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# **User Guide**

## **Performance Management System**

**Version 1.0**

***Internal***

**Information Technology Department**

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## Revision/Review History

Version	Date	Author	Description
1.0	21/03/2014	Betrand Cheam	Initial Draft


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## 1. Common Functionalities

### 1.1 Main Menu


**Performance Appraisal**

[Home](#)
[Help](#)
[Intranet](#)

**My tasks**

Module	Action Required
There are no outstanding tasks that requires your action.	

**My Appraisals**

Appraisal Cycle	Department	Review Period From	Review Period To	Stage	Status	Level 1 Approver	Level 2 Approver	Reviewers
There are no appraisals belonging to you.								

**Review of My Direct Reports (View Access Only)**

Name	Employee ID	Approval Level
There are no employees that require you to approve their appraisals.		

**Review of My Matrix Reportees (View Access Only)**

Name	Employee ID
There are no colleagues' appraisals for you to review.	

**SMT - Review of My Direct & Indirect Reports (View Access Only)**

Name	Employee ID	Department
There are no colleagues' appraisals for you to review.		

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#### 1.1.1 The Main Menu consists of the following sections:

Section Name	Description
My Tasks	List of tasks that are pending your completion.
My Appraisals	List of all your appraisals in ACR.
Review of My Direct Reports	List of staffs that have you as the Level 1 or Level 2 approver for their appraisals.
Review of My Matrix Reportees	List of staffs that have you as the reviewers for the appraisals.
SMT – Review of My Direct & Indirect Reports	List of staffs having you as their Senior Management Team member.

## 1.2 Top Menu Bar

1.2.1 The top menu bar is for navigations within the Performance Appraisal System, and is available for all screens in the system. However, for screens that display appraisal information, there will be an additional function: Appraisal Profile.

1.2.2 Functionality of the top menu bar:

Button Name	Description
Home	Upon clicking this button, you will be redirected back to the system's Main Menu.
Help	Upon clicking this button, the system's User Guide will appear in a separate Internet browser window.
Intranet	Upon clicking this button, you will be redirected to ACR's intranet website.
Appraisal Profile	<p>Upon clicking this button, you will be directed to the appraisal profile screen where you can view/update the profile of your appraisal.</p> <p>Refer to section <a href="#">3.0 Appraisal Profile</a> of this guide for help on the Appraisal Profile screen.</p> <p>Note: This button is only available on appraisals' screens and not in the Main Menu.</p>

## 2. Submission of Goal Setting Document

### 2.1 New Submissions

2.1.1 If you are required to submit your goal setting document, then you should see a task under the My Tasks section of the Main Menu:

My tasks		
	Module	Action Required
<a href="#">▶ Start Task</a>	Performance Management	Submission of performance appraisal.

2.1.2 To submit your goal setting document, you should click on the 'Start Task' button, and you will be directed to the appraisal's input screen:

Key Performance Indicators
Core Values
Performance Coaching and Review
Career Development

**Key Performance Indicators Descriptions :**

"Financials", "Build", "Governance/Risk" and "People" are four main themes derived from the Corporate and Underwriting Principles that capture the corporate focus and priorities and serve to align individual's Key Performance Indicators (KPIs) to achieving the Corporate KPIs and Corporate Vision. KPIs are manually set goals and metrics that measure individual's achievements and progress.

You will need to set at least 1 or more KPI within each of the four main themes.

You are to complete the form and initiate discussion with your Manager.

Once you have submitted the form to your Manager, your Manager will complete the relevant sections. All submissions and comments will be tracked.

**Performance Rating Descriptions :**

- 5 - Far Exceeds Expectations (Exceptional/ Outstanding Performer)
- 4 - Exceeds Expectation (Strong Performer)
- 3 - Meets Expectation (Solid Performer)
- 2 - Improvements Needed (Under Performer)
- 1 - Poor/Does not meet expectation

Quick link

- [Top](#)
- [Financials](#)
- [Build](#)
- [Governance/Risk](#)
- [People/Leadership](#)

Financials

Key Performance Indicator	Priority	Performance Target	Comments
Operational Costs	Medium	To reduce annual operation costs by 5%	<input type="text"/> <a href="#">View Comments</a>

