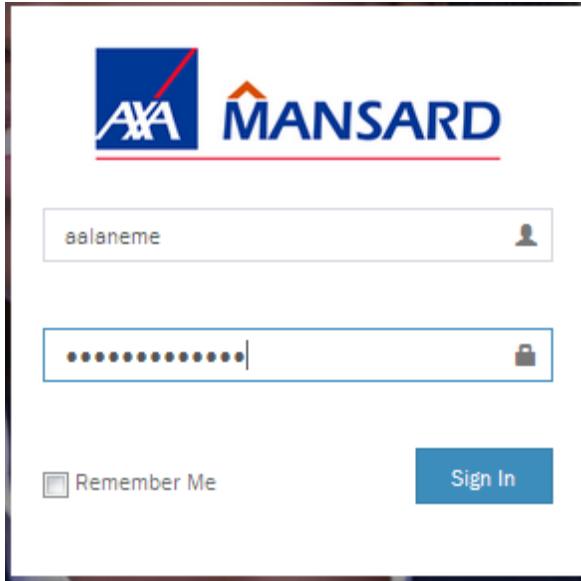


## **Setting Up your Job Specific Behaviours.**

- 1. Click on the link below:**

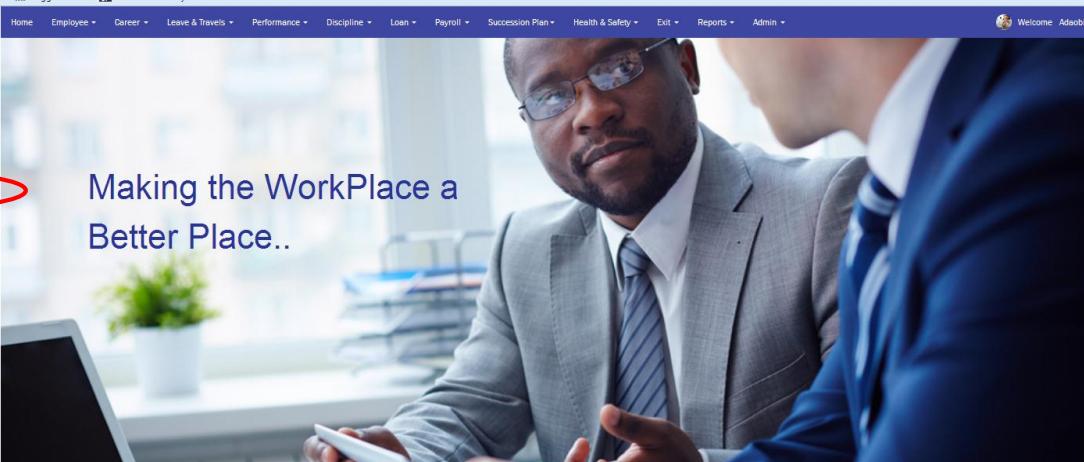
<http://aimsonline2/HrWorkPlace/Login.aspx?ReturnUrl=%2fhrworkplace%2fWelcome.aspx>

2. Enter your username and password on the pop-up box as required.



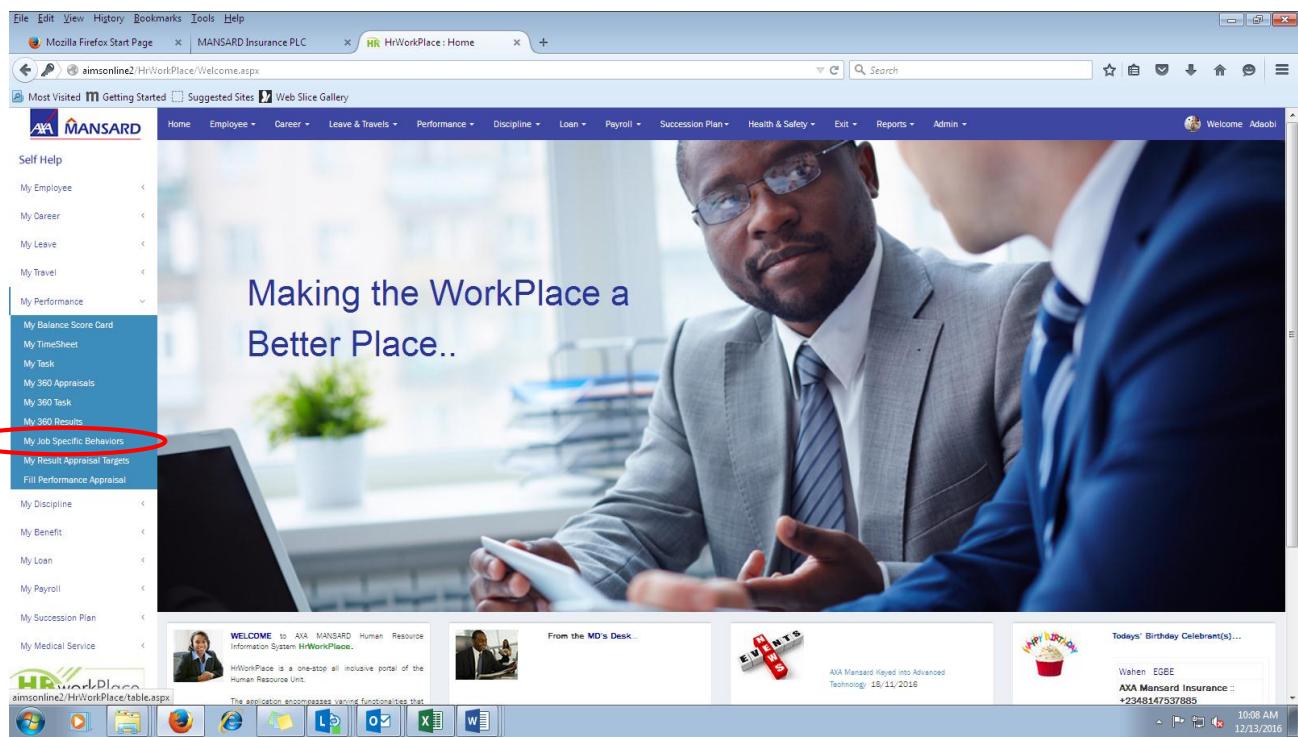
3. The landing page below is shown. Then you click on “My Performance” on the navigation sidebars on the left hand side.

**Making the WorkPlace a Better Place..**



The screenshot shows a web browser window for 'MANSARD Insurance PLC' on the 'HrWorkPlace : Home' page. The left sidebar has a red circle around the 'My Performance' link under 'Self Help'. The main content area features a large photograph of a man in a suit and tie, looking at a tablet. Below the photo is a navigation bar with several links: 'WELCOME to AXA MANSARD Human Resource Information System HrWorkPlace', 'From the MD's Desk...', 'EVENTS', and 'Todays' Birthday Celebrant(s)...'. At the bottom, there's a taskbar with icons for various applications like Microsoft Word, Excel, and Internet Explorer.

4. A drop-down is shown as below. Click on “My Job Specific Behaviors” to set up behaviors in line with the behavioral appraisal guidelines.



5. The page below is displayed. Click on performance cycle to select the current cycle of the performance period.

| S/N | Job Position                 | Performance Cycle    | Dimension                         | Job Specific Behavior                         | Approval Status |
|-----|------------------------------|----------------------|-----------------------------------|---|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Result Orientation                | get quality results                           | Approved        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Team Leadership                   | display team spirit                           | Approved        |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Share to Succeed                  | Share ideas with team                         | Approved        |
| 4   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Strategic Vision                  | Lead the company forward                      | Approved        |
| 5   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Building Capability               | develop objectives of plans                   | Approved        |
| 6   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Change Leadership                 | Impact new policies and processes             | Approved        |
| 7   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Living Through AXA Mansard Values | I act as a champion of the AXA Mansard Values | Approved        |
| 8   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Focus on Customer                 | Ensure customers are satisfied on the job.    | Approved        |

6. Click on the “Dimension” box. A drop-down appears. The click on any of the dimensions you want to describe a behavior for.

The screenshot shows the 'My Job Specific Behaviors' page. On the left, there's a sidebar with various links like 'My Employee', 'My Career', etc. In the center, there's a form with fields for 'Job Position\*', 'Performance Cycle\*', and 'Dimension\*'. A dropdown menu is open under 'Dimension\*' with several options: 'Building Capability', 'Change Leadership', 'Focus on Customer', 'Living Through AXA Mansard Values', 'Result Orientation', 'Share to Succeed', 'Strategic Vision', and 'Team Leadership'. The option 'Building Capability' is highlighted with a red oval. To the right of the form is a table titled 'List of Submitted Job Specific Behaviors' showing 8 rows of data. At the bottom right of the page is a footer with the 'HRworkPlace' logo and copyright information.

7. Click on the “Job Specific Behavior box” and give a brief description of your job specific behavior in line with the dimension selected.

This screenshot is from the same 'My Job Specific Behaviors' page as the previous one. The 'Dimension\*' dropdown is still open, showing 'Building Capability'. The 'Job Specific Behavior\*' text area contains the text 'develop objectives of plans', which is also circled in red. The rest of the page, including the table of submitted behaviors, looks identical to the first screenshot.

8. Click on "Save". The information is saved and shown below the tab as seen below. Please note that, you can "edit or delete" a job specific behavior uploaded if necessary by clicking on the "Edit" or "Delete" options on the right hand side of the uploaded information.

The job specific behavior record was successfully added.

| S/N | Job Position                 | Performance Cycle       | Dimension           | Job Specific Behavior       | Approval Status |
|-----|------------------------------|-------------------------|---------------------|-----------------------------|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Building Capability | develop objectives of plans | Approved        |

| S/N | Job Position                 | Performance Cycle    | Dimension           | Job Specific Behavior             | Approval Status |
|-----|------------------------------|----------------------|---------------------|-----------------------------------|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Result Orientation  | get quality results               | Approved        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Team Leadership     | display team spirit               | Approved        |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Share to Succeed    | Share ideas with team             | Approved        |
| 4   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Strategic Vision    | Lead the company forward          | Approved        |
| 5   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Building Capability | develop objectives of plans       | Approved        |
| 6   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Change Leadership   | Impact new policies and processes | Approved        |

9. Repeat the above action to set up job specific behaviors for subsequent dimensions and click "Save" for all, till all Job Specific behaviors have been set up.

