manual**

The purpose of this manual is to articulate the Performance Management policies and describe steps involved in all the Performance Management process for PLUSWORLD.

### **Guideline for Changing the Manual**

Changes to this manual can only be approved by the Group Managing Director/Chief executive Officer. Requests for amendments to this process manual must receive appropriate sign-off from the Group Managing Director/Chief Executive officer before they take effect. All changes to this document must be tracked and documented accordingly.

## 2 Planning

In setting performance expectations and goals for the company and individuals to channel their efforts toward achieving organizational objectives, the following processes will be part of the planning stage.

- Commence Performance Year
- Set Employee Objectives
- Issue OKRs to New Hires

### 2.1 Commence Performance Year

#### **Objective**

- To ensure the performance year is planned well in advance
- To identify improvement to the performance management process and communicate same throughout the organization.

#### 2.1.1 General Policy Statement

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1. Performance Management (PM) Policy, process and calendar will be aligned with the Company strategy with minimal adaptations.
2. The PM process and calendar would be improved on each year, with feedback from Departmental Heads, but will remain aligned with the Company.
3. Communications (supplemented with training and other support where necessary) would be delivered at the beginning of each year to emphasise the importance of performance management.

4. The PM Calendar will detail the deadlines of performance management activities for the performance year.
5. All PM communications and key messages generated by the Performance Management Coordinator will be ratified by the Head, HR before they are sent.

## 2.1. Performance Calendar

The Performance Management unit will communicate the PM calendar to all staff at the beginning of every Performance year. This will guide the performance management activities of PLUSWORLD as it also details timelines for activities. The calendar will illustrate the standard performance cycle within PLUSWORLD which will run from January- March, April – June, July to September and October – December every year.

## 2.2 Set Employee Objectives

### **Objective**

- To define the performance expectation of employees during the performance year.
- To determine the basis for managing and assessing employee performance

### 2.2.1 General Policy Statement

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1. Performance Management in PLUSWORLD shall focus on the measurable output or contribution of staff as well as the skills, knowledge and personal attributes needed to deliver on agreed targets.
2. At the beginning of every performance year, employees and supervisors will agree Objective Key Results (OKRs)/Performance objectives based on cascaded

organizational objectives to ensure line-of-sight between employee and organization objectives.

3. Job description for roles shall also form the basis for defining OKRs/Performance objectives.
4. The agreed OKRs/performance targets shall form the basis for appraising the performance of the employee.
5. The Objective Key Results (OKRs) for all employees will reflect the performance expectation of employee.
6. It is the responsibility of the employee and supervisor to use the Personal Development Plan template and agree on specific developmental actions required to support the achievement of objectives.
7. Employee objectives will be balanced objectives which are not only focused on financial measures and targets but also other important elements of an employee's role.
8. All supervisors during induction will be taught the objective setting process.
9. All employees promoted to supervisory roles will be required to undergo mandatory training on the goal setting process.

#### 2.2.2 Objective Setting Criteria

To achieve our vision of being a World Class company and great place to work, it is important that we use a balanced set of criteria to measure ourselves.

As applicable to specific job roles, Objective Key Results (OKRs) of employees in PLUSWORLD will be defined using the objective setting criteria / framework below:



<b>S/N</b>	<b>Performance</b>	<b>Indicators</b>	
1	<b>People Management</b>	1.	Development of staff – adherence to PDP, training of staff, team building/bonding, etc
		2.	Staff Recruitment – Filling of Human Resource Requirement
		3.	Staff Retention Rate
		4.	Waste Reduction by all staff
		5.	Employee satisfaction index
		6.	Staff productivity ratio.
2	<b>Quality of Management</b>	1.	How entrenched is the PLUSWORLD value amongst staff
		2.	How many people were mentored and coached by line manager
		3.	What were your contributions to PLUSWORLD
4.	<b>Financial Soundness</b>	1.	Achievement of Key financial targets
		2.	Adherence to Cost budget
5.	<b>Service Quality</b>	1.	Benchmark service standard/delivery
		2.	100% Adherence to service standards (SLAs)
6.	<b>Innovation</b>	1.	Number and frequency of new innovations to be generated by each department

### 2.2.3 Assigning Weights to OKRs

The Objective Key Results (OKRs) applicable to each job role shall be weighted based on PLUSWORLD direction of the job role and the strategic importance of each measurement parameter.

In assigning weights to the OKRs for any job role, the following amongst others shall be considered;

- ✓ Core responsibilities for the job role.
- ✓ Synergy/Complementary support required of the job role to drive achievement of PLUSWORLD objectives.
- ✓ Level of service quality expected of the job role.
- ✓ Level of innovativeness required of the job role in line with the continuous learning philosophy of PLUSWORLD.

