

Memo To : **ALL EMPLOYEES**

From : **HUMAN RESOURCES**

Subject : **Policy on Performance Appraisal**

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## 1. **STATEMENT OF POLICY:**

Our Company conducts performance appraisal to employees to review performance of employees over a given period. It is done to ensure everything is on track, to check on the general status of employees and how they are doing in their roles. It helps to promote and improve employee commitment, effectiveness, and productivity.

## 2. **PERSONNEL COVERED**

All employees with regular status will be appraised.

## 3. **DEFINITION OF TERMS**

- 3.1. **Performance appraisal**-is a systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development.
- 3.2. **Work Objectives**- communicates what are the expectations from employees during the coming work year, season, or term.
- 3.3. **Competency**- is the capability to apply or use the set of related knowledge, skills, and abilities required to successfully perform 'critical work functions or tasks in a defined work setting.
- 3.4. **Performance Improvement Plan (PIP)**- is a tool to give an employee with performance deficiencies the opportunity to succeed.

## 4. **PROCEDURES**

- 4.1. Management Committee and Department Managers set goals during the planning and budgeting every end of the quarter of each year. These are discussed and finalized during annual Management Conference held every September or October of each year.
- 4.2. Business Objectives and priorities are cascaded to all employees through a townhall meeting. This is usually done every January or February of the year.
  - 4.2.1 HR reinforces deployment of business objectives by establishing and communicating standards for the performance appraisal every first quarter of the year. Appraisals are done every mid and end of the year.

**4.3.** Mancom and department Managers to measure performance of employee and provide feedback.

4.3.1. Employees are measured on 70% work objectives and 30% Competency.

4.3.2. Rating Scale is as follows:

<b>Rating Scale</b>	<b>Description</b>
1-Needs Development	Employee does not consistently meet expectations that are appropriate for the position. Additional direction and support are needed.
2-Meets Expectations	Performance met expectations in terms of quality of work, efficiency, and timeliness.
3-Consistently Meets Expectations	Consistently meets expectations and sometimes exceeds expectations. Achieves most core goals for the role.
4-Exceed Expectations/Set a New Standard	Consistently exceeds expectations and delivers to the goals of the position, or consistently delivers beyond the goals of the role. Requires little to no additional direction to achieve core goals of the role. Influence's others to perform better.

4.3.3. Included in the form are the accomplished developmental plans and strategies for the employee.

4.3.4. Performance appraisal are discussed by the Manager with the employee, including their performance improvement plan. The employee signs the appraisal form after discussion to confirm acceptance and understanding.

4.3.5. Managers to submit to HR.

**4.4.** HR to summarize and assess ratings. The completed evaluations will be retained in the employee's personnel file and be used for promotions, merit increase and to plan developmental programs for employees.

For your information & guidance.

## ANNEX A

### PERFORMANCE APPRAISAL TEMPLATE

#### Summary and Work Objectives:

	GOAL NAME	GOAL DESCRIPTION (SMART OBJECTIVES)	WEIGHTAGE	RATING	MEASURE	MILESTONE DESCRIPTION	FINAL RATING
1			25%	4.00			1.00
2			30%	3.50			1.05
3			25%	4.00			1.00
4			20%	3.25			0.65

<b>Total for the Performance &amp; Developmental Goals (Objectives)</b>	<b>100%</b>	<i>(total should be 100%)</i>
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Work Objectives	2.59
Add : Competency	0.9
<b>Total</b>	<b>3.49</b>

ANNUAL		
<b>RATING :</b>		
January-June Rating	3.5	2.45
	3.49	1.047
<b>2021 Mid year RATING :</b>	<b>3.497</b>	
Name & Signature of Incumbent		
Name & Signature of Immediate Superior		
Noted by :		
Name & Signature of Operations Head		

Legend	
	hard coding, Need to accomplish
	Formula given, automatically computes, please do not change

## ANNEX A

### PERFORMANCE APPRAISAL TEMPLATE



The HMO Subsidiary of Insular Life Assurance Company, Ltd.