The job specific behavior record was successfully added.

| S/N | Job Position                 | Performance Cycle    | Dimension           | Job Specific Behavior             | Approval Status |
|-----|------------------------------|----------------------|---------------------|-----------------------------------|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Result Orientation  | get quality results               | Approved        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Team Leadership     | display team spirit               | Approved        |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Share to Succeed    | Share ideas with team             | Approved        |
| 4   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Strategic Vision    | Lead the company forward          | Approved        |
| 5   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Building Capability | develop objectives of plans       | Approved        |
| 6   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Change Leadership   | Impact new policies and processes | Approved        |

File Edit View History Bookmarks Tools Help

Mozilla Firefox Start Page | MANSARD Insurance PLC | HrWorkPlace: My Job Spec... | +

aimsonline2/HrWorkPlace/Modules/BehaviourResult/define-my-job-specific-behaviors.aspx

Most Visited Getting Started Suggested Sites Web Slice Gallery

**MANSARD** Home Employee+ Career+ Leave & Travels+ Performance+ Discipline+ Loan+ Payroll+ Succession Plan+ Health & Safety+ Exit+ Reports+ Admin+ Welcome Adabi

**Self Help**

My Employee  
My Career  
My Leave  
My Travel  
My Performance  
My Discipline  
My Benefit  
My Loan  
My Payroll  
My Succession Plan  
My Medical Service  
My Feedback  
My Exit

**My Job Specific Behaviors**

The job specific behavior record was successfully deleted.

Job Position\*: TEAM MEMBER, HUMAN RESOURCES Performance Cycle\*: 2015 Year End Appraisal Job Specific Behavior\*: Impact new policies and processes (highlighted with a red circle)

Dimension\*: Change Leadership

Upload bulk job specific behaviors: Browse... No file selected. Upload

Save

List of Unsubmitted Job Specific Behaviors

| S/N | Job Position                 | Performance Cycle       | Dimension           | Job Specific Behavior       | Edit | Delete |
|-----|------------------------------|-------------------------|---------------------|-----------------------------|------|--------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Building Capability | develop objectives of plans |      |        |

Submit

List of Submitted Job Specific Behaviors

| S/N | Job Position                 | Performance Cycle    | Dimension           | Job Specific Behavior             | Approval Status |
|-----|------------------------------|----------------------|---------------------|-----------------------------------|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Result Orientation  | get quality results               | Approved        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Team Leadership     | display team spirit               | Approved        |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Share to Succeed    | Share ideas with team             | Approved        |
| 4   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Strategic Vision    | Lead the company forward          | Approved        |
| 5   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Building Capability | develop objectives of plans       | Approved        |
| 6   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Change Leadership   | Impact new policies and processes | Approved        |

10:38 AM 12/13/2016

File Edit View History Bookmarks Tools Help

Mozilla Firefox Start Page | MANSARD Insurance PLC | HrWorkPlace: My Job Spec... | +

aimsonline2/HrWorkPlace/Modules/BehaviourResult/define-my-job-specific-behaviors.aspx

Most Visited Getting Started Suggested Sites Web Slice Gallery

**MANSARD** Home Employee+ Career+ Leave & Travels+ Performance+ Discipline+ Loan+ Payroll+ Succession Plan+ Health & Safety+ Exit+ Reports+ Admin+ Welcome Adabi

**Self Help**

My Employee  
My Career  
My Leave  
My Travel  
My Performance  
My Discipline  
My Benefit  
My Loan  
My Payroll  
My Succession Plan  
My Medical Service  
My Feedback  
My Exit

**My Job Specific Behaviors**

The job specific behavior record was successfully added.

Job Position\*: TEAM MEMBER, HUMAN RESOURCES Performance Cycle\*: 2015 Year End Appraisal Job Specific Behavior\*: Impact new policies and processes (highlighted with a red circle)

Dimension\*: Building Capability

Upload bulk job specific behaviors: Browse... No file selected. Upload

Save (highlighted with a red circle)

List of Unsubmitted Job Specific Behaviors

| S/N | Job Position                 | Performance Cycle       | Dimension           | Job Specific Behavior             | Edit | Delete |
|-----|------------------------------|-------------------------|---------------------|-----------------------------------|------|--------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Change Leadership   | Impact new policies and processes |      |        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Building Capability | develop objectives of plans       |      |        |

Submit

List of Submitted Job Specific Behaviors

| S/N | Job Position                 | Performance Cycle    | Dimension           | Job Specific Behavior       | Approval Status |
|-----|------------------------------|----------------------|---------------------|-----------------------------|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Result Orientation  | get quality results         | Approved        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Team Leadership     | display team spirit         | Approved        |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Share to Succeed    | Share ideas with team       | Approved        |
| 4   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Strategic Vision    | Lead the company forward    | Approved        |
| 5   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Building Capability | develop objectives of plans | Approved        |

10:38 AM 12/13/2016

- 10. After all Job Specific Behaviors have been set up and saved, the page below is shown. Click on “Submit”**

The job specific behavior record was successfully added.

| S/N | Job Position                 | Performance Cycle       | Dimension                         | Job Specific Behavior                         | Edit | Delete |
|-----|------------------------------|-------------------------|-----------------------------------|---|------|--------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Team Leadership                   | display team spirit                           | Edit | Delete |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Strategic Vision                  | Lead the company forward                      | Edit | Delete |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Share to Succeed                  | Share ideas with team                         | Edit | Delete |
| 4   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Result Orientation                | get quality results                           | Edit | Delete |
| 5   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Living Through AXA Mansard Values | I act as a champion of the AXA Mansard Values | Edit | Delete |
| 6   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Focus on Customer                 | Ensure customers are satisfied on the job.    | Edit | Delete |
| 7   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Change Leadership                 | Impact new policies and processes             | Edit | Delete |
| 8   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Building Capability               | develop objectives of plans                   | Edit | Delete |

| S/N | Job Position                 | Performance Cycle       | Dimension                         | Job Specific Behavior                         | Approval Status |
|-----|------------------------------|-------------------------|-----------------------------------|---|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Result Orientation                | get quality results                           | Approved        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Team Leadership                   | display team spirit                           | Approved        |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Share to Succeed                  | Share ideas with team                         | Approved        |
| 4   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Strategic Vision                  | Lead the company forward                      | Approved        |
| 5   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Building Capability               | develop objectives of plans                   | Approved        |
| 6   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Change Leadership                 | Impact new policies and processes             | Approved        |
| 7   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Living Through AXA Mansard Values | I act as a champion of the AXA Mansard Values | Approved        |
| 8   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Focus on Customer                 | Ensure customers are satisfied on the job.    | Approved        |
| 9   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Team Leadership                   | display team spirit                           | Approved        |
| 10  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Strategic Vision                  | Lead the company forward                      | Approved        |
| 11  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Share to Succeed                  | Share ideas with team                         | Approved        |
| 12  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Result Orientation                | get quality results                           | Approved        |
| 13  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Living Through AXA Mansard Values | I act as a champion of the AXA Mansard Values | Approved        |
| 14  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Focus on Customer                 | Ensure customers are satisfied on the job.    | Approved        |
| 15  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Change Leadership                 | Impact new policies and processes             | Approved        |
| 16  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Building Capability               | develop objectives of plans                   | Approved        |

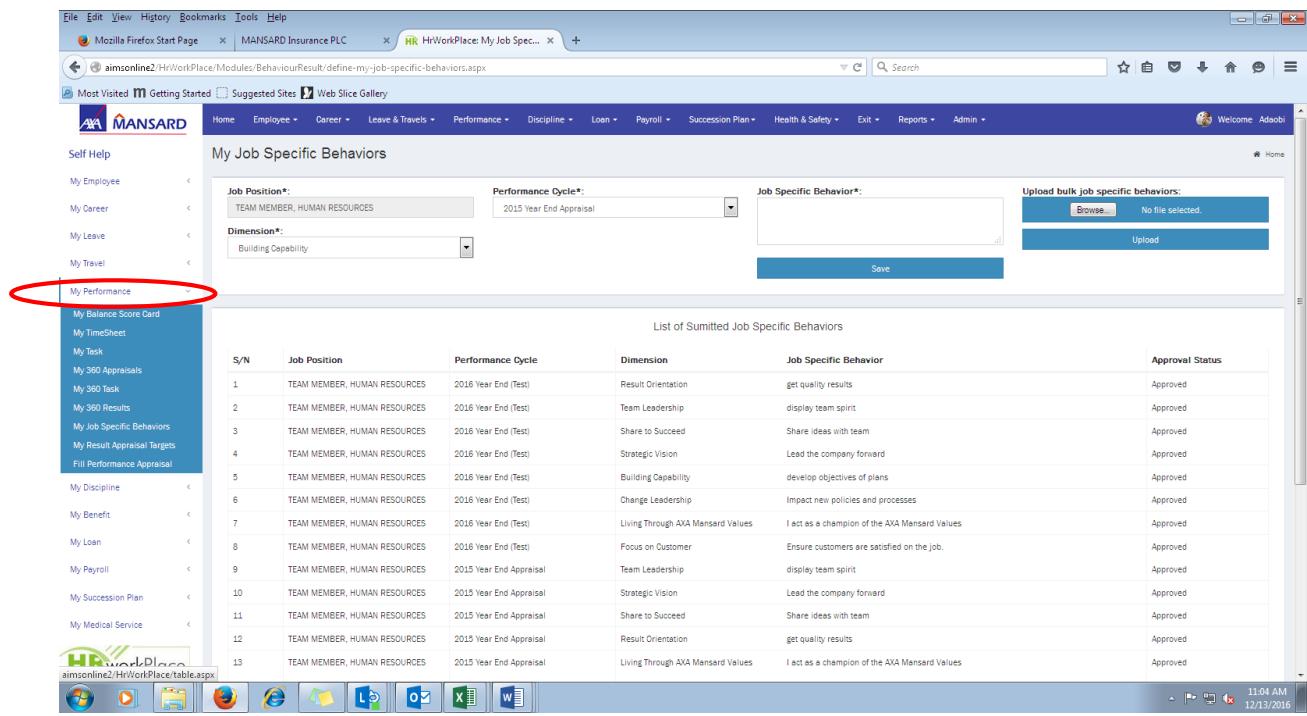
- 11. The Job Specific Behaviors uploaded are shown below with “Approval status” showing as “Pending”. Then, it is sent to Line manager for Approval.**

