REVISION HISTORY			
REV	**Description of Change**	**Author**	**Effective Date**
Rev.:1.0	Appraisal, Increment & Promotion Policies	Manasi Das	26-March-15

REFERENCE DOCUMENTS	
Document Number	**Document Title**

1. PURPOSE:

Performance Appraisal is the assessment of an employee's effectiveness measured against pre-defined standards and performance indicators.

Performance appraisals are a way to give feedback to the employees regarding their performance, targets, encourage good work as well as provide opportunities for improvement. This will also help the organization to assess the skill sets to ascertain the career path for each individual.

The aim of this document is to provide a practical guide on Performance Appraisal, Increment and Promotion process followed in CSM.

2. SCOPE:

This procedure applies to all employees of CSM based on their employment nature and mode of appraisal process mentioned in the document.

It will define a standard policy & procedure related to the organizational appraisal system applicable to all bound by the organizational rules. It includes all components of Appraisal, Process of Appraisal, Key result areas, Feedback mechanism, Promotions and Salary increments.

This policy covers all Regular employees as well as Onsite resources those who work at client place, irrespective of their location & period of onside deputation.

This policy is applicable to the HQ, SBU & any other business units existing or may come up in future including the residence offices of CSM Technologies.

3. COMPONENTS OF APPRAISAL SYSTEM:

There are different components of the appraisal system that measures or indicates different areas of performance of individual employees. All the components are carefully designed to assess the overall performance, capability, adaptability, learning, problem solving and leadership attributes of each resource with respect to their area of activity or job profile.

The complete appraisal system has 3 components attached to it. The Contribution of each of these components is taken into account for the final appraisal results.

The major components that are considered to be part of the appraisal system are as follows:

1. **Appraisal Process:** This gives the detailed assessment standard, tools, time period, the level of assessment and applicability.

2. **KRA (Key Result Areas):** This component describes the parameters considered, based on which the performance of individuals in their respective activity/job area is assessed.

3. **Feedback System:** This component describes the process through which feedback is collected from Peers/Line Manager/Up line Manager/Cross Dept. to assess the performance of individuals.

4. APPRAISAL PROCESS:

CSM believes in meritocracy and has built a high performance work culture among its workforce. To align the employees' performance with CSM business goals, regular performance driven appraisals are conducted online through Kwantify – "Appraisal" module under HR Tools.

CSM's performance appraisal method is decided based on the employees' nature of employment.

4.1 Appraisal Schedule: To begin with the appraisal is scheduled to be done quarterly in a FY as detailed in the table below. All resources coming under the purview of appraisal get appraised with their individual performances through this quarterly appraisal. The schedule gets communicated to individuals as per the slot & timelines.

Appraisal Type	Dates
1st Appraisal (Qtrly)	1st July to 31st July
2nd Appraisal (Qtrly)	1st Oct to 31st Oct
3rd Appraisal (Qtrly)	1st Jan to 31st Jan
4th Appraisal (Annual)	1st Mar to 31st Mar

4.2 **Appraisal Process:** The current practice of appraisal consists of 3 levels/stages of appraisal namely Self Appraisal by the Appraisee, Line Manager Appraisal by one's immediate RA & lastly Up Line Manager Appraisal by Up Line Manager of RA. Each level/stage of appraisal is done by the respective individuals as per the schedule planned.

Self Assessment (Appraisee): Employees are to assess their own performances completed in the past 3 months viz-à-viz targets of the same period in a prescribed format within the specified period.

LM Assessment (Appraiser): The immediate Reporting Authority of the User, who has direct experience or knowledge of the work being performed by the User, has to assess the performance of the user and give his/her feedbacks.

ULM Assessment (Reviewer): ULM is Reporting Authority of the Appraiser, who shall review the performance of the User based on self and LM assessment of the User and give his/her feedbacks to the respective User.

At the end of all 4 quarterly appraisals, auto generated percentile scores are taken into Annual Appraisal process for deciding the benefits in terms of the Promotion, Monetary benefits, awards etc. including any improvement actions need to be undertaken by individual resources.