Build

Key Performance Indicator	Priority	Performance Target	Comments
Application systems	High	To develop system A in 20 months	<input type="text"/> <a href="#">View Comments</a>

Governance/Risk

Key Performance Indicator	Priority	Performance Target	Comments
Compliance of processes	High	To ensure all change requests are managed in accordance to standard process	<input type="text"/> <a href="#">View Comments</a>

People/Leadership

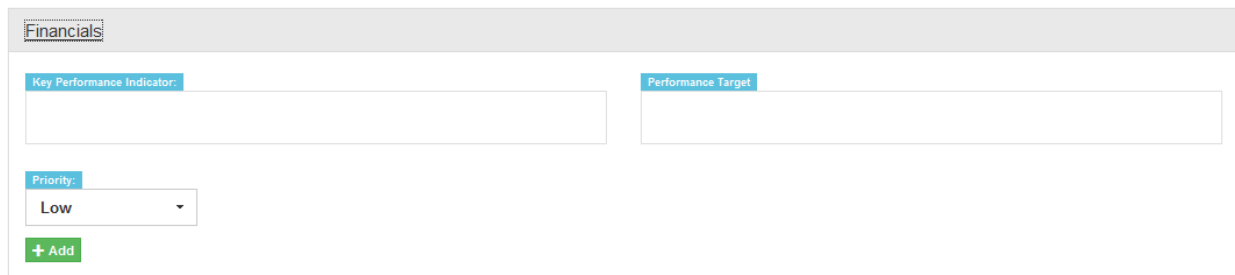
Key Performance Indicator	Priority	Performance Target	Comments
Training sessions	Low	Provide 10 training training sessions to peers	<input type="text"/> <a href="#">View Comments</a>

[Go Back](#) [Add New](#)
[Save](#) [Cancel](#)

- 2.1.3 The Goal Setting document consists of 4 tabs: Key Performance Indicators, Core Values, Performance Coaching and Review, Career Development. The first tab that you will see is Key Performance Indicators tab.

#### Key Performance Indicators Tab

- 2.1.4 This tab allows you to enter in the KPIs for each of the 4 blocks: Financials, Build, Governance/Risk and People/Leadership
- 2.1.5 To enter in the KPIs for each block, you will have to provide the Key Performance Indicator item, its target and its priority (below is an example for Financial block):



Financials

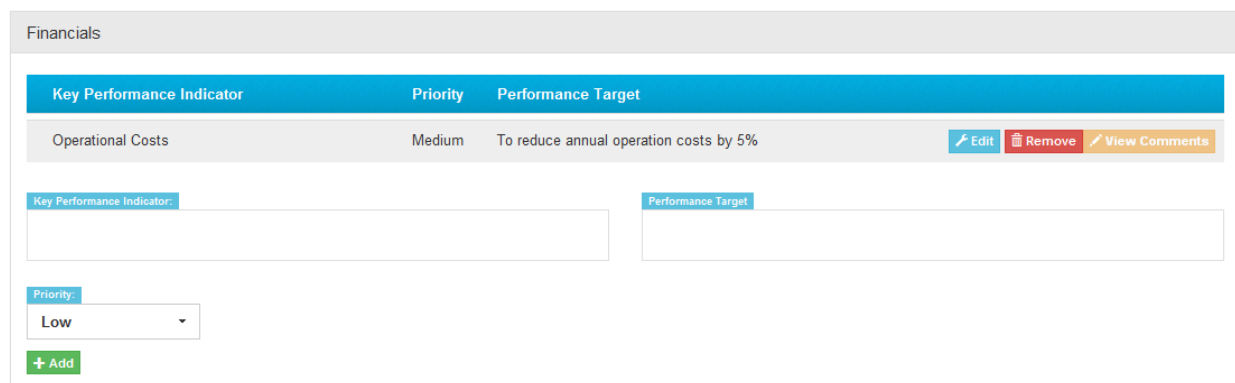
Key Performance Indicator:

Performance Target:

Priority:

[+ Add](#)

- 2.1.6 After the required information is entered into the input box, you will have to click the 'Add' button to add the item into your appraisal. Upon clicking 'Add', the KPI item entered will be added:



Financials

Key Performance Indicator	Priority	Performance Target	
Operational Costs	Medium	To reduce annual operation costs by 5%	<a href="#">Edit</a> <a href="#">Remove</a> <a href="#">View Comments</a>

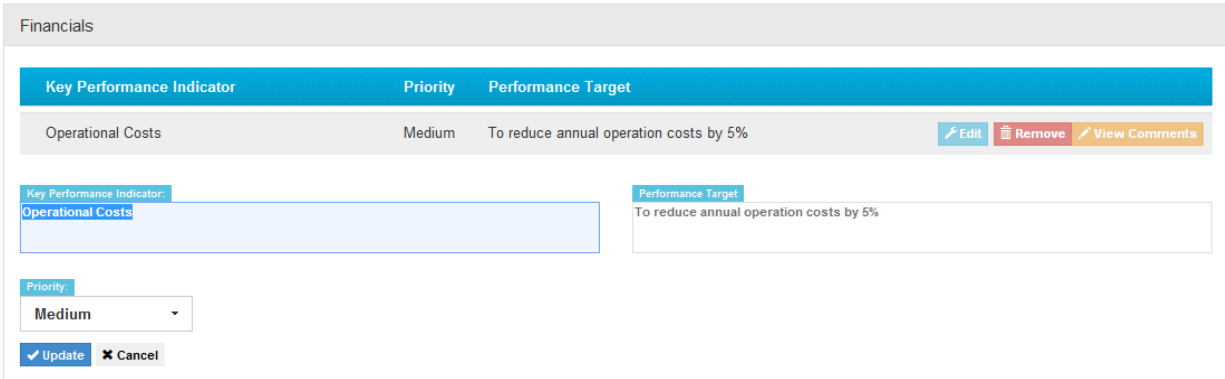
Key Performance Indicator:

Performance Target:

Priority:

[+ Add](#)

- 2.1.7 To edit a KPI item that was added, click on the 'Edit' button and the information will be populated into the input boxes for you to edit:



Key Performance Indicator	Priority	Performance Target	
Operational Costs	Medium	To reduce annual operation costs by 5%	<a href="#">Edit</a> <a href="#">Remove</a> <a href="#">View Comments</a>

Key Performance Indicator: 
 Performance Target:

Priority:

[Update](#)
[Cancel](#)

- 2.1.7.1 After making the necessary changes to the KPI item information, click on 'Update' to effect the changes made. Click on the 'Cancel' button to undo the editing.
- 2.1.8 To remove the KPI item entered, simply click on the corresponding 'Remove' button.
- 2.1.9 To move on to the next tab in the goal setting document, click on the 'Next' button at the bottom left hand corner of the screen, or click on the tab header at the top. . All information entered in this tab will be saved.
- 2.1.10 To save the inputs you have entered, click on the 'Save' button at the bottom right hand corner of the screen. Do note that this will only save your inputs and will not submit your appraisal for approvals. Submission of appraisals can only be done at the Career Development tab.
- 2.1.11 The 'Cancel' button at the bottom right corner of the screen will direct you to the Main Menu. Do note that this will not result in saving of the information entered. All un-saved changes made to the goal setting document will not be saved.



## Core Values Tab

- 2.1.12 After entering the inputs in the Key Performance Indicators tab, the next tab that will be displayed is the Core Values tab:





[Key Performance Indicators](#)
[Core Values](#)
[Performance Coaching and Review](#)
[Career Development](#)

**ACR Core Values :**

The ACR Core Values guides our behaviours, the way we conduct business and how we treat our clients and colleagues. Living the values is essential to creating and reinforcing our corporate values.

All Core Values (RIPPLES) must be evaluated for the year.

**Core Value Ratings :**

Rating	Rating scale descriptors
	•Champions RIPPLES in one or more areas
	•Fully Meet Expectation
	•Areas of Improvement required
	•Does not meet Expectation

**Quick link**

- [Top](#)
- [Responsibility](#)
- [Integrity](#)
- [Passion](#)
- [Professionalism](#)
- [Long-term Sustainability](#)

♥ **Responsibility**

We have a responsibility to ourselves, our colleagues and society.

♥ **Integrity**

We do what we say.

