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	Employee Performance Evaluation		

REVISION HISTORY			
REV	Description of Change	Author	Effective Date
1.0	Policy on Employee Performance Evaluation	Ms. Lagna Panda	04-Dec-12
Rev.1.1	Added a new section defining the term and process of Counselling, Discussion and Disciplinary.	Manasi Das	04-Jan-14
Rev.1.2	1. Added the Monthly Assessment process clause in Section-2 'General Information' 2. Revised the Warning process from 3 rounds of notice to 1 round. i.e;. Final warning notice	Manasi Das	27-Feb-15

REFERENCE DOCUMENTS	
Document Number	Document Title

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1. POLICY STATEMENT & OBJECTIVE:


It is the policy of CSM Technologies that all employees of the company will be given equal opportunity for professional growth, including personality, skill (Soft & technical), competency, efficiency and thereby increasing the effectiveness of both individual as well as the organization. It is also essential on the Organisation part to have competitive resources with a high degree of competency & efficiency in assuring cost effective, time bound & quality of services to its clients. So, it is imperative to evaluate these attributes that ensure high quality service and have a well defined objective, constructive approach, proven evaluation method & consistent follow up strategy to be implemented throughout the company with the following purposes :

1. To provide a clear vision and understanding by all employees on what they are expected to achieve.
2. To encourage competition and improvement in performance that which will contribute to a high degree of quality service.
3. To encourage development of individual skills and provide a reasonable basis for professional growth.

2. GENERAL INFORMATION

Employee performance as defined herewith shall be multi-faceted.


- 2.1 All covered (having completed their probation) employees are subject to Quarterly appraisals as per the company's rule book. Such appraisals will be conducted and documented in Kwantify by the employee's supervisor (LM) who has direct experience or knowledge of the work being performed. The appraisal will be reviewed by the next higher-level supervisor (ULM), unless the latter is the agency head, prior to the appraisal being discussed with the employee.
- 2.2 All employees, both probationary and covered, joining the company will become a part of the Key Result Areas (KRA) process of the respective department. If any department does not operate on KRA System of Performance assessment, such an employee will be assessed through any other assessment methods followed by the respective department. Depending upon the assessment method, the process may be of Monthly/Quarterly/Half-Yearly/Annually.
- 2.3 For any person coming on board, it is very important to assess the performance right from his early days of joining. This will not only help in identifying the real talent and rewarding the best performers, but also help in taking corrective actions and training/capacity building for the others to bring them at par with the organization's performance standards. Hence, the Monthly assessment process has been

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introduced for all the new entrants till the completion of their respective Probation periods :

Employee Position	Assessment Process
Lateral Entries	The Monthly Assessment process shall start from the 2nd month of their joining till they complete the Probationary Assessment successfully.
	1st Assessment will start from the 2nd month from the joining date based on the Tasks/Deliverables assigned to the employees.
	The Assessment will be in interactive mode by the 2(Two) Assessors.
	Scores on the Monthly Assessment will be circulated to the respective employee and their PMs/HoD.
	Good score indicators will be taken into consideration during the Probationary Assessment. However, if the below score is noticed, continuously for 2 months, then the discussion/counselling session shall be initiated by the HR Dept.
Interns/Trainees	The Monthly Assessment process shall start from the 2nd month of their joining till they complete the Training Assessment successfully.
	1st Assessment will start from the 2nd month from the joining date based on the Tasks/Deliverables assigned to the employees.
	The Assessment will be in interactive mode by the 2(Two) Assessors.
	Scores on the Monthly Assessment will be circulated to the respective employees, Assessors and the HoD.
	M, E and S (See section 4a, 4b, 4c) indicators will be taken into consideration during the confirmation of Training/Internship period. If B (See section 4d) is noticed, continuously for 2 months, then counselling session shall be initiated by the HR Dept, which may lead to termination of Internship/Traineeship period.

- 2.4 Apart from the above Three (section 2.1, 2.2 and 2.3) processes, any interim process to identify performance of employees with substandard performance will be legal and binding to the employees. Such sub-standard performance will need to be identified by the employee's supervisor (LM) who has direct experience or knowledge of the work being performed. The treatment of such cases will be different and is mentioned in section 6 of this document.
- 2.5 All performance appraisals will become a permanent part of the employee's official personnel file. Upon request, the company shall furnish the employee with a copy of the Position Description, Performance Evaluation Form and copies of all pertinent documents.

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3. USERS INVOLVED:


- 3.1 The Human Resource department addresses the appraisal process of both probation and covered employees through the provisions of this policy.
- 3.2 The LM and ULM are the direct supervisors of performance appraisals, KRA or similar performance assessment process and all other interim performance evaluations. The concerned authorities are responsible for collating data to justify Sub-standard performances.
- 3.3 If required, the LM and ULM will advise the Program Managers/Executive Board members to preside over counseling sessions in the course of an employee's performance assessment.
- 3.4 The Human Resource office will be responsible for timely awareness of all employees of any such evaluation period, the session or discourse in action. The office will also be responsible for intimating and assigning letters to employee (s) wherever required.

4. LEVELS OF PERFORMANCE:

The levels of performance mentioned herewith will not be applicable for all the performance assessment methods of the company. The levels will categorically be the grades of assessment for all interim assessments.