- 12. After Line manager approves, Refresh page. The “Approval Status” now shows “Approved” as shown below:**

| S/N | Job Position                 | Performance Cycle       | Dimension                         | Job Specific Behavior                         | Approval Status |
|-----|------------------------------|-------------------------|-----------------------------------|---|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Result Orientation                | get quality results                           | Approved        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Team Leadership                   | display team spirit                           | Approved        |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Share to Succeed                  | Share ideas with team                         | Approved        |
| 4   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Strategic Vision                  | Lead the company forward                      | Approved        |
| 5   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Building Capability               | develop objectives of plans                   | Approved        |
| 6   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Change Leadership                 | Impact new policies and processes             | Approved        |
| 7   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Living Through AXA Mansard Values | I act as a champion of the AXA Mansard Values | Approved        |
| 8   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Focus on Customer                 | Ensure customers are satisfied on the job.    | Approved        |
| 9   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Team Leadership                   | display team spirit                           | Approved        |
| 10  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Strategic Vision                  | Lead the company forward                      | Approved        |
| 11  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Share to Succeed                  | Share ideas with team                         | Approved        |
| 12  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Result Orientation                | get quality results                           | Approved        |
| 13  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Living Through AXA Mansard Values | I act as a champion of the AXA Mansard Values | Approved        |
| 14  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Focus on Customer                 | Ensure customers are satisfied on the job.    | Approved        |
| 15  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Change Leadership                 | Impact new policies and processes             | Approved        |
| 16  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Building Capability               | develop objectives of plans                   | Approved        |

## Setting Up your Result Appraisal Targets.

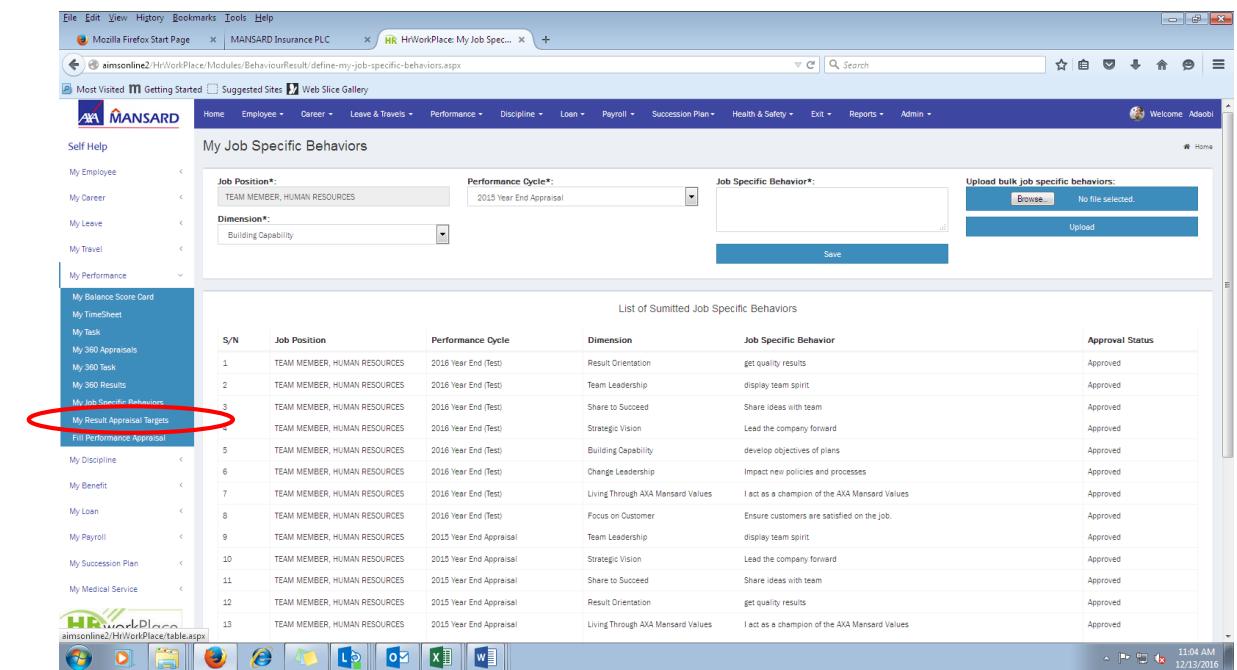
1. Next, you Click on "My Performance", a drop-down appears as shown below:



The screenshot shows the 'My Job Specific Behaviors' page. The 'Job Position\*' dropdown is set to 'TEAM MEMBER, HUMAN RESOURCES'. The 'Performance Cycle\*' dropdown is set to '2015 Year End Appraisal'. The 'Dimension\*' dropdown is set to 'Building Capability'. A table titled 'List of Submitted Job Specific Behaviors' is displayed, showing 13 rows of data. The 'Approval Status' column for all rows is 'Approved'. The bottom right corner of the screen shows the date and time as 11:04 AM 12/13/2016.

| S/N | Job Position                 | Performance Cycle       | Dimension                         | Job Specific Behavior                         | Approval Status |
|-----|------------------------------|-------------------------|-----------------------------------|---|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Result Orientation                | get quality results                           | Approved        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Team Leadership                   | display team spirit                           | Approved        |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Share to Succeed                  | Share ideas with team                         | Approved        |
| 4   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Strategic Vision                  | Lead the company forward                      | Approved        |
| 5   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Building Capability               | develop objectives of plans                   | Approved        |
| 6   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Change Leadership                 | Impact new policies and processes             | Approved        |
| 7   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Living Through AXA Mansard Values | I act as a champion of the AXA Mansard Values | Approved        |
| 8   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Focus on Customer                 | Ensure customers are satisfied on the job.    | Approved        |
| 9   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Team Leadership                   | display team spirit                           | Approved        |
| 10  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Strategic Vision                  | Lead the company forward                      | Approved        |
| 11  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Share to Succeed                  | Share ideas with team                         | Approved        |
| 12  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Result Orientation                | get quality results                           | Approved        |
| 13  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Living Through AXA Mansard Values | I act as a champion of the AXA Mansard Values | Approved        |

2. Then you click on "My Result Appraisal Targets" to set up Targets for the year.



The screenshot shows the 'My Job Specific Behaviors' page, identical to the one above but with a different menu selection. The 'My Result Appraisal Targets' menu item is highlighted with a red circle. The rest of the interface and data table are the same as the first screenshot.

| S/N | Job Position                 | Performance Cycle       | Dimension                         | Job Specific Behavior                         | Approval Status |
|-----|------------------------------|-------------------------|-----------------------------------|---|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Result Orientation                | get quality results                           | Approved        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Team Leadership                   | display team spirit                           | Approved        |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Share to Succeed                  | Share ideas with team                         | Approved        |
| 4   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Strategic Vision                  | Lead the company forward                      | Approved        |
| 5   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Building Capability               | develop objectives of plans                   | Approved        |
| 6   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Change Leadership                 | Impact new policies and processes             | Approved        |
| 7   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Living Through AXA Mansard Values | I act as a champion of the AXA Mansard Values | Approved        |
| 8   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Focus on Customer                 | Ensure customers are satisfied on the job.    | Approved        |
| 9   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Team Leadership                   | display team spirit                           | Approved        |
| 10  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Strategic Vision                  | Lead the company forward                      | Approved        |
| 11  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Share to Succeed                  | Share ideas with team                         | Approved        |
| 12  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Result Orientation                | get quality results                           | Approved        |
| 13  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Living Through AXA Mansard Values | I act as a champion of the AXA Mansard Values | Approved        |

3. Click on the “Target Category” box. Type in the set target categories as defined in your Target letter. Then, move to the “Target box”. Type a personal target (i.e. one of the personal targets captured in your target letter) in the field provided.

| S/N | Job Position                 | Performance Cycle    | Target Category         | Target  | Approval Status |
|-----|------------------------------|----------------------|-------------------------|---|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management   | Implement the revised performance management approach that are aligned to AXA standards across AXA Mansard, providing hands-on support to teams across the company    | Approved        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management   | Coordinate the performance management exercise for PSS to ensure adequate support for sales forces and timely completion of the exercise                              | Approved        |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management   | Ensure a pleasant recruitment / on-boarding experience for new staff by provide adequate support, on-boarding documents /materials and information                    | Approved        |
| 4   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Organisation Management | Revise HR processes and update process documentation to include changes mandated by the company's integration with AXA  | Approved        |
| 5   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Organisation Management | Ensure the company's organisation structure and job descriptions are up-to-date and always reflect the current realities of the business                              | Approved        |
| 6   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Records Management      | Maintain and update staff records, including employee information, job details, transfers, redeployments, promotions, etc. and ensure prompt response to data queries | Approved        |
| 7   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Records Management      | Ensure proper documentation of all statutory and regulatory requirements for recruitment purposes   | Approved        |
| 8   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Records Management      | Maintain an up-to-date record of all recruitment transactions and provide timely feedback on status   | Approved        |

4. Next, you click on “Save”. The information is saved and shown below the tab as seen below. Please note that, you can “edit or delete” a target uploaded if necessary by clicking on the “Edit” or “Delete” options on the right hand side of the uploaded information.

| S/N | Job Position                 | Performance Cycle       | Target Category       | Target   | Action      |
|-----|------------------------------|-------------------------|-----------------------|--|-------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End Appraisal | Employment Management | Implement the revised performance management approach that are aligned to AXA standards across AXA Mansard, providing hands-on support to teams across the company | Edit Delete |

| S/N | Job Position                 | Performance Cycle    | Target Category         | Target  | Approval Status |
|-----|------------------------------|----------------------|-------------------------|---|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management   | Implement the revised performance management approach that are aligned to AXA standards across AXA Mansard, providing hands-on support to teams across the company    | Approved        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management   | Coordinate the performance management exercise for PSS to ensure adequate support for sales forces and timely completion of the exercise                              | Approved        |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management   | Ensure a pleasant recruitment / on-boarding experience for new staff by provide adequate support, on-boarding documents /materials and information                    | Approved        |
| 4   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Organisation Management | Revise HR processes and update process documentation to include changes mandated by the company's integration with AXA  | Approved        |
| 5   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Organisation Management | Ensure the company's organisation structure and job descriptions are up-to-date and always reflect the current realities of the business                              | Approved        |
| 6   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Records Management      | Maintain and update staff records, including employee information, job details, transfers, redeployments, promotions, etc. and ensure prompt response to data queries | Approved        |
| 7   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Records Management      | Ensure proper documentation of all statutory and regulatory requirements for recruitment purposes   | Approved        |
| 8   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Records Management      | Maintain an up-to-date record of all recruitment transactions and provide timely feedback on status   | Approved        |