♥ **Passion**

We work with a sense of excitement and urgency.

♥ **Professionalism**

We act with professional courtesy to everyone and at all times.

♥ **Long-term Sustainability**

We are interested in long-term growth rather than short-term profit maximisation.

♥ **Excellence**

We aim to be the best.

♥ **Solution Seekers**

We are solution seekers who thrive on creativity and value creation.

[< Prev](#)
[Next >](#)

[Save](#)
[Cancel](#)

- 2.1.13 This tab allows you to enter in the performance target for each of the Core Values of ACR: Responsibility, Integrity, Passion, Professionalism, Long-Term Sustainability, Excellence and Solution Seekers.
- 2.1.14 To enter in the targets for each of the Core Values, enter in your target in the input box for Performance Target:



## Responsibility

We have a responsibility to ourselves, our colleagues and society.

### Core Competency:

Teamwork/Collaboration

Responsible/Information Sharing

Interpersonal Sensitivity

Networking/ Partnering

Acts responsibly in relation to team, colleagues, management and clients

Develops an understanding of other departments and supports cross-department initiatives

Promotes team spirit and cooperation among team members, and fosters coordinated team efforts

Keeps team members promptly informed about information or decisions that affect them

Treats others equally with courtesy, consideration and respect regardless of background, status or circumstance

Collaborates with external parties and actively builds and maintains working relationships across departments at all levels

### Performance Target:

+ Add

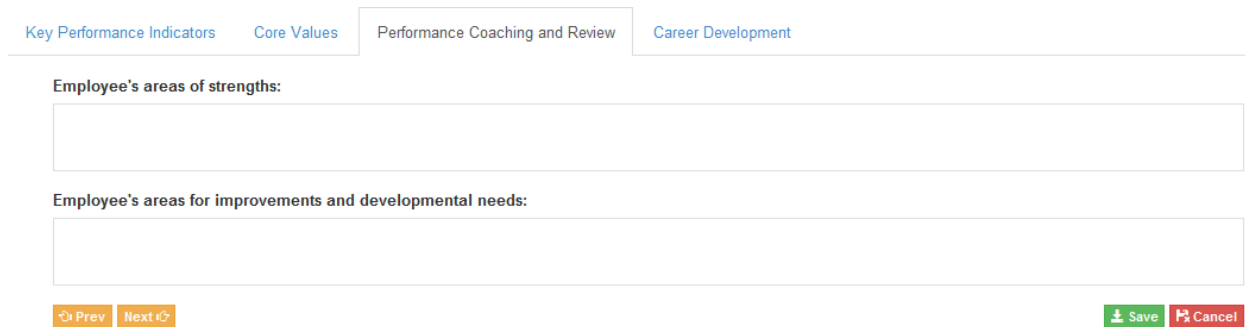




- 2.1.20 To save the inputs you have entered, click on the 'Save' button at the bottom right hand corner of the screen. Do note that this will only save your inputs and will not submit your appraisal for approvals. Submission of appraisals can only be done at the Career Development tab.
- 2.1.21 The 'Cancel' button at the bottom right corner of the screen will direct you to the Main Menu. Do note that this will not result in saving of the information provided. All un-saved changes made to the goal setting document will not be saved.

#### Performance Coaching and Review Tab

- 2.1.22 After entering the inputs in the Core Values tab, the next tab that will be displayed is the Performance Coaching and Review tab:

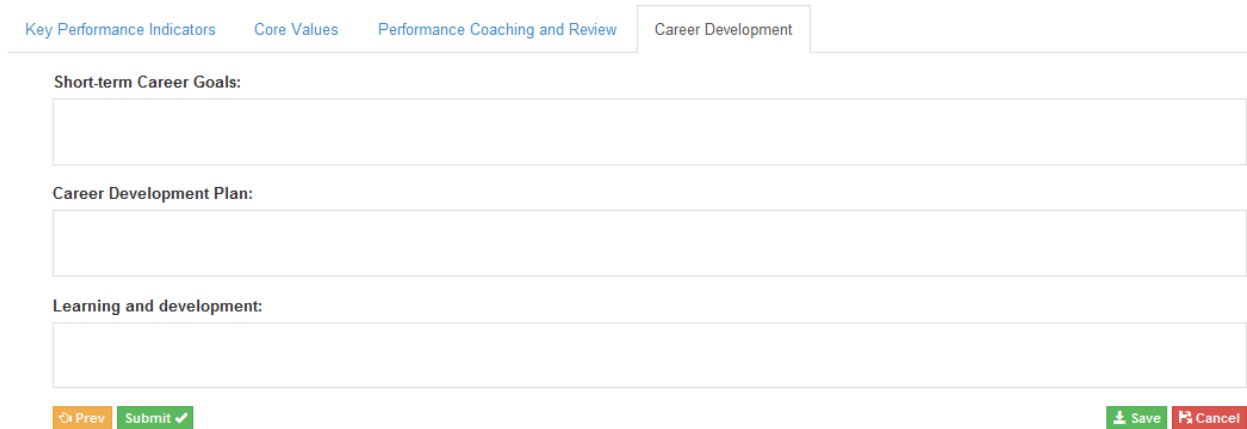


The screenshot shows a web interface with four tabs at the top: 'Key Performance Indicators', 'Core Values', 'Performance Coaching and Review' (which is the active tab), and 'Career Development'. Below the tabs, there are two text input areas. The first is labeled 'Employee's areas of strengths:' and the second is labeled 'Employee's areas for improvements and developmental needs:'. At the bottom of the interface, there are four buttons: 'Prev' (orange), 'Next' (orange), 'Save' (green), and 'Cancel' (red).

- 2.1.23 This tab allows you to enter in your areas of strengths and areas for improvements and developmental needs for the year.
- 2.1.24 To move on to the previous tab in the goal setting document, click on the 'Prev' button at the bottom left hand corner of the screen, or click on the tab header at the top. All information entered in this tab will be saved.
- 2.1.25 To move on to the next tab in the goal setting document, click on the 'Next' button at the bottom left hand corner of the screen, or click on the tab header at the top. . All information entered in this tab will be saved.
- 2.1.26 To save the inputs you have entered, click on the 'Save' button at the bottom right hand corner of the screen. Do note that this will only save your inputs and will not submit your appraisal for approvals. Submission of appraisals can only be done at the Career Development tab.
- 2.1.27 The 'Cancel' button at the bottom right corner of the screen will direct you to the Main Menu. Do note that this will not result in saving of the information provided. All un-saved changes made to the goal setting document will not be saved.

## Career Development Tab

- 2.1.28 After entering the inputs in the Performance Coaching and Review tab, the next tab that will be displayed is the Career Development tab:



Key Performance Indicators   Core Values   Performance Coaching and Review   **Career Development**

Short-term Career Goals:

Career Development Plan:

Learning and development:

Prev Submit Save Cancel

- 2.1.29 This tab allows you to enter in your short-term career goals, career development plan and learning & development plan for the year.
- 2.1.30 To move on to the previous tab in the goal setting document, click on the 'Prev' button at the bottom left hand corner of the screen, or click on the tab header at the top. All information entered in this tab will be saved.
- 2.1.31 Click on the 'Submit' button to submit the goal setting document for your Managers' review. Once the goal setting document is submitted, it will be routed to your Managers, and no updates can be done by you on the document anymore.
- 2.1.32 To save the inputs you have entered, click on the 'Save' button at the bottom right hand corner of the screen. Do note that this will only save your inputs and will not submit your appraisal for approvals.
- 2.1.33 The 'Cancel' button at the bottom right corner of the screen will direct you to the Main Menu. Do note that this will not result in saving of the information provided. All un-saved changes made to the goal setting document will not be saved.

## **2.2 Viewing of Appraisals**

- 2.2.1 All your existing performance appraisals will be listed in the My Appraisals section:

My Appraisals									
	Appraisal Cycle	Department	Review Period From	Review Period To	Stage	Status	Level 1 Manager	Level 2 Manager	Reviewers
<a href="#">View</a>	HR test	Information Technology	02/04/2014	28/04/2014	Goal Setting	Draft	Betrand Cheam	Betrand Cheam	Miao Liu

2.2.2 To view the required appraisal, click on the 'View' button and you will be redirected to the screen to view the appraisal details. No changes can be done during viewing.

