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1.0 Objective

To ensure improved performance of employees in accordance with organisation's objectives and define the necessary control measures to be adhered to in carrying out Employee Performance Appraisals

2.0 Scope

This procedure covers the steps of Setting Performance Objectives, Conducting Coaching sessions and Performance Appraisals in the Employee Performance Management System.

3.0 References

- ISO 9001:2015 Clause 7.1.5.1
- Quality Manual
- Human Resource Manual
- Employee files

4.0 Abbreviations and Acronyms

- HHRA- Head of Human Resources and Administration
- CM- Country Manager
- QMC- Quality Management Coordinator

5.0 Key Performance Indicators

- Adherence to performance appraisal schedule
- Improved Employee performance

6.0 Resources

- Employees

7.0 Process inputs

- Job descriptions
- Performance objectives


8.0 Responsibilities and Authorities

- Process Owner: Heads of Human Resources and Administration
- Process Interfaces: Country Manager, Heads of Department, staff

9.0 Details of Procedure

9.1 Goal Setting

- 9.1.1 Job Descriptions are developed
- 9.1.2 Key competences are identified

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- 9.1.3 Goals are set
- 9.1.4 Goals are signed
- 9.1.5 A copy of signed goals is kept in the employee's file

9.2 Coaching Sessions

- 9.2.1 Strengths and areas of improvement are identified
- 9.2.2 Achievements and accomplishments are identified
- 9.2.3 Challenges are identified
- 9.2.4 Development or Training needs identified
- 9.2.5 Potential solutions to the challenge or improvement actions to take are discussed
- 9.2.6 A written action plan that lists what the subordinate, and supervisor will do to correct the problem or improve the situation is agreed upon
- 9.2.7 Date and time for follow-up is set
- 9.2.8 A write up of the discussion for the coaching session is made and signed
- 9.2.9 A copy of signed coaching session report is forwarded to Human Resource and Administration Department to be kept in employee file

9.3 Performance Appraisal

- 9.3.1 Supervisors provide a final evaluation of performance of their subordinates in relation to the performance goals set out at the beginning of the year
- 9.3.2 Evaluation of the staff's core values/ behaviours is done alongside this assessment
- 9.3.3 Reference is made to the results and outcomes of the coaching sessions
- 9.3.4 Clear, concise and relevant reasons is given for chosen rating
- 9.3.5 Supervisor and subordinate sign the appraisal form
- 9.3.6 Appraisal form is approved by the Country Manager
- 9.3.7 Approved Performance Appraisal form filed in employee file

10.0 Process outputs


- Performance Appraisal Report
- Employee Awareness

11.0 Forms and Records

- Goal Setting template-CUL/QMS/HRA/FRM/09
- Coaching Sessions template-CUL/QMS/HRA/FRM/10
- Performance Appraisal Form-CUL/QMS/HRA/FRM/11

12.0 Amendment Sheet

Version	Date of review	Description of change	Requested By	Approved By
01		Initial Release		

 <p>COSEKE "Quality Means No Compromise"</p>	<p>Performance Management procedure</p>	<p>Reference Number: CUL/QMS/PR/10 Effective Date: 1st June, 2020 Revision Number:00 Version:01 ISO 9001:2015 Clause: 7.1.5.1</p>
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Written by: HHRA	Reviewed by: QMC	Approved by: CM