- 5. Repeat the above action to set up targets for subsequent target categories and click “Save” for all, till all Targets captured in the target letter have been uploaded.**

My Result Appraisal Targets

Job Position\*: TEAM MEMBER, HUMAN RESOURCES Performance Cycle\*: 2015 Year End Appraisal

Target Category\*: Organisation Management

Target: Revise HR processes and update process documentation to include changes mandated by the company's integration with AXA

Save

List of Unsubmitted Targets

| S/N | Job Position                 | Performance Cycle       | Target Category       | Target   | Edit | Delete |
|-----|------------------------------|-------------------------|-----------------------|--|------|--------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Employment Management | Implement the revised performance management approach that are aligned to AXA standards across AXA Mansard, providing hands-on support to teams across the company |      |        |

Submit

List of Submitted Targets

| S/N | Job Position                 | Performance Cycle    | Target Category         | Target   | Approval Status |
|-----|------------------------------|----------------------|-------------------------|--|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management   | Implement the revised performance management approach that are aligned to AXA standards across AXA Mansard, providing hands-on support to teams across the company | Approved        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management   | Coordinate the performance management exercise for PSS to ensure adequate support for sales forces and timely completion of the exercise                           | Approved        |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management   | Ensure a pleasant recruitment / on-boarding experience for new staff by provide adequate support, on-boarding documents / materials and information                | Approved        |
| 4   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Organisation Management | Revise HR processes and update process documentation to include changes mandated by the company's integration with AXA   | Approved        |

11:06 AM 12/13/2016

The target record was successfully added

Save

List of Unsubmitted Targets

| S/N | Job Position                 | Performance Cycle       | Target Category         | Target   | Edit | Delete |
|-----|------------------------------|-------------------------|-------------------------|--|------|--------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Organisation Management | Revise HR processes and update process documentation to include changes mandated by the company's integration with AXA   |      |        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Employment Management   | Implement the revised performance management approach that are aligned to AXA standards across AXA Mansard, providing hands-on support to teams across the company |      |        |

Submit

List of Submitted Targets

| S/N | Job Position                 | Performance Cycle    | Target Category       | Target   | Approval Status |
|-----|------------------------------|----------------------|-----------------------|--|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management | Implement the revised performance management approach that are aligned to AXA standards across AXA Mansard, providing hands-on support to teams across the company | Approved        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management | Coordinate the performance management exercise for PSS to ensure adequate support for sales forces and timely completion of the exercise                           | Approved        |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management | Ensure a pleasant recruitment / on-boarding experience for new staff by provide adequate support, on-boarding documents / materials and information                | Approved        |

11:06 AM 12/13/2016

**6. After all Targets have been set up and saved, the page below is shown. Click on “Submit” at the bottom of the page to submit targets to your Line Manager.**

The screenshot shows a Firefox browser window with the URL <http://aimsonline2/HrWorkPlace/Modules/BehaviourResult/define-result-appraisal-target.aspx>. The page displays a form for defining appraisal targets. The 'Job Position\*' field is set to 'TEAM MEMBER, HUMAN RESOURCES'. The 'Performance Cycle\*' field is set to '2015 Year End Appraisal'. The 'Target\*' field is empty. The 'Target Category\*' field is also empty. On the right, there is a 'Upload bulk targets:' section with a 'Browse...' button and a message 'No file selected.' Below the form is a table titled 'List of Unsubmitted Targets' containing eight rows of target details. At the bottom right of the page is a blue 'Submit' button, which is circled in red in the screenshot.

**7. The Targets submitted are shown below with “Approval status” showing as “Pending”. Then, it is sent to Line manager for Approval.**

The screenshot shows a Firefox browser window with the same URL as the previous screenshot. The page now displays a table of submitted targets. The first target in the list has an 'Approval' status of 'Approved'. The second target has an 'Approval' status of 'Pending'. All other targets from row 3 to row 16 have an 'Approval' status of 'Pending'. The table columns include S/N, Job Position, Performance Cycle, Target Category, Target, and Approval status.

| S/N | Job Position                 | Performance Cycle       | Target Category         | Target  | Approval |
|-----|------------------------------|-------------------------|-------------------------|---|----------|
| 5   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Organisation Management | Ensure the company's organisation structure and job descriptions are up-to-date and always reflect the current realities of the business                              | Approved |
| 6   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Records Management      | Maintain and update staff records, including employee information, job details, transfers, redeployments, promotions, etc. and ensure prompt response to data queries | Pending  |
| 7   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Records Management      | Ensure proper documentation of all statutory and regulatory requirements for recruitment purposes   | Pending  |
| 8   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test)    | Records Management      | Maintain an up-to-date record of all recruitment transactions and provide timely feedback on status   | Pending  |
| 9   | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Records Management      | Maintain an up-to-date record of all recruitment transactions and provide timely feedback on status   | Pending  |
| 10  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Records Management      | Ensure proper documentation of all statutory and regulatory requirements for recruitment purposes   | Pending  |
| 11  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Records Management      | Maintain and update staff records, including employee information, job details, transfers, redeployments, promotions, etc. and ensure prompt response to data queries | Pending  |
| 12  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Organisation Management | Ensure the company's organisation structure and job descriptions are up-to-date and always reflect the current realities of the business                              | Pending  |
| 13  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Employment Management   | Ensure a pleasant recruitment / on-boarding experience for new staff by provide adequate support, on-boarding documents/materials and information                     | Pending  |
| 14  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Employment Management   | Coordinate the performance management exercise for PSS to ensure adequate support for sales forces and timely completion of the exercise                              | Pending  |
| 15  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Organisation Management | Revise HR processes and update process documentation to include changes mandated by the company's integration with AXA  | Pending  |
| 16  | TEAM MEMBER, HUMAN RESOURCES | 2015 Year End Appraisal | Employment Management   | Implement the revised performance management approach that are aligned to AXA standards across AXA Mansard, providing hands-on support to teams across the company    | Pending  |

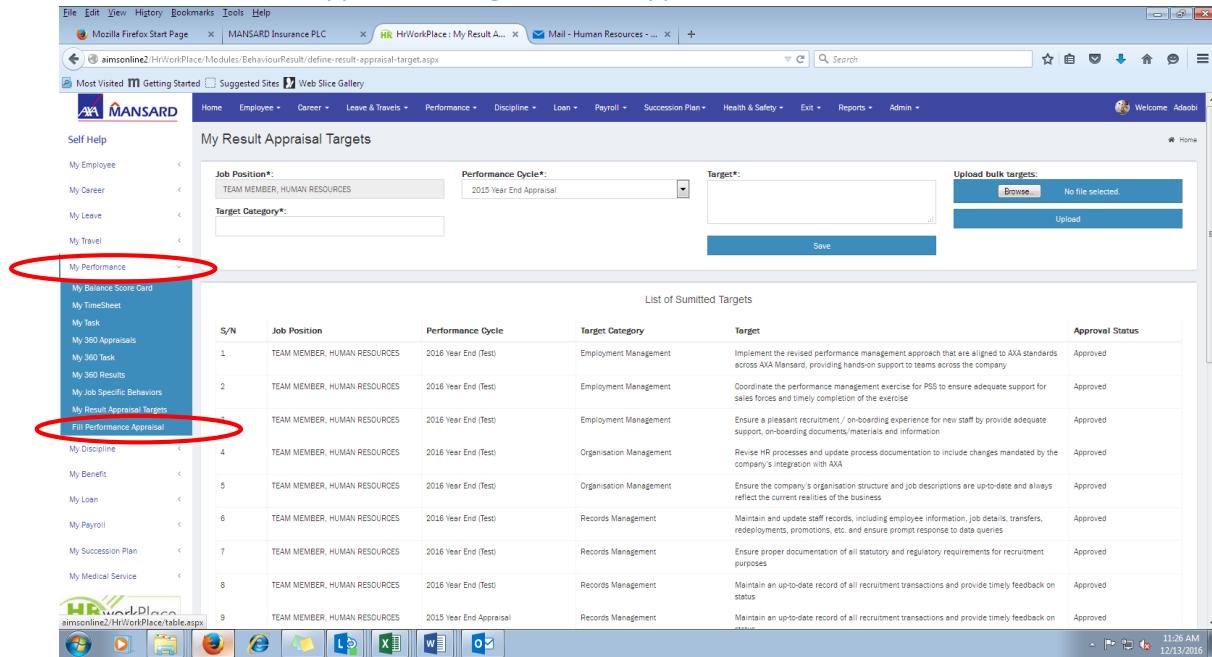
**8. After Line manager approves, Refresh page. The “Approval Status” now shows “Approved” as shown below:**

The screenshot shows the 'My Result Appraisal Targets' page. At the top, there are fields for 'Job Position\*' (TEAM MEMBER, HUMAN RESOURCES), 'Performance Cycle\*' (2015 Year End Appraisal), 'Target Category\*', and a 'Target' text area. To the right, there is a section for 'Upload bulk targets:' with a 'Browse...' button and a message 'No file selected.' Below these, a 'Save' button is visible. The main area is titled 'List of Submitted Targets' and contains a table with 8 rows. The columns are S/N, Job Position, Performance Cycle, Target Category, Target, and Approval Status. The 'Approval Status' column for the second row is circled in red. The table data is as follows:

| S/N | Job Position                 | Performance Cycle    | Target Category         | Target  | Approval Status |
|-----|------------------------------|----------------------|-------------------------|---|-----------------|
| 1   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management   | Implement the revised performance management approach that are aligned to AXA standards across AXA Mansard, providing hands-on support to teams across the company.   | Approved        |
| 2   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management   | Coordinate the performance management exercise for PSS to ensure adequate support for sales forces and timely completion of the exercise.                             | Approved        |
| 3   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Employment Management   | Ensure a pleasant recruitment / on-boarding experience for new staff by provide adequate support, on-boarding documents/materials and information                     | Approved        |
| 4   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Organisation Management | Revise HR processes and update process documentation to include changes mandated by the company's integration with AXA  | Approved        |
| 5   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Organisation Management | Ensure the company's organisation structure and job descriptions are up-to-date and always reflect the current realities of the business                              | Approved        |
| 6   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Records Management      | Maintain and update staff records, including employee information, job details, transfers, redeployments, promotions, etc. and ensure prompt response to data queries | Approved        |
| 7   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Records Management      | Ensure proper documentation of all statutory and regulatory requirements for recruitment purposes   | Approved        |
| 8   | TEAM MEMBER, HUMAN RESOURCES | 2016 Year End (Test) | Records Management      | Maintain an up-to-date record of all recruitment transactions and provide timely feedback on status   | Approved        |

