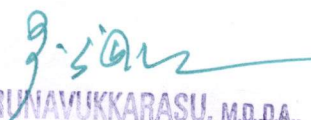


Policy on Employees Appraisal

VELAMMAL HOSPITAL POLICY

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**VELAMMAL MEDICAL COLLEGE
HOSPITAL & RESEARCH INSTITUTE**

HUMAN RESOURCES PLANNING

DOC.NO

NABH/VMCHRI/HRM/07

NABH Std Ref

HRM/01/a-d

Issue No.

01

Rev.No

00

Date

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1. PURPOSE

The performance management system is a powerful tool for managing performance and giving / receiving feedback. The purpose of this policy is to help employees to continuously improve their performance resulting in their growth as well as the company's growth and effectiveness

2. SCOPE

This policy applies to all permanent employees of Velammal Hospital. The scope of this policy includes

- Defining Job Responsibilities and Key Performance Indicators
- Setting annual goals that flows from business plan and strategy
- On-going reviews – Feedback, coaching and guidance
- Annual Performance and potential appraisals
- Development Plan

3. DEFINITION

- 3.1. **Periodical Review and Feedback:** This includes preparation of MIS reports containing the actual performance against the goals and review of the same. Feedback and guidance to employees / Department Heads help them to focus on their performance and drive them towards achievement of their goals.
- 3.2. **Performance Review:** Performance Review is a process of evaluating the individual's performance for a specified period based on set goals and also assessing his capabilities (skills and competencies) to handle the same.
- 3.3. **Potential Appraisal:** Potential appraisal is a process of evaluating the employee's capabilities and leadership to handle the next level job that is applicable in his area.


4. POLICY:

4.1. Job Descriptions

4.1.1. The Job Description document is the fundamental document to be available for all employees which describes the significance of the job position in the overall organization structure. The job description document should include the following key features:

- The purpose of the Job
- Size and Scope of the Job
- Job Requirements including Qualification and Experience etc.
- Job Responsibilities and Key Performance indicators applicable to the Job (KPIs)
- Technical and behavioral / Managerial Competencies applicable to the job

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f) Specific Issues

g) Authority Levels.

- 4.1.2. Job Descriptions should be available for all Job positions and reviewed and updated on an annual basis.
- 4.1.3. Job Descriptions should be created by the Department Heads in discussion with the individual and the whole process would be facilitated by HR Head.
- 4.1.4. Every employee should carry a copy of his job description with him and should fully understand and accept the contents. It is the duty of the Department Head to orient the employee about his job and explain the significance of his responsibilities and KPIs.

4.2. On-going Review and Feedback


- 4.2.1. The KPIs identified in the goal sheet should be measured on an ongoing basis and a review mechanism to that effect should be in place.
- 4.2.2. The MIS reports are collected from all concerned departments and consolidated MIS is prepared by operations team. The KPIs and MIS is discussed in weekly Departmental Heads meeting headed by DMS and MS
- 4.2.3. Prior to that the Department heads would review functional and individual goals with their team members – analyses reason for variance if any and identify suitable corrective action plan. The same would be discussed during the monthly review meeting.
- 4.2.4. In addition to that the department heads would drive performance through daily and weekly meetings.
- 4.2.5. The department Heads would also have one to one discussions with the team members periodically and provide constructive feedback on the individual's performance and coach the employee to improve performance.
- 4.2.6. The Department Head would take all possible steps to make mid-course corrections and enable achievement of individual and functional goals rather than allow deviations and wait till the year end for annual Reviews.

4.3. Performance Review

- 4.3.1. A half yearly review would be conducted for all Assistant Manager and above category of employees during the month of October to review and make midcourse corrections.
- 4.3.2. The annual Review process would be initiated during the month of March every year and completed before 15th of April for all categories.

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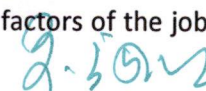
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- 4.3.3. The Review process for supervisor and below category would begin with review and feedback from the immediate supervisor, Department Head and finally by the reviewer.
- 4.3.4. The Review process for Assistant manager and above category would begin with a self-Review, followed by review and feedback from the immediate supervisor, Department Head and finally by the reviewer.
- 4.3.5. During the Performance Review process, the employee's capabilities and maturity to handle higher jobs would also be assessed and promotions would be considered based on such assessments.
- 4.3.6. Weightage would be given for those employees who had implemented special improvements at their work place.
- 4.3.7. The entire Review process should be facilitated by HR who would ensure that the Reviews are done in a fair and effective manner and the employees have actually learnt about their positive performance and improvement areas and are motivated to enhance their capabilities.
- 4.3.8. Increments and promotions would be recommended by the Department Heads and decided by the Sr. Management Committee and the process would be facilitated by the Group HR Head.