2.2.3 If you are an approver for any employee in the company, the name of the employee will appear in the 'Review of My Direct Reports (View Access Only)' section in the main menu:

Review of My Direct Reports (View Access Only)		
Name	Employee ID	Approval Level
<a href="#">Betrand Cheam</a>	P100251	1, 2

2.2.4 You can click on the employee's name and you will be able to view his/her appraisal.

2.2.5 If you are a reviewer for any employee in the company, the name of the employee will appear in the 'Review of My Matrix Reportees (View Access Only)' section in the main menu:

Review of My Matrix Reportees (View Access Only)	
Name	Employee ID
There are no colleagues' appraisals for you to review.	

2.2.6 You can click on the employee's name and you will be able to view his/her appraisal.

2.2.7 If you are a Senior Management Team member for any employee in the company, the name of the employee will appear in the 'SMT – Review of My Direct & Indirect Reports (View Access Only)' section in the main menu:

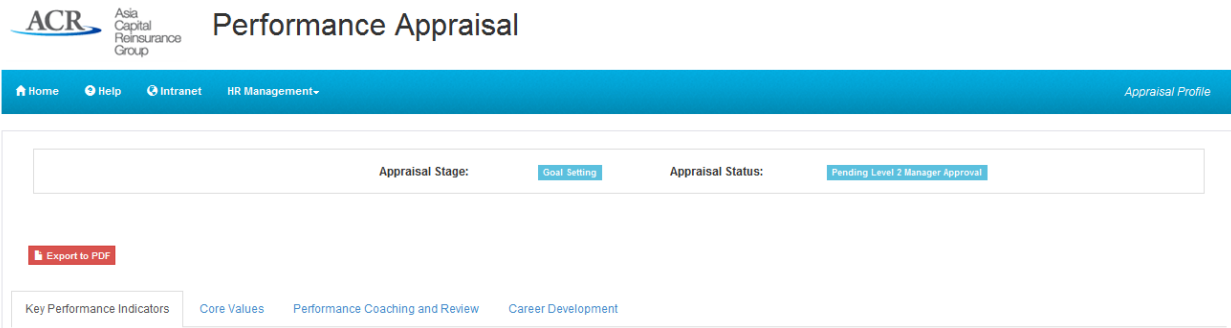
SMT - Review of My Direct & Indirect Reports (View Access Only)		
Name	Employee ID	Department
There are no colleagues' appraisals for you to review.		

2.2.8 You can click on the employee's name and you will be able to view his/her appraisal.

## 2.3 Printing of Appraisals

2.3.1 You can print your appraisal by saving a copy of the appraisal in PDF format.

2.3.2 To save a copy of the appraisal in PDF format, click on the 'Export to PDF' button at the top left hand corner of the appraisal screen:



The screenshot shows the 'Performance Appraisal' interface. At the top left is the ACR logo (Asia Capital Reinsurance Group). Below it is a navigation bar with links: Home, Help, Intranet, and HR Management. On the right of the navigation bar is a link to 'Appraisal Profile'. The main content area has a header with 'Appraisal Stage: Goal Setting' and 'Appraisal Status: Pending Level 2 Manager Approval'. Below this is a red button labeled 'Export to PDF'. At the bottom, there is a section titled 'Key Performance Indicators' with sub-links: Core Values, Performance Coaching and Review, and Career Development.

2.3.3 Upon clicking the 'Export to PDF' button, the information entered for the appraisal will be saved, and a copy of the PDF will be generated in a new window. You can choose to save the PDF copy of the appraisal to your local workstation, or you can open it out directly from the window.

## 3. Appraisal Profile

### 3.1 Accessing the Appraisal Profile

3.1.1 Each appraisal has its own appraisal profile. You can access the appraisal profile by clicking on the 'Appraisal Profile' button at the top menu bar of the system:



The screenshot shows the top menu bar of the system. It contains links: Home, Help, Intranet, and a link to 'Appraisal Profile' on the right.