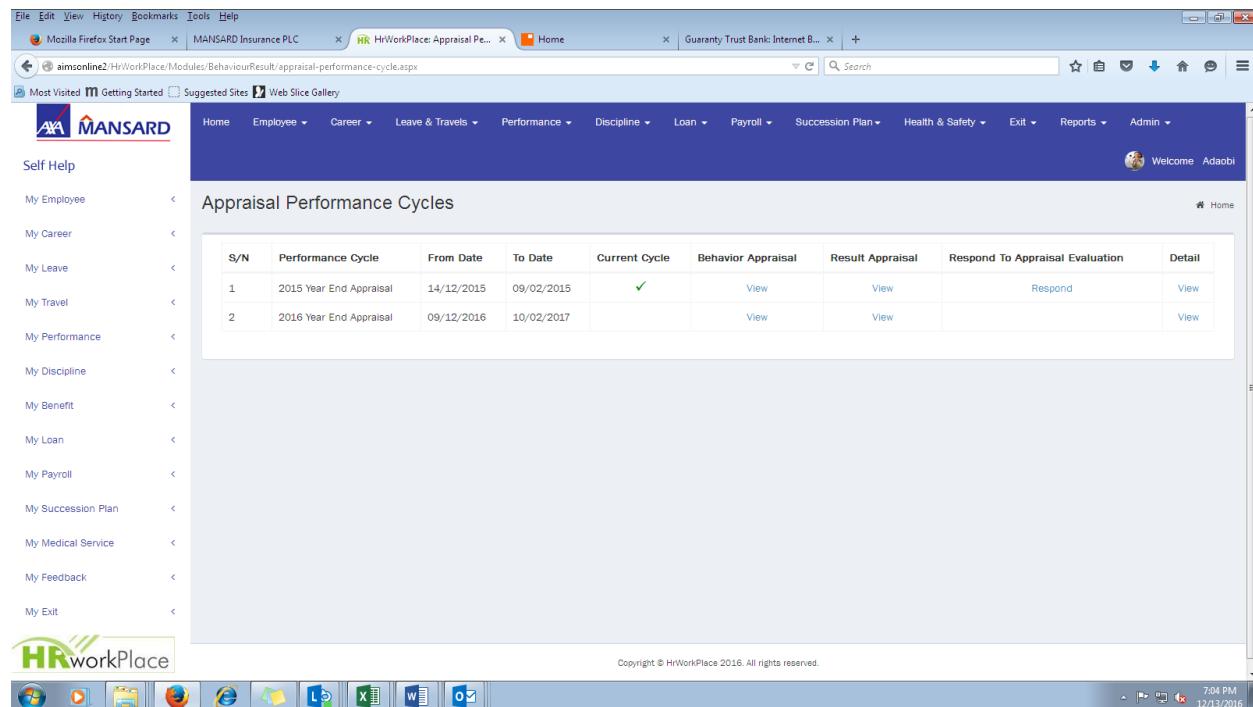
## Completing Your Self-Appraisal of Behavioural Targets.

1. Next, you Click on "My Performance", a drop-down appears as shown below. Then, you click on Fill Performance Appraisal to begin the Self-Appraisal exercise.



The screenshot shows the 'My Result Appraisal Targets' page. At the top, there are fields for 'Job Position\*' (TEAM MEMBER, HUMAN RESOURCES), 'Performance Cycle\*' (2015 Year End Appraisal), and 'Target\*' (empty). Below these are 'Upload bulk targets:' buttons ('Browse...' and 'Upload'). The main area is titled 'List of Submitted Targets' and contains a table with 9 rows. The first row is highlighted. The columns are S/N, Job Position, Performance Cycle, Target Category, Target, and Approval Status. The last column shows all entries as 'Approved'. The bottom right of the table shows the date 11:26 AM 12/13/2016.

2. The page below is shown:



The screenshot shows the 'Appraisal Performance Cycles' page. At the top, there are tabs for 'Performance', 'Discipline', 'Loan', 'Payroll', 'Succession Plan', 'Health & Safety', 'Exit', 'Reports', and 'Admin'. The 'Performance' tab is selected. The main area is titled 'Appraisal Performance Cycles' and contains a table with 2 rows. The columns are S/N, Performance Cycle, From Date, To Date, Current Cycle, Behavior Appraisal, Result Appraisal, Respond To Appraisal Evaluation, and Detail. The 'Current Cycle' column for both rows has a green checkmark. The 'Detail' column for both rows has a 'View' link. The bottom right of the table shows the date 7:04 PM 12/13/2016.

- 3.** Click on “View” under the “Behavior Appraisal” to fill in your behavior appraisal.

| S/N | Performance Cycle       | From Date  | To Date    | Current Cycle | Behavior Appraisal   | Result Appraisal     | Respond To Appraisal Evaluation | Detail               |
|-----|-------------------------|------------|------------|---------------|----------------------|----------------------|---------------------------------|----------------------|
| 1   | 2015 Year End Appraisal | 14/12/2015 | 09/02/2015 |               | <a href="#">View</a> | <a href="#">View</a> | <a href="#">Respond</a>         | <a href="#">View</a> |
| 2   | 2016 Year End Appraisal | 09/12/2016 | 10/02/2017 |               | <a href="#">View</a> | <a href="#">View</a> |                                 | <a href="#">View</a> |

- 4.** The page below is shown. Note that the Job specific Behaviors as defined by you, has already been set up, thus, it appears on the page for you to then begin the self- behavior appraisal exercise.

Behavioral Appraisal 1/8

Performance Cycle: 2015 Year End Appraisal From Date: 14/12/2015 Level of Expertise: Individual Contributor

Staff Number: 2016/01/0984 To Date: 09/02/2015 Dimension: Building Capability

Job Specific Behavior\*: develop objectives of plans Expectation: Drives own personal development Dimension Description: Building Capability

Behavior Level: I seek feedback and ask questions on how to improve, I identify my own development areas and discuss them with my manager, I implement the development plan

Dimension Rating\*: Please select Comment on Dimension:

Overall Behavior Rating: Please select Overall Behavior Comment: Save

Overall Performance Rating: Please select Overall Performance Comment: You can also enter value at the end of both behaviour and result appraisals Submit

- 5.** Click on “Dimension Rating” at the extreme right side of the page to rate your performance on the behaviour dimension by selecting a rating from the drop down list in that field.

The screenshot shows a web-based application for a behavioral appraisal. At the top, there's a navigation bar with tabs like 'File', 'Edit', 'View', 'History', 'Bookmarks', 'Tools', and 'Help'. Below the navigation is a toolbar with icons for various functions. The main content area is titled 'Behavioral Appraisal 1/8'. It contains several input fields: 'Performance Cycle' (2015 Year End Appraisal), 'From Date' (14/12/2015), 'To Date' (09/02/2015), 'Staff Number' (2016/01/094), 'Level of Expertise' (Individual Contributor), 'Dimension' (Building Capability), 'Dimension Description' (Building Capability), and 'Behavior Level' (a dropdown menu with options: 'Please select', 'Good', 'Very Good', 'Excellent', and 'Fair', with 'Fair' highlighted). There are also sections for 'Overall Behavior Rating' and 'Overall Performance Rating', each with a dropdown menu set to 'Please select'. At the bottom right, there are 'Save' and 'Submit' buttons. A sidebar on the left lists various employee-related modules like 'My Employee', 'My Career', etc. The bottom of the screen shows the Windows taskbar with icons for Start, Task View, File Explorer, Internet Explorer, Task Manager, Excel, Word, and others, along with the date and time (11:27 AM 12/13/2016).

- 6.** In the “Comments on Dimension” field of the selected behaviour (on the bottom right hand side of the page), briefly describe actions you have taken during the appraisal period that show you are aligned with the desired behaviour.

This screenshot shows the same behavioral appraisal form as the previous one, but with a red circle highlighting the 'Dimension Comment' text area. This area contains the following text: 'I approached to seek feedback on my performance and apply this feedback to work on areas of improvement. I have had to undertake other desk functions in the team'. The rest of the form and interface are identical to the first screenshot.

7. Click on “Next” or the “Numbered Tabs above” to move to the next behavior dimension.

The screenshot shows the 'Behavioral Appraisal' page. At the top, there are numbered tabs (1-8) for different dimensions. Tab 2 is circled in red. Below the tabs, the 'Behavioral Appraisal 1/8' section is displayed. It includes fields for 'Performance Cycle' (2015 Year End Appraisal), 'From Date' (14/12/2015), 'Staff Number' (2016/01/0994), 'To Date' (09/02/2015), 'Job Specific Behavior\*' (develop objectives of plans), 'Expectation' (Drives own personal development), 'Level of Expertise' (Individual Contributor), 'Dimension' (Building Capability), 'Dimension Description' (Building Capability), 'Behavior Level' (comment: I seek feedback and ask questions on how to improve, I identify my own development areas and discuss them with my manager, I implement the development plan), 'Dimension Rating\*' (Good), and a 'Comment on Dimension' text area. A large red oval highlights the 'Next >' button at the bottom of the section. The overall layout is clean with blue and grey accents.

8. Repeat this process for each behaviour dimension on the appraisal form, giving your comments and ratings in the fields provided. Continue until all behaviour dimensions have been commented on and rated.

