

COP301

PERFORMANCE PLANNING & REVIEW POLICY, PROCESSES AND PROCEDURES

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1. Policy Introduction

To make the Company an attractive employer by ensuring performance is assessed appropriately and that employees are mentored, supported and encouraged to perform to the best of their ability and reach their potential within the Company

2. Scope

This policy applies to all National Ambulance Company permanent employees

3. ROLES AND RESPONSIBILITIES

Line Manager/ and employees collaboration effort during the planning phase

- *Review and set employee's objective to determine if it reflects employee's current responsibilities.*
- *Identify and review the links between the employee's job description, his or her work plan, and the organization's goals, objectives and strategic plan.*
- *Develop a work plan that outlines the tasks to be completed, the expected results and the measures or standards that will be used to evaluate performance.*
- *Identify critical areas that will be key performance objectives for the year. The choice of areas may be determined by the organization's strategic plan,*
- *Identify training objectives that will help the employee grow his or her skills, knowledge and competencies related to the work.*
- *Identify career development objectives that can be part of longer-term career planning.*
- *Discuss the objectives and expectations with employee*
- *Gather specific examples for feedback on employees performance over the 12-months,*
- *Allocate time for discussions and inform employee of meeting times at least 24-hours prior*

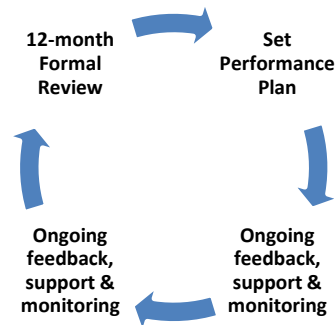
4. POLICY STATEMENT

Each employee is to be assessed annually, , The review should be completed within one month of due date.

4.1. Performance Planning and Review Procedure

The Performance Planning and Review Procedure is National Ambulance's formal appraisal process. It outlines the objectives the employee is expected to achieve over the reporting period, and provides feedback on the employee's performance against their Position Description responsibilities, tasks and set objectives. Measures are established at the beginning of the reporting period to ensure reviews over the 12 months accurately reflect the employee's performance. Ongoing feedback, discussion, support and monitoring of performance can happen anytime throughout the year. It is less about the documentation and more about giving

direction, having discussions and supporting employees.



Smart Objectives

The line manager will develop objectives from the Position Description and discuss these with the employee. They will need to be SMART (specific, measurable, attainable, realistic, time- framed). Training and knowledge development is part of this process.

SMART Objectives Definition:

The objectives and indicators need to be S.M.A.R.T.

- **S: SPECIFIC**
Clearly specify the task to be done, when it must be completed, who is to accomplish it, and how much is to be accomplished.
- **M: MEASUREABLE**
Use multiple measures if possible, for example, quantity, quality, timeframe and cost. Ask questions such as: How much? How many? How will I know when it is accomplished?
- **A: ATTAINABLE**
Ensure there is a reasonable path to achievement and an excellent chance that objectives will be accomplished.
- **R: RELEVANT**
Goals should be aligned with the organization's overall mission or strategy. Goals measure outcomes, not activities.
- **T: TIME BASED**

Set a clear time frame for achieving performance objectives/goals. In most cases, objectives must be completed by the end of the performance review period

TO Set Performance Standers.

At National Ambulance it is not just about what you achieve it is also about how you achieve it. Therefore when establishing or reviewing a performance plan you need to take into account the 'how'. Below standards will provide you with guidelines on how to evaluate employee's performance:

- **Quality:**

Addresses how well the work is performed and/or how accurate or how effective the final product is. Quality refers to accuracy, appearance, usefulness or effectiveness.

- **Quantity:**

Addresses how much work is produced. A quantity measure can be expressed as an error rate, such as number or percentage of errors allowed per unit of work or as a general result to be achieved. When a quality or quantity standard is set, the criteria for Exceeds Standards should be high enough to be challenging, but not so high that it is unattainable.

- **Timeliness:**

Addresses how quickly, when or by what date the work must be produced. Timeliness standards should be set realistically.

- **Cost-effectiveness:**

Addresses savings to the organization or working within a budget. Cost-effectiveness standards may include such aspects of performance as maintaining or reducing unit costs, reducing the time it takes to produce a service or reducing waste.

- **Manner:**

- **Addresses the way or style in which a task is performed in align with National Ambulance Values:**

Line Managers should apply at least two characteristics to each of the objectives/goals. Decide which type of performance standards are important to the performance of the task.