3.1.2 Upon clicking the 'Appraisal Profile' button, the profile of the appraisal will be displayed:

Employee Information

Name:

Employee ID:

Department:

Employment Type:

Appraisal Cycle Information

Cycle Name:

Review Period Start Date:

Review Period End Date:

Senior Management Team Member:

Level 1 Manager:

Level 2 Manager:

Reviewer 1:

Reviewer 2:

[Save Reviewers](#)

Cancel

3.1.3 The appraisal profile page consists of the following sections:

Section Name	Description
Employee Information	Displays your employment information
Appraisal Cycle Information	Displays information on the appraisal

## 3.2 Updating of Reviewers

3.2.1 You can update the reviewers of the selected appraisal in its appraisal profile page.

3.2.2 To update the reviewers, you can either search for an employee using his/her name or Employee ID. Upon entering the name or Employee ID in the reviewers' field, a list of employees matching the information you have provided will appear. Select the desired reviewer by clicking on his/her name, and click on the 'Save Reviewers' button to update the reviewers:

Appraisal Cycle Information

Cycle Name:

Review Period Start Date:

Review Period End Date:

Senior Management Team Member:

Level 1 Manager:

Level 2 Manager:

Reviewer 1:

Reviewer 2:

Cancel

- 3.2.3 You can return to the previous screen by clicking on 'Cancel' button at the bottom right hand corner of the screen. Do note that all un-saved changes will be discarded.

## 4. Approval of Goal Setting Document

### 4.1 Approval Overview

- 4.1.1 For designated performance management appraisals approvers, if your employee submits his/her appraisal, the following item will appear in your 'My Tasks' list:

My tasks		
	Module	Action Required
<a href="#">▶ Start Task</a>	Performance Management	Pending level 1 approval for Betrand Cheam's appraisal.

- 4.1.2 For Level 1 Managers, the action required will be 'Pending Level 1 Manager's approval for [Employee's Name]'s appraisal and for Level 2 Managers, the action required will be 'Pending Level 2 Manager's approval for [Employee's Name]'s appraisal.

## 4.2 Approving the appraisal

4.2.1 To approve/reject the desired appraisal, click on its corresponding 'Start Task' button and the following screen for the submitted goal setting document will appear:

Key Performance Indicators
Core Values
Performance Coaching and Review
Career Development

**Key Performance Indicators Descriptions :**

"Financials", "Build", "Governance/Risk" and "People" are four main themes derived from the Corporate and Underwriting Principles that capture the corporate focus and priorities and serve to align individual's Key Performance Indicators (KPIs) to achieving the Corporate KPIs and Corporate Vision. KPIs are manually set goals and metrics that measure individual's achievements and progress.

You will need to set at least 1 or more KPI within each of the four main themes.

You are to complete the form and initiate discussion with your Manager.

Once you have submitted the form your Manager, your Manager will complete the relevant sections. All submissions and comments will be tracked.

**Performance Rating Descriptions :**

- 5 - Far Exceeds Expectations (Exceptional/ Outstanding Performer)
- 4 - Exceeds Expectation (Strong Performer)
- 3 - Meets Expectation (Solid Performer)
- 2 - Improvements Needed (Under Performer)
- 1 - Poor/Does not meet expectation

Quick link

- Top
- Financials
- Build
- Governance/Risk
- People/Leadership

Financials

Key Performance Indicator	Priority	Performance Target	Comments
Operational Costs	Medium	To reduce annual operation costs by 5%	<input type="text"/> <a href="#">View Comments</a>

Build

Key Performance Indicator	Priority	Performance Target	Comments
Application systems	High	To develop system A in 20 months	<input type="text"/> <a href="#">View Comments</a>

Governance/Risk

Key Performance Indicator	Priority	Performance Target	Comments
Compliance of processes	High	To ensure all change requests are managed in accordance to standard process	<input type="text"/> <a href="#">View Comments</a>