5. PROCEDURE

5.1. Goal Setting & Periodical Reviews

- 5.1.1. The Business goals and strategy workshop would be initiated in the month of February by the Chairman and Organizational goals, strategies and attendant issues would be identified clearly.
- 5.1.2. Based on the above, the functional goals would be identified through cross functional discussions. The measures and standards for each goal would also be fixed by the team.
- 5.1.3. The Department heads would deploy the functional goals to their team members up to the level of executives / officers.
- 5.1.4. HR would facilitate the process and ensure that the goals are filled in the goal sheet as per format and appropriate weightage assigned to each goal based on priorities and importance.
- 5.1.5. Each goal should have a minimum weightage of 10 % and sum total of all weightages assigned to the objectives should be equal to 100.
- 5.1.6. The HOD should discuss the goals and weightages with the employee and the reviewer, ensure that there is full acceptance before having a signoff.
- 5.1.7. The staff category will be appraised by their input and output factors of the job description.

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5.1.8. An effective MIS would be generated periodically capturing the performance measures and the same would be discussed as per the duration mentioned in this policy.

5.2. Performance Review

5.2.1. Review Process

- a) By March 1st week every year performance Review forms as per format would be circulated to senior management category who would fill the same and do a self-review. This Review would include information on
 - Significant achievements
 - Strengths and areas of improvement
 - Training needs
- b) The Superior would then appraise the individual employees based on format and performance data that has been captured through the MIS and it will be review by the reviewer
- c) The overall rating scale used to rate the results achieved is as follows
 - 1 = Does not meet Requirements
 - 2 = Meets requirements
 - 3 = Exceeds Requirements
 - 4 = Far exceeds requirements
- d) A rating of 0 would be given against a particular goal or factor, if the employee has not initiated work or has achieved negligible results on that goal.
- e) The rating given for the results achieved should be multiplied by the weightage assigned to each goal or factor. The summations of weighted averages for the results achieved vis-a-vis the goals will give the rating on results achieved.
- f) The appraiser would also appraise employees' capabilities in terms of skills, knowledge and behavior to handle the current jobs. This would be done with objective evidence and the employees should be counseled in a convincing manner such that they accept such feedback and are willing to change themselves.
- g) The rating scale used to assess competencies of superior and below category is as follows
 - 0 = Novice (Does not know)
 - 1 = Basic (Needs lot of supervision)
 - 2 = Competent (Can independently Perform)
 - 3 = Advanced (Can Independently perform and also troubleshoot)

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- 4 = Expert (Can teach others)
- h) A rating of 0 is given if the employee does not exhibit the required behavior at all.
- i) The overall rating on the competencies is arrived at by calculating a simple average of the rating on the competencies (i.e. the summation of the ratings divided by the number of competencies).
- j) The overall performance evaluation would be made as per follows:
 - A weightage of 70 % would be accorded for rating on the results achieved (A)
 - A weightage of 30 % would be accorded for rating on competencies (B)
 - The composite score will be the sum of the above (A+B)
- k) Training and development needs would be identified and recorded in the Review forms and the same would be considered in the training plan based on priority.

5.3. Potential Appraisal

- 5.3.1. The appraiser would also assess the potential of the employee to handle higher responsibilities or other assignments and the direction in which he may develop his career.
- 5.3.2. This is a confidential section and cannot be viewed by the employee.
- 5.3.3. While assessing the potential the appraiser would consider the following factors.
- a) The employee's current performance
 - b) The assessment of the employee's competencies / skills strengths and areas of improvement
 - c) The areas in which the employee's competencies and skills can be utilized
 - d) The additional / higher responsibilities the employee is capable of handling and by when he will be able to do so
- 5.3.4. The career aspirations stated by the employee in the self-review.
- 5.3.5. The appraiser would assess the potential of the employee for taking up additional / higher responsibilities and if so, when :
- a) Immediately
 - b) Next 1 year
 - c) Next 2 – 3 years
- 5.3.6. The next reviewer reviews the whole appraisal form, adds his comments and feedback and supports in taking a fair decision.

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- 5.3.7. The entire appraisal process would be completed by 10th of April and the HR Head would consolidate the data and present it to the performance management committee.
- 5.3.8. The committee consisting of the HR, DMS and Executive Director. The committee would decide on the increments / promotions and the same would be effected in the following financial year.
- 5.3.9. The entire exercise on increments and promotion would be completed before the End of April every year.

6. RESPONSIBILITY

- 6.1 The senior management is responsible for setting organization goals strategies, and deploying the same appropriately to the function / department heads and individuals. They are also responsible for conducting periodic reviews and providing constructive feedback to the function / department heads.
- 6.2 The Senior Management is also responsible for studying the Review data in detail and finalizing appropriate increments and promotions every year.
- 6.3 The function / Department heads are responsible for aligning their goals with the strategy and also further deploying to the in-charges / employees.
- 6.4 The function / Department heads are responsible for conducting monthly reviews based on the MIS and receive / provide feedback to their team.
- 6.5 The Department / functional heads are also responsible for objectively appraising their employees and documenting the same in the Review form.
- 6.6 The HR head is responsible for facilitating the entire performance Review system and ensuring objectivity and effectiveness.

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