4.2.1 **Appraisal for Regular/Confirmed Employees (Existing):** Performance Appraisal shall be processed on a Quarterly basis for all, irrespective of department and level as per aforementioned schedule and process.

4.2.2 **Appraisal for New Employees:** New employees shall be added in the Appraisal cycle only after successful completion of their probation period. Cases are mentioned in the below table:

Cases	Probation completion	Inclusion in Appraisal Cycle
Case-1	If completed in Qtr-1	During Qtr-1 Appraisal
Case-2	If completed in Qtr-2	During Qtr-2 Appraisal
Case-3	If completed in Qtr-3	During Qtr-3 Appraisal
Case-4	If completed in Qtr-4	During Qtr-4 Appraisal (Annual)

Appraisal process shall be followed in the same manner as it follows for Regular employees from the next Appraisal Cycle.

4.2.3 **Appraisal for Onsite Employees:** Although, they will not be a part of the Appraisal cycle as processed for Regular employees, their performances will be assessed before the Increment as mentioned in "Onsite Employee Management" Policy.

5. KRA (KEY RESULT AREAS):

All employees irrespective of their status except Contractual employees of the company shall become a part of the KRA process of the respective departments. If any department does not operate on KRA System of Performance assessment, such an employee shall be assessed through other assessment methods followed by the respective department/organizational standard.

(*As of now, KRA process is defined for BSS and NSA department only considering their nature of work and profile, based on which KRA assessment is conducted Half-Yearly and scores will be calculated and accumulated in Appraisal system*)

5.1 Process:

5.1.1 To meet the standard of performance, Employees are to set their KRA target at the beginning of the FY (in the month of April) through Kwantify.

5.1.2 Based on the plan, Employee has to undergo an assessment in the month of October to check their achievement viz-à-viz the plan.

5.1.3 Based on the assessment, employees are required to plan their KRA target for the next 6 months, which would be further assessed in the month of March during the Annual Appraisal.

5.1.4 KRA's contain the parameters pertaining to certain weightage in the performance assessment. So, with an increase in responsibility and accountability, KRA's ought to be changed.

5.2 Calculation of Scores :

5.2.1 Scores calculated are based on the Company Standard as well as the individual's KRA target viz-à-viz achievement.

5.2.2 Final KRA scores shall be taken into consideration during Appraisal

5.2.3 KRA module is interlinked with Appraisal module. Hence, the final scores are auto updated in Appraisal Module during the Appraisal period.

6. FEEDBACK SYSTEM:

The Feedback System has been initiated to ensure that each employee has the opportunity of providing feedback to others with whom she/he has worked with, irrespective of the department and level.

It gives a platform to air one's appreciation or suggestions for improvement to anyone with whom she/he has worked with. Based on the type of feedbacks, scores are to be calculated and added to the final Appraisal System.

6.1 Process:

6.1.1 A user may provide his/her feedback through Kwantify, using the Feedback module located under 'Manual & Forms".

6.1.2 All feedbacks shall be evaluated, checked the genuineness and approved by the respective HOD.

6.2 Calculation of Scores:

6.2.1 Each positive feedback will result in positive marking while negative feedbacks will earn negative marks.

6.2.2 The outcomes shall be reflected in Quarterly Appraisal scores and then accumulated in the final appraisal result.

7. MERIT INCREMENT:

An increment in salary is totally linked to performance, i.e. based on the employee's performance as well as company's overall progress. Hence, to recognize and reward all the performers, Increment provided to the employees is based on the nature of employment, employee Grade structure and overall performance/progress shown throughout the year.

7.1 Increments for Regular/Confirmed Employees (Existing):

7.1.1 Increment value would be calculated based on the accumulated scores of quarterly appraisals in Kwantify.

7.1.2 The Increment amount is completely based on the performance, skill sets, job roles and the scores derived from Appraisals.

7.1.3 Increment amount would be announced along with the Annual Appraisal scores and disbursed annually in April month's salary.

7.2 For New Employees:

7.2.1 1st increment would be disbursed only on completion of One year of service based on the last quarterly appraisal score(s).

7.2.2 An increment to the salary is not subject to completion of probation period. However, for extra-ordinary performances, it may be considered based on the RA's request and management's approval.