This screenshot shows the 'Behavioral Appraisal' page again, but for the second dimension (labeled 2/8). The layout is identical to the first dimension, with numbered tabs at the top (circled in red), a performance cycle of '2015 Year End Appraisal', and a staff number of '2016/01/0994'. The 'Job Specific Behavior\*' field contains 'Impact new policies and processes'. The 'Expectation' field contains 'Demonstrate willingness to implement change that adds value'. The 'Level of Expertise' is 'Individual Contributor', 'Dimension' is 'Change Leadership', 'Dimension Description' is 'Change Leadership', and the 'Behavior Level' comment is 'I demonstrate openness towards new processes and change, I implement required action for change, I identify and communicate possible areas for improvement, I'. The 'Dimension Rating\*' dropdown is highlighted with a red oval, showing options from 'Please select' to 'Excellent'. The 'Overall Behavior Rating' and 'Overall Performance Rating' dropdowns are also visible. The bottom right corner shows the date '12/13/2016' and time '11:30 AM'.

File Edit View History Bookmarks Tools Help

Mozilla Firefox Start Page X MANSARD Insurance PLC X HR HiWorkPlace: Behavioral A... X Mail - Human Resources ... X +

aimsonline2/HrWorkPlace/Modules/BehaviourResult/fills-behavioral-appraisal-form.aspx

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Welcome Adsoib

**Behavioral Appraisal**

1 2 3 4 5 6 7 8

**Behavioral Appraisal 2/8**

Performance Cycle: 2015 Year End Appraisal From Date: 14/12/2015 Level of Expertise: Individual Contributor Behavior Level: I demonstrate openness towards new processes and change. I implement required action for change, I identify and communicate possible areas for improvement, I

Staff Number: 2016/01/0594 To Date: 09/02/2015 Dimension: Change Leadership Dimension Description: Change Leadership Dimension Rating\*: Fair

Job Specific Behavior\*: Impact new policies and processes Expectation: Demonstrate willingness to implement change that adds value Comment on Dimension: I am open to new processes and changes and give listening ears to suggestions on implementing new ways of doing things in the team. I am proactive in raising concerns on how to better improve processes in the team, e.g recruitment process.

<< Prev Next >>

Overall Behavior Rating: Please select Overall Behavior Comment: Save

Overall Performance Rating: Please select Overall Performance Comment: You can also enter value at the end of both behaviour and result appraisals Submit

Gazal Adeniyi have sent a file for Daniel Femi (Protocol driver Abuja) Dear All, Good morning, kindly find attached leave form for Daniel Femi, we decided to send it early so

11:32 AM 12/13/2016

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Welcome Adsoib

**Behavioral Appraisal**

1 2 3 4 5 6 7 8

**Behavioral Appraisal 2/8**

Performance Cycle: 2015 Year End Appraisal From Date: 14/12/2015 Level of Expertise: Individual Contributor Behavior Level: I demonstrate openness towards new processes and change. I implement required action for change, I identify and communicate possible areas for improvement, I

Staff Number: 2016/01/0594 To Date: 09/02/2015 Dimension: Change Leadership Dimension Description: Change Leadership Dimension Rating\*: Fair

Job Specific Behavior\*: Impact new policies and processes Expectation: Demonstrate willingness to implement change that adds value Comment on Dimension: I am open to new processes and changes and give listening ears to suggestions on implementing new ways of doing things in the team. I am proactive in raising concerns on how to better improve processes in the team, e.g recruitment process.

<< Prev Next >>

Overall Behavior Rating: Please select Overall Behavior Comment: Save

Overall Performance Rating: Please select Overall Performance Comment: You can also enter value at the end of both behaviour and result appraisals Submit

Gazal Adeniyi have sent a file for Daniel Femi (Protocol driver Abuja) Dear All, Good morning, kindly find attached leave form for Daniel Femi, we decided to send it early so

11:32 AM 12/13/2016

File Edit View History Bookmarks Tools Help

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Welcome Adsoib

**Behavioral Appraisal**

1 2 3 4 5 6 7 8

**Behavioral Appraisal 2/8**

Performance Cycle: 2015 Year End Appraisal From Date: 14/12/2015 Level of Expertise: Individual Contributor Behavior Level: I demonstrate openness towards new processes and change. I implement required action for change, I identify and communicate possible areas for improvement, I

Staff Number: 2016/01/0594 To Date: 09/02/2015 Dimension: Change Leadership Dimension Description: Change Leadership Dimension Rating\*: Fair

Job Specific Behavior\*: Impact new policies and processes Expectation: Demonstrate willingness to implement change that adds value Comment on Dimension: I am open to new processes and changes and give listening ears to suggestions on implementing new ways of doing things in the team. I am proactive in raising concerns on how to better improve processes in the team, e.g recruitment process.

<< Prev Next >>

Overall Behavior Rating: Please select Overall Behavior Comment: Save

Overall Performance Rating: Please select Overall Performance Comment: You can also enter value at the end of both behaviour and result appraisals Submit

Gazal Adeniyi have sent a file for Daniel Femi (Protocol driver Abuja) Dear All, Good morning, kindly find attached leave form for Daniel Femi, we decided to send it early so

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Welcome Adobe

**Behavioral Appraisal**

1 2 3 4 5 6 7 8

**Behavioral Appraisal 3/8**

Performance Cycle: 2015 Year End Appraisal From Date: 14/12/2015 Level of Expertise: Individual Contributor Behavior Level: I am available. I am there when my customers need me, and I listen to them truly. I am reliable. I say what I do and do what I say. I deliver and keep customers informed so

Staff Number: 2016/01/0594 To Date: 09/02/2015 Dimension: Focus on Customer

Job Specific Behavior\*: Ensure customers are satisfied on the job. Expectation: Delivers service to internal and external customers in a reliable, attentive and available manner Dimension Description: Focus on Customer

Dimension Rating\*: Please select

Poor Fair Good Very Good Excellent

<< Prev Next >>

Overall Behavior Rating: Please select Overall Behavior Comment: Save

Overall Performance Rating: Please select Overall Performance Comment: You can also enter value at the end of both behaviour and result appraisals Submit

11:53 AM 12/13/2016

**HRworkPlace**

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Self Help

Behavioral Appraisal

1 2 3 4 5 6 7 8

**Behavioral Appraisal 3/8**

Performance Cycle: 2015 Year End Appraisal From Date: 14/12/2015 Level of Expertise: Individual Contributor Behavior Level: I am available. I am there when my customers need me and I listen to them truly. I am reliable. I say what I do and do what I say. I deliver and keep customers informed so they can trust me.

Staff Number: 2016/01/0594 To Date: 09/02/2015 Dimension: Focus on Customer Dimension Rating\*: Very Good

Job Specific Behavior\*: Ensure customers are satisfied on the job. Expectation: Delivers service to internal and external customers in a reliable, attentive and available manner Dimension Description: Focus on Customer

<< Prev Next >>

Overall Behavior Rating: Please select Overall Behavior Comment: Save

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11:54 AM 12/13/2016

Overall Performance Rating: Please select Overall Performance Comment: You can also enter value at the end of both behaviour and result appraisals Submit

File Edit View Bookmarks Tools Help

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Welcome Adobe

Self Help

Behavioral Appraisal

1 2 3 4 5 6 7 8

**Behavioral Appraisal 3/8**

Performance Cycle: 2015 Year End Appraisal From Date: 14/12/2015 Level of Expertise: Individual Contributor Behavior Level: I am available. I am there when my customers need me and I listen to them truly. I am reliable. I say what I do and do what I say. I deliver and keep customers informed so they can trust me.

Staff Number: 2016/01/0594 To Date: 09/02/2015 Dimension: Focus on Customer Dimension Rating\*: Very Good

Job Specific Behavior\*: Ensure customers are satisfied on the job. Expectation: Delivers service to internal and external customers in a reliable, attentive and available manner Dimension Description: Focus on Customer

<< Prev Next >>

Overall Behavior Rating: Please select Overall Behavior Comment: Save

File Edit View Bookmarks Tools Help

Mozilla Firefox Start Page | MANSARD Insurance PLC | HR HrWorkPlace Behavioral A... | Mail - Human Resources | +

aimsonline2/HrWorkPlace/Modules/BehaviourResult/fills-behavioral-appraisal-form.aspx

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11:54 AM 12/13/2016

Overall Performance Rating: Please select Overall Performance Comment: You can also enter value at the end of both behaviour and result appraisals Submit

Screenshot of the MANSARD HRWorkPlace Behavioral Appraisal page. The page shows a behavioral appraisal for the 2015 Year End Appraisal period from 14/12/2015 to 09/02/2016. The staff number is 2016/01/0594. The job specific behavior is 'display team spirit' and the expectation is 'Contributes to the team's high standard of performance'. The level of expertise is 'Individual Contributor' and the dimension is 'Team Leadership'. The dimension description is 'Team Leadership'. The behavior level includes a note: 'I build and maintain constructive working relationships with all team members. I demonstrate willingness to contribute to team's goals, I give constructive feedback to'. The dimension rating is set to 'Please select'. The overall behavior rating dropdown is set to 'Please select'. The overall behavior comment field is empty. A 'Save' button is visible.

- After completing the behavioural dimensions, Scroll to the bottom of the page and click on "Overall Behaviour Rating" to rate your overall behaviour for the period by selecting a rating from the drop down list in that field.

Screenshot of the MANSARD HRWorkPlace Behavioral Appraisal page. The page shows a behavioral appraisal for the 2015 Year End Appraisal period from 14/12/2015 to 09/02/2016. The staff number is 2016/01/0594. The job specific behavior is 'display team spirit' and the expectation is 'Contributes to the team's high standard of performance'. The level of expertise is 'Individual Contributor' and the dimension is 'Team Leadership'. The dimension description is 'Team Leadership'. The behavior level includes a note: 'I build and maintain constructive working relationships with all team members. I demonstrate willingness to contribute to team's goals, I give constructive feedback to'. The dimension rating is set to 'Please select'. The overall behavior rating dropdown is open, showing options: 'Please select', 'Poor', 'Fair', 'Good', 'Very Good', and 'Excellent'. The overall behavior comment field is empty. A 'Save' button is visible.

- 10.** Next, move to the “Overall Behaviour Comment” field. Briefly comment on your overall behaviour during the period under review, highlighting key strengths, learnings and areas for improvement.