There shall be (4) Four levels of performance for rating job functions (or objective) for the overall performance:

- a. **Substantially Exceeds Performance Requirements (S)**
 Work that is characterized by exemplary accomplishments throughout the rating period. Performance that is considerably and consistently above the success criteria of the job.
- b. **Exceeds Performance Requirements (E)**
 Work that is above the success criteria of the job throughout the rating period
- c. **Meets Performance Requirements (M)**
 Work that meets the success criteria of the job
- d. **Below Performance Requirements (B)**
 Work that fails to meet the success criteria of the job

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5. PROBATIONAL PERIOD PERFORMANCE APPRAISAL:

- 5.1 All the new employees on probation will be rated prior to the completion of a specified probationary period. If any of the employees do not receive performance appraisal intimation prior to the performance review date, those employees will receive a "Meets performance requirements" rating by default and considered as a covered employee and obtain a permanent status in the department.
- 5.2 The performance review date marks the beginning of a new review period. The probation period may/may not be extended.
- 5.3 If the performance of an employee is not satisfied during the probation period, the employee will be terminated before becoming a covered employee. Until an employee has completed the probationary period and has a "Meets performance requirements" or higher overall rating on the employee's performance evaluation, the company is not required to follow the "substandard Performance Process" to terminate a probationary employee.

6. METHODS USED TO IMPROVISE SUBSTANDARD PERFORMANCE FOR COVERED EMPLOYEES:

6.1 DEFINITION OF DISCUSSION, COUNSELLING AND DISCIPLINARY:

If the performance of an employee is found to be below performance requirements, the process of Discussion/Counselling/Disciplinary needs to be started.


6.1.1 **Discussion** is a 1st step in the disciplinary process and the respective authority will initiate this to take corrective action in a formal/informal meeting/discussion. There may be many reasons why an employee is performing badly and it may be personal or work-related.

6.1.2 **Counselling** is a 2nd stage in the disciplinary process of under-performance. It's a Face to Face communication, Starts with a verbal discussion and Ends with a plan of action. At the end of the session, the employee will be enabled to identify and realize his weak areas and will be given time to take corrective action.

The end of the corrective period will culminate in an assessment session that should decide the further course of action. If the employee is still found incapable, disciplinary action will be taken against him/her. In some cases, the management may like to intervene in the final decision

6.1.3 Form of Discipline (Disciplinary):

The following forms of disciplinary action can be imposed (in order of severity):

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- a. Suspension (without pay, for no longer than 3 months)
- b. Demotion (a combination of the above); or
- c. Dismissal

6.2 DISCUSSION/COUNSELLING CAN BE DONE IN CASE OF:


- 6.2.1 Unable to meet targets
- 6.2.2 Unable to meet deadlines
- 6.2.3 Absenteeism and late comings
- 6.2.4 Lack of awareness of policies and procedures
- 6.2.5 Performance issues
- 6.2.6 Slipping deadlines
- 6.2.7 Career problems
- 6.2.8 Lack of team spirit
- 6.2.9 Interpersonal relation with superiors and subordinates
- 6.2.10 Problems in adjusting to organizational culture
- 6.2.11 Family problems
- 6.2.12 Behavioral issues / tendencies

6.3 THE NEED IS TO BE IDENTIFIED BY:

- 6.3.1 Line Managers(Reporting Authority)
- 6.3.2 TL/PL
- 6.3.3 Project Manager
- 6.3.4 PDU Head / ICC Head / Department Head
- 6.3.5 HR Personnel

6.4 GENERAL RULES TO FOLLOW DURING OBSERVATION/NOTICE PERIOD:

- 6.4.1 Employees, whose performance fails to meet or is below performance requirements, will be given adequate notice and the opportunity for improvement prior to termination or demotion and prior to the performance review date.
- 6.4.2 The corrective action/observation/notice period will be decided by the heads of PDU/ICC/Dept only. However, the period will not exceed 30 calendar days. The notice will include a plan to monitor the employee's progress during the period. Documentation of sessions will be maintained in the official personnel file.
- 6.4.3 The notice will be signed/accepted by the employee or witnesses, if the employee does not sign, and a copy will be sent to the employee's personnel file in the

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Human Resource Department. Copies will also be retained by the HR and the employee. The reviewer's decision is final.

- 6.4.4 During the observation/notice period the employee and the HR will regularly have scheduled meetings during which the employee's progress will be discussed as mentioned:
- a. The HR and employee will participate in drafting a work improvement plan.
 - b. The work improvement plan will include a list of ways to improve the deficiencies and other appropriate performance related recommendations.
 - c. In those instances where the HR and employee cannot agree upon the content of the work improvement plan, the HR's decision will be final.
 - d. These meetings will be documented and included in the employee's personnel file in the Human Resource Dept and a copy may be retained by the employee.
- 6.4.5 Prior to the end of the Disciplinary period, if the employee's performance is rated "M" or above on all job functions/s, report of the improvement will be made on the copy of the evaluation and attached to the Notice of Substandard Performance document. Employment shall continue.
- 6.4.6 If the employee's performance on any job function, which significantly impacts performance as noted on the disciplinary notice, has not improved to a satisfactory level prior to the end of the disciplinary period, the employee will be rated "B".
- 6.4.7 Once a time frame for improving the performance standard is given, the employee must receive a written appraisal prior to the end of the disciplinary period or the employee will receive an "M" rating by default and attached to the Notice of Substandard Performance.¹
- 6.4.8 If a rating of "B" is contemplated prior to the annual performance appraisal, the written notice of Substandard performance may be given at any time during the review period. Generally, the disciplinary notice will not exceed beyond the employee's performance review date. However, if the disciplinary notice is issued less than 30 days before the employee's performance review date, the performance review date will roll forward a day for each day the disciplinary notice is in effect.

Note: (If an employee has been issued Two (2) disciplinary notices within 365 calendar days and drops to a Substandard level on any job function which significantly impacts performance for the third time within that period, the employee shall be terminated or removed from the position on the grounds of "Below Performance Requirements". A disciplinary notice is not required on the third occurrence).