7.3 For Onsite Employees (Working on a contract basis at our Client site):

7.3.1 Year to Year increment i.e; Increment would be processed after completion of one year in the project, depending on the project continuity and employee performances. *(Please refer the Policy – 'Onsite Employee Management" for more information).*

8. PROMOTIONS:

Promotion shall mean the advancement of employee's rank/position from the existing position, to the next higher position and grade, including other benefits/privileges based on their skill sets, performances and period of service. Persons with a proven record of competence and effectiveness, requisite knowledge, skills, attitude, punctuality and the potential for the new job will be considered for promotion.

If the aforementioned parameters are found to be equal, then seniority may be taken into account, subject to HOD's request and management's approval.

The objectives of promoting employees are to :

- Recognize and reward for better performance.

- Develop existing executives to meet the future needs of the organization.

- Improve organizational and functional effectiveness.

- Provide career growth and a sense of fulfillment to executives of the Company.

8.1 Rules:

8.1.1 Promotion of employees shall be once in a year during Annual Appraisal and is applicable to confirmed employees at CSM.

8.1.2 Promotion shall be purely need based subject to organizational need, suitability and futuristic requirement.

8.1.3 For Onsite employees (Managed Service), promotions would be considered depending on the continuity of the project and recommendation by the Account Manager.

8.1.4 Promotion shall be based on employees' skill sets, performances and period of service. Eligibility for qualifying service for promotion to the next higher grade will be determined on the basis of continuous service in the existing grade.

8.1.5 All promotions shall be subjected to completion of the minimum qualifying period and other requirements as laid down in "Promotion Plan" section. However, mere fulfillment of the qualifying period of service shall not confer to any right for promotion.

8.1.6 Promotions cannot be processed for consecutive years. However, outstanding performances may be considered, subject to HOD's request and management's approval.

8.2 Procedures For Promotion:

8.2.1 Recommendation on all promotions justifying the significant reasons must be submitted by the HOD to the HR dept. during the Annual Appraisal prior to 1 month of the announcement of the Appraisal results. The request should include the Name, Current designation, proposed designation, highlights of the performances and reasons for promotion.

	Quality System Procedure ISO 9001-2008 - CSM Technologies	Document #: CSM/QSP/31	Rev.: 1.2 Page #: **8 of 12**

Appraisal, Increment & Promotion Policies

8.2.2 The Recommendation request shall be evaluated and approved by the Management and then the final list of Promotees shall be circulated to CSM family.

8.3 Promotion Guidelines: Please refer the **Annexure-A.**

9. JOB ROTATION:

In today's demanding scenarios pertaining to one's job, Job Rotation enables reducing complacency and dissatisfaction with the same role. Hence, Job rotation will enable the provision of new challenges to the employee, thereby enabling the **Employee development** as well as subsequently against growth. It also helps in **planning for Succession of Critical positions** within the organization.

Job rotation for an employee may be on a permanent basis or temporary one depending on the requirement and demand of the job.

Temporary Job Rotation: The employee has to return to the original position after accomplishing an assignment.

Permanent Job Rotation: The employee has to move from one position to another, based on the demand of the profile and employees' knowledge, abilities and interests.

Process of Job rotation:

9.1 Initiated by the employee:

9.1.1 Based on the job vacancy in the organization, any employee having the required credentials for the vacant position, can apply to HR after taking the approval from their respective head of Depts/PDUs/ICCs.

9.1.2 Written NOC from the respective Heads of Dept/PDU/ICC, is necessary for executing the job rotation request of an employee.

9.1.3 HR shall initiate the necessary evaluation process for selection of the employee for the particular position.

9.1.4 If the employee qualifies the evaluation process, Job rotation process should be initiated.

9.2 Initiated by the Management:

9.2.1 Considering the skill sets and credentials of an employee, the management may identify the employee for job rotation for employee Development and succession Planning For any Critical Positions.

	Quality System Procedure ISO 9001-2008 - CSM Technologies	Document #: CSM/QSP/31	Rev.: 1.2 Page #: **9 of 12**

Appraisal, Increment & Promotion Policies

9.2.2 The Evaluation process may or may not be processed. However, a formal meeting, is to be organized to intimate the employee concerned with the job rotation.