The screenshot shows the 'Result Appraisal' page. At the top, there is a navigation bar with links like Home, Employee, Career, Leave & Travels, Performance, Discipline, Loan, Payroll, Succession Plan, Health & Safety, Exit, Reports, Admin, and Welcome. On the left, there is a sidebar with links for Self Help, My Employee, My Career, My Leave, My Travel, My Performance, My Discipline, My Benefit, My Loan, My Payroll, My Succession Plan, My Medical Service, My Feedback, and My Exit. The main content area has tabs for 'Result Appraisal 1/8'. It includes fields for Performance Cycle (2015 Year End Appraisal), From Date (14/12/2015), Target Category (Employment Management), Target Rating (Please select), and a large text area for 'Comment on Target' which contains placeholder text about aligning to AXA standards. Below this, there are sections for 'Overall Result Rating' (Please select) and 'Overall Performance Comment' (with a placeholder note about entering values at the end of both behaviour and result appraisals). A red circle highlights the 'Overall Result Comment' input field. At the bottom right of the form, there is a 'Save' button.

- 11.** Next, you click “Save” at the right hand side of the comments.

This screenshot is identical to the previous one, showing the 'Result Appraisal' page. The 'Overall Result Comment' field is highlighted with a red circle. At the bottom right of the form, there is a prominent blue 'Save' button, which is also highlighted with a red circle.

## **Completing Your Self-Appraisal of Personal Targets**

1. Automatically, you are re-directed to the “Result Appraisal” page to fill in your self-target appraisal. Note that the “Target Categories” and “Targets” as defined by you, has already been set up, thus, it appears on the page for you to then begin the self- behavior appraisal exercise.

The screenshot shows the 'Result Appraisal' page for the 'Employment Management' target category. The target description is: "Implement the revised performance management approach that are aligned to AXA standards across AXA Mansard, providing hands-on support to teams across the company". The 'Target Rating\*' dropdown menu is open, showing options: Please select, Poor, Fair, Good, Very Good, and Excellent. The 'Overall Result Rating\*' dropdown is set to 'Please select'. The 'Overall Performance Rating\*' dropdown is also set to 'Please select'. There are 'Save' and 'Submit' buttons at the bottom.

2. Rate your performance on the target by selecting a rating from the drop down list in the “Target Rating” field.

The screenshot shows the 'Result Appraisal' page for the 'Employment Management' target category. The target description is: "Implement the revised performance management approach that are aligned to AXA standards across AXA Mansard, providing hands-on support to teams across the company". The 'Target Rating\*' dropdown menu is circled in red, showing options: Please select, Poor, Fair, Good, Very Good, and Excellent. The 'Overall Result Rating\*' dropdown is set to 'Please select'. The 'Overall Performance Rating\*' dropdown is also set to 'Please select'. There are 'Save' and 'Submit' buttons at the bottom.

3. Briefly type your comments explaining what has been achieved with respect to the target in the "Comment on Target" field.

The screenshot shows the 'Result Appraisal' page. At the top, there is a navigation bar with links like Home, Employee, Career, Leave & Travels, Performance, Discipline, Loan, Payroll, Succession Plan, Health & Safety, Exit, Reports, Admin, and Welcome. On the left, there is a sidebar with links for Self Help, My Employee, My Career, My Leave, My Travel, My Performance, My Discipline, My Benefit, My Loan, My Payroll, My Succession Plan, My Medical Service, My Feedback, and My Exit. The main content area is titled 'Result Appraisal 1/8'. It includes fields for Performance Cycle (2015 Year End Appraisal), From Date (14/12/2015), To Date (09/02/2015), Target Category (Employment Management), Target Rating (Good), and a large text area for 'Comment on Target'. The 'Comment on Target' field contains a paragraph of text about the introduction of a new performance management approach. A red circle highlights this text area. Below the main content are sections for Overall Result Rating and Overall Performance Rating, each with dropdown menus and comment fields. At the bottom right, there are Save and Submit buttons. The status bar at the bottom right shows the time as 12:00 PM and the date as 12/13/2016.

4. Click on "Next" or the "Numbered Tabs" above to move to the next Target.

This screenshot is identical to the previous one, showing the 'Result Appraisal' page. The 'Comment on Target' field is still highlighted with a red circle. However, the 'Next >' button at the bottom of the page is now highlighted with a red circle, indicating it is the next step to be clicked.

5. Repeat this process for all the personal targets on your target letter in the other fields provided, until all targets have been commented on and rated.

The screenshot shows a web-based application for 'Result Appraisal'. At the top, there's a navigation bar with links like Home, Employee, Career, Leave & Travels, Performance, Discipline, Loan, Payroll, Succession Plan, Health & Safety, Exit, Reports, Admin, and Help. Below the navigation is a sidebar titled 'Self Help' with links to My Employee, My Career, My Leave, My Travel, My Performance, My Discipline, My Benefit, My Loan, My Payroll, My Succession Plan, My Medical Service, My Feedback, and My Exit. The main content area is titled 'Result Appraisal 2/8'. It contains several input fields: 'Performance Cycle:' (2015 Year End Appraisal), 'From Date:' (14/12/2015), 'To Date:' (09/02/2015), 'Target Category:' (Organisation Management), and 'Target:' (Revise HR processes and update process documentation to include changes mandated by the company's integration with AXA). A dropdown menu for 'Target Rating\*' is open, listing 'Please select', 'Poor', 'Fair', 'Good', 'Very Good', and 'Excellent', with 'Good' being the selected option. Below this are sections for 'Overall Result Rating\*' and 'Overall Performance Rating\*', each with a dropdown menu set to 'Please select'. There are also 'Overall Result Comment:' and 'Overall Performance Comment:' text areas. Buttons for 'Save' and 'Submit' are present. The bottom of the page features a toolbar with icons for various applications and a status bar indicating the date and time (12/13/2016, 12:02 PM).

**Result Appraisal**

**Result Appraisal 2/8**

**Performance Cycle:** 2015 Year End Appraisal    **From Date:** 14/12/2015    **Target Category:** Organisation Management

**Job Code:** AI/TM/03/0121    **To Date:** 09/02/2015    **Target Rating\*:** Good

**Comment on Target:**

I keep track of staff recruitment documentation process which involves the use of staff requisition forms to get necessary approvals and sign offs for recruitment activities. I am also involved in updating the AA&A group directory to reflect all members of staff as at date within the AA&A Mansard group. I am actively involved with the AA&A ONE project with the aim of giving a unified view of all members of the AA&A entity and sharing information among entities and individuals across the group. I am also involved in updating aspects of the team's SOP in alignment with AA&A requirements.

**Overall Result Rating\*:** Please select    **Overall Result Comment:** Save

**Overall Performance Rating:** Please select    **Overall Performance Comment:** You can also enter value at the end of both behaviour and result appraisals    **Submit**

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12:07 PM 12/13/2016

**Result Appraisal**

**Result Appraisal 2/8**

**Performance Cycle:** 2015 Year End Appraisal    **From Date:** 14/12/2015    **Target Category:** Organisation Management

**Job Code:** AI/TM/03/0121    **To Date:** 09/02/2015    **Target Rating\*:** Good

**Comment on Target:**

I keep track of staff recruitment documentation process which involves the use of staff requisition forms to get necessary approvals and sign offs for recruitment activities. I am also involved in updating the AA&A group directory to reflect all members of staff as at date within the AA&A Mansard group. I am actively involved with the AA&A ONE project with the aim of giving a unified view of all members of the AA&A entity and sharing information among entities and individuals across the group. I am also involved in updating aspects of the team's SOP in alignment with AA&A requirements.

**Overall Result Rating\*:** Please select    **Overall Result Comment:** Next >

**Overall Performance Rating:** Please select    **Overall Performance Comment:** You can also enter value at the end of both behaviour and result appraisals    **Submit**

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12:07 PM 12/13/2016

Screenshot of the HRWorkPlace Result Appraisal page. The page title is "Result Appraisal". On the left, there is a sidebar with links like "Self Help", "My Employee", "My Career", etc. The main form has sections for "Performance Cycle", "From Date", "Target Category", "Target Rating\*", and "Comment on Target". Below these are sections for "Overall Result Rating\*" and "Overall Performance Rating\*". Buttons for "Save" and "Submit" are visible. The status bar at the bottom shows "Copyright © HRWorkPlace 2016. All rights reserved." and the date "12/13/2016".

- After completing the target dimensions, click on “Overall Result Rating” to rate your overall result for the period by selecting a rating from the drop down list in that field.

Screenshot of the HRWorkPlace Result Appraisal page, similar to the previous one but with a red circle highlighting the "Overall Result Rating\*" dropdown menu. The dropdown menu shows options: "Please select", "Poor", "Fair", "Good", "Very good", and "Excellent". The "Good" option is highlighted. The rest of the page structure is identical to the first screenshot.

7. Next, move to the “Overall Result Comment” field. Briefly comment on your overall result during the period under review, highlighting key strengths, learnings and areas for improvement.

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My Exit

## Result Appraisal

Result Appraisal 8/8

Performance Cycle: 2015 Year End Appraisal From Date: 14/12/2015 Target Category: Records Management

Job Code: AI/TM/03/0121 To Date: 09/02/2015 Target: Maintain an up-to-date record of all recruitment transactions and provide timely feedback on status

Target Rating\*: Please select Comment on Target:

Overall Result Rating\*: Overall Result Comment: Good

Overall Performance Rating: Overall Performance Comment: Please select You can also enter value at the end of both behaviour and result appraisals

Save Submit

8. Next, you scroll to the bottom of the page, and Click on “Overall Performance Rating” to rate your overall performance (in line with both behaviour and result appraisals) for the period by selecting a rating from the drop down list in that field.

The screenshot shows the 'Result Appraisal' page. At the top, there is a navigation bar with links like Home, Employee, Career, Leave & Travels, Performance, Discipline, Loan, Payroll, Succession Plan, Health & Safety, Exit, Reports, Admin, and Welcome. On the left, there is a sidebar with links for Self Help, My Employee, My Career, My Leave, My Travel, My Performance, My Discipline, My Benefit, My Loan, My Payroll, My Succession Plan, My Medical Service, My Feedback, and My Exit. The main content area has tabs for 'Result Appraisal 1/8', 'Result Appraisal 2/8', 'Result Appraisal 3/8', 'Result Appraisal 4/8', 'Result Appraisal 5/8', 'Result Appraisal 6/8', 'Result Appraisal 7/8', and 'Result Appraisal 8/8'. The 'Result Appraisal 8/8' tab is active. It contains fields for Performance Cycle (2015 Year End Appraisal), From Date (14/12/2015), To Date (09/02/2015), Target Category (Records Management), Target (Maintain an up-to-date record of all recruitment transactions and provide timely feedback on status), Target Rating (Please select), Comment on Target (Comment on Target), Overall Result Rating (Good), Overall Result Comment (Good), Overall Performance Rating (Please select), Overall Performance Comment (Please enter value at the end of both behaviour and result appraisals), and a Save button. A red circle highlights the 'Overall Performance Rating' dropdown menu, which is open and shows options: Please select, Poor, Fair, Good, Very Good, and Excellent. The status bar at the bottom right shows the date as 12/13/2016 and the time as 12:13 PM.