Weights shall be assigned to core responsibilities in a manner that will ensure adequate reward for delivery on the expectations while at the same time not compromising the effect of non-performance on other performance indices.

### 2.3 Issue OKRs to Employees

#### **Objective**

- To ensure employees are adequately informed of the organization's expectations of them

#### 2.3.1 General Policy Statements

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##### 2.3.1.1 Existing Employees

1. All existing employees must have duly signed off OKRs by the end of January each year.

2.3.1.2 New role / Redeployment of existing employee)

2. All redeployment/transfer letters must have the transferred employee's new OKRs attached.
3. OKRs for redeployed/transferred employees' will be an addition of employees' OKRs on the old role and OKRs for the new role
4. Redeployed/transferred employees will be appraised by both the former and latter supervisor of the function. A weighted average will be assigned to each of the supervisor to get the total.

2.3.1.3 New Employees

5. All new hires will have their signed OKRs within one week of joining

### 3 Monitoring

Rather than wait to the end of a performance period, supervisors and employees are encouraged to conduct frequent progress reviews of employee performance against set standards/targets. Monitoring entails providing ongoing feedback, coaching and support for the employee to achieve his/her set objectives. It also includes identifying and actively managing poor performance to ensure performance improvement and productivity.

### 3.1 Monitor & Manage Employee Performance

#### Objective

- To regularly monitor & manage employee performance.

#### 3.1.1 General Policy Statements

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1. Performance of every staff in PLUSWORLD will be managed on a continuous basis.

2. Employees would actively manage their own performance and seek performance feedback from their supervisor.
3. All Assistant Managers and below will conduct a self-assessment of their performance and review same with their supervisors every quarter.
4. Supervisors will be required to give regular informal and constructive feedback to their subordinates
5. Performance evidence and results should be captured by both the supervisor and employee during the year
6. Supervisors through informal reviews will indicate to employees if they are at a risk of receiving a poor performance rating at mid-year or year-end.
7. An employee will get a specific feedback from their supervisor on areas that needs improvement.
8. Supervisors are expected to provide coaching and development support to enable employee performance.
9. Any employee with a D rating (“Needs Improvement”) would be managed through formal poor performance management procedures. Performance Improvement Plans (PIP) will be instituted for employees in this category
  - The PIP will focus on objectives and define actions to rectify performance issues and improve overall performance level
  - The PIP will be simple and easy for a supervisor to implement
  - The PIP will consolidate an employee’s objective for that period
10. A PIP will span 3 months, during which supervisors will be expected to formally monitor employee progress against plan every month.

11. If an employee does not accept a PIP, the supervisor/employee will escalate to the Head, HR, 2nd level supervisor and finally to MD/CEO. The Head HR will provide the highest level of consultation and escalation in this matter and take action in line with grievance policies and procedures.

#### **4 Rating**

Through the process of conducting a formal performance review (Mid-year & End year appraisal and Confirmation appraisal), all employees will be assigned a performance rating which will form the basis for rewards such as HP, recognition, promotion, confirmation etc.

##### **4.1 Conduct Performance Review (Mid-year & End-year)**

#### **Objective**

- To determine an employee's formal performance rating both at the middle and end of a performance year.
- To determine the basis for performance reward

##### **4.1.1 General Policy Statements**

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###### **4.1.1.1 Self-Assessment**

1. Each employee will be afforded an opportunity to provide the supervisor with a self-assessment of his or her job performance for the rating period.
2. Self-assessments by employees are strongly recommended and mandatory

###### **4.1.1.2 Appraisal**

3. Performance appraisal of staff shall be done on a bi-annual basis.

4. Mid-year review will commence and end in July every year.
  5. End-year review will commence and end in December.
  6. Mid-year review will also be used to review and update objectives if required and provide clear direction and expectations for the second half of the year.
  7. In situations where there is more than one Line manager (direct & dotted reporting lines) both has the primary responsibility for completing the performance appraisal review.
  8. Supervisors will manage employee expectations appropriately around performance ratings (without raising expectations unduly).
  9. Performance review will be motivational and forward looking, not just a retrospective summary.
  10. During review sessions (mid-year and end-year), supervisors will identify any development actions that need to be carried through to the employee's personal development or learning plan.
  11. An employee will acknowledge and comment on the appraisal prior to submission.
  12. Performance Management Coordinator will be responsible for reviewing all submitted appraisals.
- 4.1.1.3 Online Appraisal System
13. Performance Appraisal process in PLUSWORLD is automated. The defined performance measures agreed at the beginning of every performance year shall be made available on the Online Appraisal platform and managed by the Performance Management Coordinator. In the absence of an online platform for appraisals, the manual system shall be used.