All employees will be rated on the following behaviors (Not Limited To)

- CUSTOMER SERVICE ORIENTATION
- TEAMWORK
- WORKING HOURS / USING LEAVE.
- PROBLEM SOLVING INITIATIVE
- ACCOUNTABILITY.
- LEADERSHIP.

Ongoing Feedback, Support & Monitoring

Giving feedback, providing support and monitoring performance is an ongoing process at National Ambulance. Managers and employees will be encouraged to gather and gain feedback on performance, look for opportunities to get and give support, and ensure performance objectives are monitored over time. Managers and staff may keep records such as STAR/s – Situation, Tasks, Action Taken and Result as a form of feedback on performance. Gathering feedback from other peers/managers and clients may also provide insight into an individuals' performance. This can be completed informally or formally.

Performance Outcomes/Rating

- **Significantly Exceed Expectations** – Performance far exceeds the standard for this role. Contributions are exceptional in scope and value and are widely recognized by business units and/or company.
- **Exceeding Expectations in some areas** – Performance exceeds the standard for this role in some areas while meeting expectations in others.
- **Meets Expectations** – Performance objectives have been met and values of company displayed.
- **Needs Improvement** – Represents deteriorating, diminished or low performance in the role. Need to improve sufficiently in a relatively short time. Employees in this category should be subject to Individual Action Plan
- **Needs Development** – Performance may need further development in some areas, typically because the employee is new in the role and is learning, however, overall performance in role is meeting expectations

Performance Development Plan

The development plan consists of three elements of support/training required:

- To perform in current role
- Enhance performance in current role
- Prepare for a possible future role as discussed with your supervisor

REVIEW TIMING

The review timing is as follows:

- **Informal review:** on going feedback
- **Formal review:** as at 31 December each year.

In the first year of employment the probation report will be considered the first review. If the probation period is completed on or before 31 October, then a formal review will be completed on due date otherwise employees performance will be assessed on the next due dates.

Performance Action Plan

All employees are expected to perform to at least a satisfactory standard on an on-going basis. If an employee continuously demonstrates lack of performance they are to be placed on an Individual Action Plan (HRF502). This plan must document the Performance Objectives and the required changes needed and be signed by both the employee and their direct supervisor. During a period of 3 months, the Employee is required to achieve this action plan. The employee should be given an update every month which is to

be documented. If the employee does not meet the required standard by the end of three months then employment will be terminated.

5. RELEVANT LEGISLATION

International, federal or local legislation and circulars relevant to this Policy. Full detail on this legislation can be found in QHP109 Legal Register.

Code, Name of Legislation	Jurisdiction
Code, Name of Legislation, Year here	Jurisdiction here

6. RELATED POLICIES AND FORMS

List related policies and procedures to the created/updated policy.

Policy & Procedure /Form
HRF203 Employment Contract
COP408 Professional Development Policy
HRF501 Position Description
HRF502 Individual Action Plan
COF204 Performance Review Form
COF306 End of year Performance Review Form: Abu Dhabi Operations Staff
COF 307 End of year Performance Review Form: Northern Emirates Area Lead
COF308 End of year Performance Review Form: Northern Emirates EMT -B

7. FEEDBACK

Any feedback or suggestions for improvement to this Policy, Processes or Procedures can be submitted to qhse@nationalambulance.ae

8. DOCUMENT CONTROL AND OWNERSHIP

A review and update of this document will take place as necessary, when changes occur that identify the need to revise this Policy such as changes in roles and responsibilities, release of new legislative or technical guidance, or identification of a new policy area.

This document ownership for editing is identified as:

- HR & Corporate Services Manager

This controlled document is managed / overseen by [Procurement and Tendering Committee and/or Audit and Risk Management Committee and/or HR and Compensation Committee].

Change Brief

Version No.	Date	Change
2	18-July 2012	Present procedure reviewed and updated and form has been separated from the present procedure (old controlled NACHRP20
3	13-Dec-13	updated Assessment, on form and detailed in procedure change code to COP301
4	Feb 2017	Reviewing against updated legal register No changes required

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5	September 2019	updated manager & employees' responsibility, added the smart objectives Updated How behaviors and added the performance standards, removed some definitions updated the planning & review timing
6	October 2019	Merge the COP103 Performance Appraisal Policy Add forms COF204 Performance Review Form COF306 End of year Performance Review Form: Abu Dhabi Operations Staff COF 307 End of year Performance Review Form: Northern Emirates Area Lead COF308 End of year Performance Review Form: Northern Emirates EMT - B

CEO Approval

Board Member Verification