9. Next, move to the “Overall Performance Comment” field. Briefly comment on your overall performance (in line with both behaviour and result appraisals) during the period under review, highlighting key strengths, learnings and areas for improvement.

This screenshot is identical to the previous one, showing the 'Result Appraisal' page. The 'Result Appraisal 8/8' tab is active. The 'Overall Performance Rating' dropdown is open, and the 'Overall Performance Comment' field is highlighted with a red circle. The status bar at the bottom right shows the date as 12/13/2016 and the time as 12:13 PM.

10. Click on “Submit” on the bottom right hand side of the page to submit your appraisal to your Line manager.

The screenshot shows the 'Result Appraisal' page. At the top, there is a progress bar with numbered circles from 1 to 8. Below it, the title 'Result Appraisal 8/8' is displayed. The form contains several input fields: 'Performance Cycle' (2015 Year End Appraisal), 'From Date' (14/12/2015), 'Target Category' (Records Management), 'Target Rating\*' (Please select), 'Job Code' (AI/TM/03/0121), 'To Date' (09/02/2015), 'Target' (Maintain an up-to-date record of all recruitment transactions and provide timely feedback on status), and 'Comment on Target' (a text area). Below these are sections for 'Overall Result Rating\*' (Good) and 'Overall Performance Rating\*' (Please select). The 'Overall Performance Comment' section contains the text 'I will endeavour to improve on my performance'. A large blue 'Save' button is located below the comments, and a red circle highlights the blue 'Submit' button to its right. The bottom of the screen shows the Windows taskbar with various icons.

11. The page below is shown after submission.

The screenshot shows the 'Result Appraisal' page after submission. The progress bar at the top now shows circles 1 through 8 all filled with grey. The title 'Result Appraisal 1/8' is displayed. The form fields are identical to the previous screenshot but show the data has been submitted. The 'Overall Performance Comment' section now includes the text 'The result appraisal records were successfully submitted'. The bottom of the screen shows the Windows taskbar with various icons.

## **Responding to Your Line Manager's Appraisal of Your Personal Targets**

1. After your line manager completes an appraisal of personal targets, refresh page and Click on “ My Performance”. Click on “ Fill Appraisal Form” on the drop down list.

2. The page below is displayed. Click on “ Respond” under the “Respond to Line Manager’s Evaluation” tab

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**Appraisal Performance Cycles**

| S/N | Performance Cycle       | From Date  | To Date    | Current Cycle | Behavior Appraisal   | Result Appraisal     | Respond To Appraisal Evaluation | Detail               |
|-----|-------------------------|------------|------------|---------------|----------------------|----------------------|---------------------------------|----------------------|
| 1   | 2015 Year End Appraisal | 14/12/2015 | 09/02/2015 | ✓             | <a href="#">View</a> | <a href="#">View</a> | <a href="#">Respond</a>         | <a href="#">View</a> |
| 2   | 2016 Year End Appraisal | 09/12/2016 | 10/02/2017 |               | <a href="#">View</a> | <a href="#">View</a> |                                 | <a href="#">View</a> |

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1:24 PM 12/13/2016

3. Your performance appraisal form (both result and behavior) which has been completed by your line manager will be displayed. You can scroll through to see your line manager's comments in the "Appraiser Comments" field of each target, and the rating of your performance in the "Appraiser Rating" field.

| List of Employee Result Appraisals |  |               |  |                  |                   |
|------------------------------------|--|---------------|--|------------------|-------------------|
| Target Category                    | Target   | Target Rating | Comment on Target  | Appraiser Rating | Appraiser Comment |
| Employment Management              | Implement the revised performance management approach that are aligned to AXA standards across AXA Mansard, providing hands-on support to teams across the company | Good          | The team has introduced the new performance management approach to all levels of staff through sensitization sessions. Mid-year appraisals have commenced using this new approach. I have assisted in clarifying concerns of staff on this new approach by addressing some issues that arise using the platform.   | Very Good        | Good Performance  |
| Organisation Management            | Revise HR processes and update process documentation to include changes mandated by the company's integration with AXA   | Good          | I keep track of the staff requisition documentation process which involves the use of staff requisition forms to get necessary approvals and sign offs for recruitment. I am also involved in updating the big AXA group directory to reflect all staff as at date within the AXA Mansard group. I am actively involved with the AXA ONE project with the aim of giving a unified view of all members of the axa entity and sharing information among entities and individuals across the group. I am also involved in updating aspects of the team's SOP in alignment with AXA's requirements | Very Good        | Good Performance  |
| Employment Management              | Coordinate the performance management exercise for PSS to ensure adequate support for sales forces and timely completion of the exercise                           | Fair          | I am currently working on collation of the midyear appraisals for PSS and I have actively given hands on support to the PSS on the midyear performance management exercise by resolving issues both technical and otherwise experienced by the staff. The exercise would soon be concluded.  | Very Good        | Good Performance  |
| Employment Management              | Ensure a pleasant recruitment / on-boarding experience for new staff by provide adequate support, on-boarding documents/materials and information                  | Good          | I am in charge of organising the on-boarding process by informing necessary teams to make provisions for newly recruited staff on time. I organise ID Card and Health card procurements for new staff before staff resumption. I also organise familiarization tours for new staff to introduce them to the functions of the different teams in the company  | Very Good        | Good Performance  |
| Organisation Management            | Ensure the company's organisation structure and job descriptions are up-to-date and always reflect the current realities of the business                           | Good          | I am actively in charge of updates on the organisation's structure i.e organisations, staff list, etc to reflect the current status of the organisation regularly and also updates on job descriptions to capture all roles in the company   | Very Good        | Good Performance  |

| List of Employee Behavioral Appraisals |  |   |                  |   |                  |                         |
|--|--|---|------------------|---|------------------|-------------------------|
| Dimension                              | Expectation  | Job Specific Behavior                         | Dimension Rating | Comment on Dimension  | Appraiser Rating | Appraiser Comment       |
| Building Capability                    | Drives own personal development  | develop objectives of plans                   | Very Good        | I endeavour to seek feedback on my performance and take feedback up to work on areas of improvement. I have had to undertake other desks functions in the team which I have seen as a great opportunity for my growth, as it has increased my skills in managing responsibilities better. | Very Good        | Good Performance        |
| Change Leadership                      | Demonstrate willingness to implement change that adds value  | Impact new policies and processes             | Good             | I am open to new processes and changes and give listening ears to suggestions on implementing new ways of doing things in the team. I am pro-active in raising concerns on how to better improve processes in the team, e.g recruitment process.  | Very Good        | commendable performance |
| Focus on Customer                      | Delivers service to internal and external customers in a reliable, attentive and available manner                  | Ensure customers are satisfied on the job.    | Very Good        | I try to be available for my customers both internal and external in handling employee relations issues. And as the Welfare officer, I strive to be customer centric as I see my role as more of a customer service personnel for the internal customers.                                 | Very Good        | Good performance        |
| Living Through AXA Mansard Values      | Demonstrate the AXA Mansard values consistently. Integrity, Responsibility, Innovation, Customer Focus, Excellence | I act as a champion of the AXA Mansard Values | Very Good        | I endeavour to live through our IRICE values by demonstrating these values in the discharge of my duties.   | Good             | Good performance        |
| Result Orientation                     | Ensure timely highly quality deliverables  | get quality results                           | Fair             | I focus on achieving objectives according to priority and deadlines, to ensure timely achievement of deliverables. When given projects to handle, I strive to seek clarifications in unclear areas so as to give a quality result.  | Very Good        | Good performance        |
| Share to Succeed                       | Shares ideas, knowledge and information  | Share ideas with team                         | Fair             | I share information/knowledge I find useful with the team.  | Very Good        | Good performance        |

4. Click on the “Comment” field and briefly comment on your line manager’s appraisal of your overall performance during the period under review, indicating your acceptance of his/her appraisal or highlighting any concerns that you may have with the appraisal.

5. Click on “**Submit**” at the right hand side of the comment field to submit your comments to your line manager.

6. The page below is shown after submission.

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## Employee Appraisal Evaluation Response

The employee appraisal record was successfully updated

|   |  |   |  |
|---|--|---|--|
| Name:<br>Adeebi Aleneme   | Performance Cycle:<br>2015 Year End Appraisal  | From Date*:<br>14/12/2015                               | To Date*:<br>09/02/2015                                    |
| Employee Overall Behavior Rating:<br>Good                         | Employee Overall Result Rating:<br>Good  | Appraiser Overall Behavior Rating:<br>Very Good         | Appraiser Overall Result Rating:<br>Very Good              |
| Employee Overall Behavior Comment:<br>One good behaviour per row. | Employee Overall Result Comment:<br>One good result per row.                           | Appraiser Overall Behavior Comment:<br>Good performance | Appraiser Overall Result Comment:<br>Good Performance      |
| Employee Overall Performance Rating:<br>Good                      | Employee Overall Performance Comment:<br>I will endeavour to improve on my performance | Appraiser Overall Performance Rating:<br>Very Good      | Appraiser Overall Performance Comment:<br>Good performance |
| Comment:<br>I will do my best                                     |  |   |  |

### List of Employee Result Appraisals

| Target Category       | Target   | Target Rating | Comment on Target  | Appraiser Rating | Appraiser Comment |
|-----------------------|--|---------------|--|------------------|-------------------|
| Employment Management | Implement the revised performance management approach that are aligned to AXA standards across AXA Mansard, providing hands-on support to teams across the company | Good          | The team has introduced the new performance management approach to all levels of staff through sensitization sessions. Mid-year appraisals have commenced using this new approach. I have assisted in clarifying concerns of staff on this new approach. | Very Good        | Good Performance  |

1:28 PM 13/12/2015