14. Performance Appraisal exercises in PLUSWORLD shall be objective and transparent.

15. Performance review meetings will focus on correcting skills gap.

16. Supervisors will be prepared to discuss the performance of their employee at the review meetings.

17. Preliminary end-year ratings will not be communicated to employees until they have been finalized and signed off by the MD/CEO.

4.1.1.4 Appraisal Rating

18. The outcome of performance appraisal exercise carried out will form the primary basis for reward, promotion, training, and career development of staff in PLUSWORLD. It shall also be used to disengage non-performers within the company.

19. Each staff shall receive a performance rating based on the following five bands: Include the relevant bands as follows A, B, C, D, E

85%-100%	Exceptional	A
75%-84%	Fully Achieved	B
60%-74%	Mostly Achieved	C
50%-59%	Below Average	D
0%-49%	Unsatisfactory	E

20. Any staff that obtains an appraisal rating of unsatisfactory 0% - 49% shall be advised and be placed on PIP. Subsequent unsatisfactory performance after PIP, he/she will be advised to exit the system (counseled out)

21. All staff will have a year-end performance review discussion with their supervisors after final/approved ratings have been communicated.

#### 4.1.1.5 Confirmation Appraisal

22. The confirmation appraisal will not be a basis for paying Performance Bonus. However, if an employee's confirmation appraisal falls in line with the mid-year/end-year appraisal, it would be considered as the confirmation appraisal and the rating obtained would form the basis for confirmation decision.

23. Confirmation appraisal will commence at the beginning of the third month of joining PLUSWORLD.

24. Confirmation appraisal will be concluded within 2 weeks.

25. Confirmation appraisals before taken as final record will be approved by the Managing Director/Chief Executive Officer.

26. Supervisors and employees will have performance review discussion after an employee's confirmation appraisal is finalised.

### 5 Reward

Rewards and recognition are clearly linked to performance. Performance Bonus, Promotion, Commendation, Confirmation, etc., are tied to appraisal ratings.



**Objective**

- To ensure staffs are rewarded for their contributions to PLUSWORLD’s success

**5.1 General Policy Statements**

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**5.1.1 Promotion**

27. PLUSWORLD’s promotional exercise will take effect subject to available vacancy.

**5.1.2 Confirmation**

28. Staff require a minimum of a C rating to be confirmed as an employee of PLUSWORLD.

**5.1.3 Counseled Out**

29. Employees will be counseled out if the outcome of appraisal falls into the ratings below:

<b>Annual Rating</b>	<b>Staff Grade</b>	<b>Promotion Action</b>
<b>2Ds</b> (2 Full-year ratings)	All Grades below HODs	<b>24 months (Counseled Out)</b>
<b>1E</b> (1 Full-year rating)	All Grades	<b>12 months (Counseled Out)</b>
<b>1D</b> (1 Full year rating)	HODs & above	<b>12 months (Counseled Out)</b>

**5.1.4 Performance Bonus**

30. Appraisal bonus would be paid annually to qualifying employees in line with company’s policy on performance management which also takes into cognizance of performance appraisal scores.

- Based on the performance rating, employees will be rewarded and suitably recognized for their performance. Reward could be a promotion, job enlargement, increment, one time monetary or non-monetary benefits. GHRH will recommend Reward & Recognition plan every year based on organisational performance.

b. An employee will move to a higher grade, either because the job is expanded, or he/she is transferred to a higher-grade. A larger number of employees on outstanding rating should indicate in the overall company results.

c. Consequences of appraisal ratings, late processing and submissions

I. Employees who perform exceptionally are motivated to continue while those who are rated as “D” will have no increment and employees on “E” will be separated from the organisation for non-performance.

II. Appraisal processing delays arising from any senior management staff shall attract the same disciplinary measure in the code of conduct for failure to complete assigned task without a valid reason.

## **CONFIDENTIALITY**

a. Appraisal records are classified “CONFIDENTIAL” as such it is mandatory that the supervisor appraising the employee and the Human Resources Department employees who have access to appraisal documents/records must maintain strict CONFIDENTIALITY and FLEXIBILITY in handling the appraisal process.