9.2.3 A formal email notification to all the concerned authorities is to be sent.

Note : Job rotation is a process to of realignment in one's job profile and it cannot be treated as Promotion/Demotion from the original position.

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Annexure –A (Promotion Guidelines)

DEPT	Level of promotion	Requisite experience
BSS	Project Interns → Confirmed Employee as (Software Developer/Software Tester/Graphic Designer)	6 months (On successful completion of training period)
BSS	Software Developer → Analyst Programmer	3 years
BSS	Analyst Programmer → Software Engineer	2 years
BSS	Software Engineer → Sr. Software Engineer	2 years
BSS	Sr. Software Engineer → System Analyst	2 years
BSS	System Analyst → Sr. System Analyst	2 years
BSS	Sr. System Analyst → Project Lead	2 years
BSS	Project Lead → Sr. Project Lead	2 years
BSS	Sr. Project Lead → Asst. Project Manager	2 years
BSS	Asst. Project Manager → Project Manager	2 years
BSS	Project Manager → Program Manager	2 years
BSS	Program Manager → Executive Level	3 years
BSS	Software Tester → Sr. Software Tester	3 years
BSS	Sr. Software Tester → Test Engineer	2 years
BSS	Test Engineer → Sr. Test Engineer	2 years
BSS	Sr. Test Engineer → Test Lead	2 years
BSS	Test Lead → Sr. Test Lead	2 years
BSS	Sr. Test Lead → Project Lead	2 years
BSS	Project Lead → Sr. Project Lead	2 years
BSS	Sr. Project Lead → Asst. Project Manager	2 years
BSS	Asst. Project Manager → QA Manager	2 years
BSS	Project Manager → Program Manager	3 years
BSS	Program Manager → Executive Level	3 years
BSS	Graphic/Web Designer → Sr. Graphic/Web Designer	3 years
BSS	Sr. Graphic/Web Designer → Interface Designer	2 years

Appraisal, Increment & Promotion Policies

BSS	Interface Designer → Sr. Interface Designer	2 years
BSS	Sr. Interface Designer → System Analyst	2 years
BSS	System Analyst → Sr. System Analyst	2 years
BSS	Sr. System Analyst → Project Lead	2 years
BSS	Project Lead → Sr. Project Lead	2 years
BSS	Sr. Project Lead → Asst. Project Manager	2 years
BSS	Asst. Project Manager → Project Manager	2 years
BSS	Project Manager → Program Manager	3 years
BSS	Program Manager → Executive Level	3 years
EBG	Management Trainee → Confirmed Employee as (Pre Sales Executive/Business Development Executive/Project Support Executive)	6 months (On successful completion of training period)
EBG	Pre Sales Executive → Consultant (Pre Sales)	4 years
EBG	Consultant (Pre Sales) → Sr. Consultant (Pre Sales)	3 years
EBG	Sr. Consultant (Pre Sales) → Asst. Manager (Pre Sales)	3 years
EBG	Asst. Manager (Pre Sales) → Manager (Pre Sales)	3 years
EBG	Manager (Pre Sales) → Program Manager	3 years
EBG	Program Manager → Executive Level	3 years
EBG	Business Development Executive → Consultant (Business Development/Sales)	4 years
EBG	Consultant (BD/Sales) → Sr. Consultant (BD/Sales)	3 years
EBG	Sr. Consultant (BD/Sales) → Asst. Manager (BD/Sales)	3 years
EBG	Asst. Manager (BD/Sales) → Account Manager	3 years
EBG	Account Manager → Program Manager	3 years
EBG	Program Manager → Executive Level	3 years
EBG	Project Support Executive → Consultant (Post Sales)	4 years
EBG	Consultant (Post Sales) → Sr. Consultant (Post Sales)	3 years
EBG	Sr. Consultant (Post Sales) → Asst. Manager (Post Sales)	3 years
EBG	Asst. Manager (Post Sales) → Delivery Manager/Manager	3 years
EBG	Delivery Manager → Program Manager	3 years
EBG	Program Manager → Executive Level	3 years
EBG	Promotion Executive → Consultant (Promotions)	4 years
EBG	Consultant (Promotions) → Marketing Communications Specialist	3 years
EBG	Marketing Communications Specialist → Asst. Manager (Promotions)	3 years
EBG	Asst. Manager (Promotions) → Manager (Promotions)	3 years
EBG	Manager (Promotions) → Program Manager	3 years
EBG	Program Manager → Executive Level	3 years