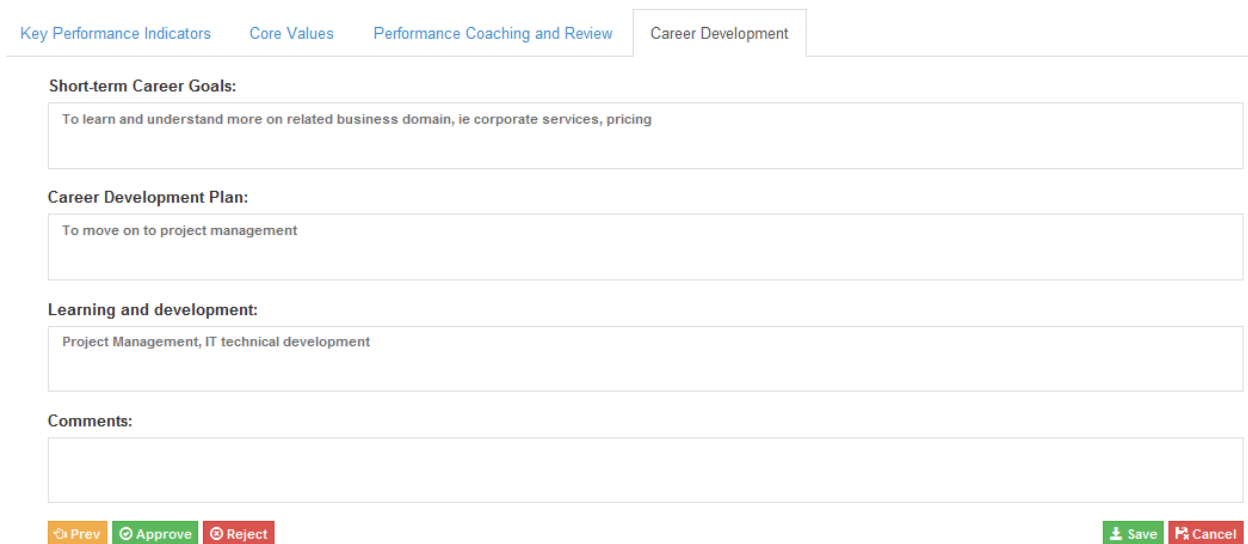
People/Leadership

Key Performance Indicator	Priority	Performance Target	Comments
Training sessions	Low	Provide 10 training training sessions to peers	<input type="text"/> <a href="#">View Comments</a>

[Go Prev](#) [Next](#)
[Save](#) [Cancel](#)

4.2.2 The Goal Setting document consists of 4 tabs: Key Performance Indicators, Core Values, Performance Coaching and Review, Career Development. The first tab that you will see is Key Performance Indicators tab.

- 4.2.3 For each of the items that the employee had entered during his/her goal setting submission, you will be able to enter in comments, if any. To enter the comments, simply fill up the corresponding Comments input box.
- 4.2.4 To navigate through the various tabs of the goal setting document, you can either click on the 'Prev' or 'Next' button at the bottom left hand corner of the screen.
- 4.2.5 To save the inputs you have entered, click on the 'Save' button at the bottom right hand corner of the screen. Do note that this will only save your inputs and will not result in the approval of the appraisal. Approval of appraisals can only be done at the Career Development tab.
- 4.2.6 The 'Cancel' button at the bottom right corner of the screen will direct you to the Main Menu. Do note that this will not result in saving of the information provided. All un-saved changes made to the goal setting document will not be saved.
- 4.2.7 Once you have gone through the employee's appraisal, you can approve/reject the submission at the Career Development tab:



The screenshot shows the 'Career Development' tab selected among four options: 'Key Performance Indicators', 'Core Values', 'Performance Coaching and Review', and 'Career Development'. Below the tabs, there are four input fields with the following labels and content:

- Short-term Career Goals:** To learn and understand more on related business domain, ie corporate services, pricing
- Career Development Plan:** To move on to project management
- Learning and development:** Project Management, IT technical development
- Comments:** (Empty input box)

At the bottom of the form, there are two rows of buttons. The first row contains 'Prev' (orange), 'Approve' (green), and 'Reject' (red). The second row contains 'Save' (green) and 'Cancel' (red).

- 4.2.8 To approve the submission, click on the 'Approve' button and the appraisal will be approved. For Level 1 Managers, upon approving the appraisal, it will be routed to the employee's Level 2 Managers for approvals. For Level 2 Managers, upon approving the appraisal, the goal setting phase for the employee will be completed. No further changes will be allowed.
- 4.2.9 To reject the submission, click on the 'Reject' button and the appraisal will be rejected. The appraisal will then be routed back to the employee for re-submission.