## 6 Performance Management Roles & Responsibilities

The key roles and responsibilities in the PM process are as follows;

### 6.1 Performance Management Coordinator

- Own Performance Management solution, policy and process.
- Improve set standard schedule each year
- Develop OKR templates which will be used
- Performance Management Reporting
- Measure and monitor staff productivity
- Develop programs to enhance staff productivity
- Build PM skills and capability
- Communicate PM process and schedule in partnership with Culture & Communication
- Advocate importance of PM
- Nominate line manager as coach to new staff
- First line of advice and support for supervisors and employees on the performance management process
- Populate OKR templates with specific targets in partnership with supervisors
- Drive overall process and adherence to deadlines during PMS.
- Setup and facilitate performance appraisal review meetings.

### 6.2 Employees

- Manage and improve personal performance.
- Discuss objectives (OKRs) with supervisor.
- Actively seek performance feedback from supervisor.
- Participate in review sessions.
- Comment and acknowledge final review document and rating.
- Keep performance evidence log / notes and complete self-assessments

### 6.3 Supervisors

- Communicate with subordinates on the PM process and schedule.
- Document objectives
- Set clear expectations that define the results and behaviors required.
- Provide frequent, timely and specific performance feedback.
- Manage poor performance immediately through their line manager.
- Communicate performance review feedback to employees.
- Ensure performance improvement are documented accordingly.

## 7 Processes

### 7.1 Commence Performance Year

#### **Process Objective (Purpose):**

- To ensure the Performance Year is planned well in advance.

#### **Benefit to Staff:**

- To facilitate staff satisfaction

#### **Benefit to PLUSWORLD:**

- To facilitate the identification of performance management improvement areas
- To guarantee a more effective and efficient performance management process

## 8.1 Guidelines for the Performance Review Meeting

### 8.1.1 Objectives of the Performance Review Meeting

The objectives of the Performance Review Meeting are as follows:

- **Planning** – to provide the basis for modifying staff's objectives and the performance development plan
- **Motivation** – to provide positive feedback, recognition, praise and opportunities for growth; to clarify expectations; to empower staff by encouraging them to take control over their own performance, learning and development
- **Learning and development** – to provide a basis for self-managed learning and the development through coaching and other learning activities relevant to both the current and future role
- **Communication**– to serve as a two-way channel for communication about roles, expectations (objectives and competence requirements), work problems etc.

### 8.1.2 Points to be covered

The review meeting will cover the following

- Discussion on achievements in relation to objectives and performance/development plans;
- Identification of problems in achieving agreed objectives or standards of performance;
- Discussion of any other problems relating to work and the individual's relationships with colleagues
- Agreement on any actions required to overcome problems;
- Review and revision of performance measures and objectives as necessary;
- Strengths of employee and areas for development
- Draft personal development plan for the coming year that incorporates self-managed learning activities by the individual as well as coaching, mentoring or training provided by the manager or the organization (annual review only)

- Target/ Objective setting for the upcoming year (annual review only)

### **Performance Calibration**

Performance Calibration is a process in which managers (typically within a department or function) come together to discuss the performance of employees and achieve agreement on performance appraisal ratings. PLUSWORLD performance calibration refers to the steps taken to make sure that managers apply a consistent set of standards in making performance ratings.

The process ensures:

- A fair and objective performance appraisal of past performance is made for each employee in relation to others in similar roles and/or job levels, and
- Managers apply similar standards to all employees.

The Performance Calibration Process consists of three steps.

**Step 1: Appraisal:** The process begins with performance appraisal. At the start of the process, managers attend just-in-time training to understand their role in rating their team and to learn about the performance standards and measurement scales that are in place. Close attention should be paid to the rating scale definitions that will be used to make appraisals. Once training is complete, managers provide performance appraisal ratings.

**Step 2: Calibration:** Once the appraisal process is complete, the completed appraisals are submitted to the Senior Leadership/HR team for higher-level review. At this point, HR can facilitate calibration meetings with the managers and other Senior Leaders. Calibration discussions should include both an executive summary and analysis of the

aggregate organizational and department level data, as well as discussion of individual performance.

Step 3: Feedback: After post-calibration changes are made to performance appraisals, managers will discuss the final rating with their employees

### **Conducting Performance Calibration Meetings**

The discussions that take place during productive performance calibration meetings can go a long way in helping individuals surface their biases and identify the steps that they need to take to improve their ability to accurately evaluate performance.

### **Calibration Meeting Participation**

Performance calibration meetings will typically include supervisors and managers who are responsible for conducting performance appraisals and the executive over that part of the business. An HR leader/business partner should serve as the facilitator of the meeting to ensure that goals are met