NSA	Trainee → System Support Executive/Network Executive	6 months (On successful completion of training period)
NSA	System Support Executive → Asst. System Administrator	4 years
NSA	Asst. System Administrator → System Administrator	3 years
NSA	System Administrator → Sr. System Administrator	2 years
NSA	Sr. System Administrator → Asst. Manager (System/IT)	3 years
NSA	Asst. Manager (System/IT) → Manager (System/IT)	3 years
NSA	Manager (System/IT) → Program Manager	3 years
NSA	Program Manager → Executive Level	3 years
NSA	Network Executive → Asst. Network Engineer	4 years
NSA	Asst. Network Engineer → Network Engineer	3 years
NSA	Network Engineer → Sr. Network Engineer	2 years
NSA	Sr. Network Engineer → Asst. Manager (Network)	3 years
NSA	Asst. Manager (Network) → Manager (Network)	3 years
NSA	Manager (Network) → Program Manager	3 years
NSA	Program Manager → Executive Level	3 years
QA	Management Trainee → Confirmed Employee as (QA Executive)	6 months (On successful completion of training period)
QA	QA Executive → Consultant (QA)	4 years
QA	Consultant (QA) → Sr. Consultant (QA)	3 years
QA	Sr. Consultant (QA) → Asst. Manager (QA)	3 years
QA	Asst. Manager (QA) → Manager (QA)	3 years
QA	Manager (QA) → Program Manager	3 years
QA	Program Manager → Executive Level	3 years
Finance	Trainee → Confirmed Employee as (Accounts Executive)	6 months (On successful completion of training period)
Finance	Accounts Executive → Asst. Accountant	4 years
Finance	Asst. Accountant → Accountant	3 years
Finance	Accountant → Sr. Accountant	3 years
Finance	Sr. Accountant → Chief/Manager Accountant	3 years
Finance	Chief/Manager Accountant → Program Manager	3 years
Finance	Program Manager → Executive Level	3 years
Admin	Management Trainee → Confirmed Employee as (Jr. Executive)	6 months (On successful completion of training period)
Admin	Jr. Executive (Admin) → Executive (Admin)	4 years
Admin	Executive (Admin) → Sr. Executive (Admin)	3 years

| | Quality System Procedure | Document #: | Rev.: 1.2 |
| | ISO 9001-2008 - CSM Technologies | CSM/QSP/31 | Page #: 12 of 12 |

Quality System Procedure
ISO 9001-2008 - CSM Technologies

Document #: CSM/QSP/31

Rev.: 1.2
Page #: **12 of 12**

Appraisal, Increment & Promotion Policies

Admin	Sr. Executive (Admin) → Asst. Manager (Admin)	3 years
Admin	Asst. Manager (Admin) → Manager (Admin)	3 years
Admin	Manager (Admin) → Sr. Manager (Admin)	3 years
Admin	Sr. Manager (Admin) → Program Manager	3 years
Admin	Program Manager → Executive Level	3 years
HR	Management Trainee → Confirmed Employee as (HR Executive)	6 months (On successful completion of training period)
HR	HR Executive → Consultant (HR)	4 years
HR	Consultant (HR) → Sr. Consultant (HR)	3 years
HR	Sr. Consultant (HR) → Asst. Manager (HR)	3 years
HR	Asst. Manager (HR) → Associate Manager (HR)	3 years
HR	Associate Manager (HR) → Manager HR	3 years
HR	Manager HR → Sr. Manager HR	3 years
HR	Sr. Manager HR → Program Manager	3 years
HR	Program Manager → Executive Level	3 years

*** Interim Promotions may be considered based on the outstanding performances, subject to RA/HOD's request and management's approval.**

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