#### Staff Competency:

K. BASIC JOB FACTORS	BEHAVIORAL MANIFESTATION LEVEL	Sample Rating
K. BASIC JOB FACTORS	BEHAVIORAL MANIFESTATION LEVEL	L. POINT RATING (30%)
<b>1. SERVICE ORIENTATION</b> The degree of willingness to render quality service to both internal and external customers.	Provides timely, accurate and complete service all the time. Provides requirements of his internal and external customers and/or initiates action to please them. Has been cited 3 or more times (verbally and in written form) for the quality service rendered. Always practices skills in telephone courtesy and maintains orderly and clean work area. Initiates/introduces projects to further enhance servicing in his work area. Serves as a model to his coemployees. (4)	4.00
	Provides good quality service to his customers in terms of timeliness, accuracy and completeness of service. Has been cited at least once (verbally and in written form) for the quality service rendered. Always practices skills in telephone courtesy and maintains an orderly and clean work area. (3)	
	Consistently provides timely/accurate/complete service to external and internal customers. Consistently practices skills in telephone courtesy and maintains an orderly and clean work area. (2)	
	Occasionally provides timely/accurate/complete service to external and internal customers. Occasionally practices skills in telephone courtesy. Has been confronted by his internal and external customers because of deficient service he provided. Occasionally sees to it that his work area is clean and orderly. (1)	
<b>2. WORK ATTITUDE</b> The psychological and emotional disposition towards himself and others, his job and the Company.	Always shows positive attitude, consistently exhibits strong sense of commitment to deliver results, enthusiastic about his job, whether old or new, eager to assume more duties and responsibilities. (4)	
	Frequently shows positive attitude; often displays satisfactory sense of commitment to assigned goals; considers the work assigned to him as an important component of the overall work of the unit he belongs to. (3)	3.00
	Attitude meets expectations; satisfactorily demonstrates a sense of commitment to assigned goals; performs his work with sense of urgency. (2)	
	Real enthusiasm in work is lacking. Has tendency to subordinate official duty for personal convenience. (1)	
<b>3. COMMUNICATION AND TEAMWORK</b> The degree of establishing relation with others and working with a group of individuals.	Initiates and encourages others to organize and contribute their ideas for group task. Abides by and highly commits himself to goals arrived at through consensus; performs his assigned tasks excellently while maintaining positive interpersonal relationships with group members all the time. Resolve conflicts and acts as catalyst in the group. (4)	
	Most of the time volunteers to organize and contribute ideas for group tasks; respects and commits himself to goals arrived at through consensus; performs his assigned tasks effectively while maintaining positive interpersonal relationships with group members most of the time. Influences others to support team. (3)	3.00
	Usually organizes and contributes his ideas for group tasks; respects and commits himself to goals arrived at through consensus; performs his assigned tasks effectively while maintaining positive interpersonal relationships with group members. (2)	
	Seldom organizes and contributes his ideas for group tasks; occasionally finds it difficult to respect and commit himself to group goals; performance of tasks is within acceptable levels only, while maintaining interpersonal relationships with group members is sometimes difficult. (1)	
<b>4. JOB COMPETENCE</b> The extent and depth of knowledge if the job and one's ability to apply such know-how and skills to his assigned tasks.	Exhibits excellent job knowledge and skills to produce expected results mist of the time; always draws significant insights and sharp perceptions that improve output with the least amount of supervision/instruction. (4)	
	Exhibits above average job knowledge and skills to produce expected results; often draws significant insights and perceptions that improve output with little amount of supervision. (3)	3.00
	Exhibits enough job knowledge and skills to produce expected results; occasionally draws significant insights and perceptions that improve output with some amount of supervision/instruction. (2)	
	Exhibits inadequate job knowledge and skills. Requires instructions and close supervision in all assigned tasks. (1)	
<b>5. DISCIPLINE</b> The extent to which one consistently complies with all relevant laws, government rules, regulations, compliance requirements and Company policies and ethical rules.	Shows outstanding regard for relevant laws, government rules, regulations, compliance requirements and Company policies and ethical rules; serves as model to the unit. (4)	
	Adheres to all relevant laws, government rules, regulations, compliance requirements and Company policies and ethical rules; Receives at least one award in perfect attendance. (3)	
	Shows consistency in adhering to relevant laws, government rules, regulations, compliance requirements and Company policies and ethical rules; Does not have any disciplinary case. (2)	2.00
	Has been meted warning/disciplinary action of suspension for violating relevant laws, government rules, regulations, compliance requirements and Company policies and ethical rules; (1)	
<b>TOTAL RATING FOR BASIC JOB FACTORS (Average Rating)</b>		<b>3.00</b>
<b>Total Average Rating</b>		
Total (Average Rating x 30%)		<b>0.9</b>

## ANNEX A

### PERFORMANCE APPRAISAL TEMPLATE



The HMO Subsidiary of Insular Life Assurance Company, Ltd.

### Sup&Up Competency.

AOG Goals	Category/Elements	Goal Name	Goal Description	Percentage	Rating	TOTAL RATING
SI 0: Competency	User Defined Goals	LEADING CHANGE	- Has the ability to bring about strategic change, both within and outside the organization, to meet Corporate Objectives. Inherent to this core competency is the ability to establish vision for his group/unit and to implement it in a continuously changing environment.	5%	3	0.15
SI 0: Competency	User Defined Goals	LEADING PEOPLE	- Has the ability to lead people toward meeting the Company's vision, mission and goals. Inherent to this core competency is the ability to provide a healthy workplace that fosters the development of people, facilitates cooperation and teamwork, and ensures constructive resolution of conflicts.	5%	4	0.2
SI 0: Competency	User Defined Goals	RESULTS DRIVEN	- Has the ability to meet organizational goals and customer expectations. Inherent to this core competency is the ability to make decisions that produce high quality results by applying technical knowledge, analyzing problems, and calculating risks.	5%	4	0.2
SI 0: Competency	User Defined Goals	BUSINESS ACUMEN	- Has the ability to manage human, financial, and information resources strategically. Inherent in this core competency is the ability to understand the organization financial processes, build and manage employee force based on organizational goals, budget consideration, and be updated on technological developments.	5%	4	0.2
SI 0: Competency	User Defined Goals	BUILDING COALITIONS	- Has the ability to build coalitions internally and with external organizations. Inherent in this core competency is the ability to develop networks and build alliances, identify the internal and external dynamics that impact the organization and gain cooperation from others to obtain information and accomplish goals.	5%	4	0.2
SI 0: Competency	User Defined Goals	ETHICAL ROLE MODELING	- Strives to become a person of character and integrity as reflected in decisions and actions. Practice the Corporate Values at all times.	5%	3	0.15
<b>TOTAL</b>						<b>1.1</b>

### Developmental Areas

Questions	Immediate Superior's Remarks
What are the significant accomplishments of the employee during this period? (Jan-June)?	
What are the areas for improvement?	
Recommended actions by the Immediate Superior (Development Strategies):	