RV EDUCATIONAL INSTITUTIONS

BENGALURU

POLICY ON

PERFORMANCE MANAGEMENT

PRiSM

Performance Review & Skills Management

Contents

PRINCIPAL
D.A. PANDU MEMORIAL
R.V. DENTAL COLLEGE   Released on: 27th May 2020

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POLICY ON PRiSM

1. Objective:

The RV Educational Institutions (RVEI) recognizes the value of its employees and understands that the quality of RVEI services depends upon the employees. This policy sets forth the guidelines for evaluating the performance of employees in accordance with the RVEI employee performance appraisal process. Performance appraisals shall be scheduled, conducted, and documented according to the provisions of this policy.

Confidentiality of the performance appraisals shall be maintained to the greatest extent possible.

2. Purpose of PRiSM

Performance appraisals provide a means of informing employees of the quality of their work and identifying areas of performance that may need improvement. They are to be used as a positive, constructive tool to measure an employee's performance. Performance appraisals help managers provide valuable feedback to employees concerning their job performance and the RVEI's expectations.

Additionally, performance appraisals are a valuable management tool to assist in making personnel decisions including, but not limited to, training needs, merit pay adjustments, transfers, promotions, career development etc. The objectives of the appraisal process are

- To provide clearly defined performance standards based upon the employee's current job description to ensure that employees know what is expected of them.

- To encourage managers and employees to have face-to-face discussions and let employees know how they are doing in terms of their job performance. This should happen periodically all through the year, instead of a single yearend process as the feedback helps employees to do course correction in case of weaknesses, if any.

- To express appreciation for outstanding contributions and performance; conversely, to discuss performance areas where improvement is possible or needed and to outline plans for improving performance.

- To suggest and measure behavioural parameters related to the position and possible improvement areas

3. Role in PRiSM

Appraisee: Employee

Appraiser: Immediate Manager

Reviewer: Manager's Manager / Matrix Manager

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4. Responsibility and Monitoring

The Human Resources Department is responsible for the administration of the RVEI's performance appraisal system. Any change in policy, procedures, or forms related to performance appraisals will be communicated immediately by the HR, RVEI.

Respective HOIs / HODs will work with the Human Resources Department in communicating the importance of the PRiSM process in distributing all required performance appraisal materials and in ensuring that performance appraisals are completed in a timely manner.

The immediate manager is responsible for conducting performance appraisals for all employees under his / her supervision. In the case of multiple managers, the evaluation will be conducted by the manager who oversees the majority of the work. If an employee has two assignments the current reporting manager will conduct the performance evaluation.

HOIs are responsible for ensuring that all managers who report to them conduct performance appraisals of all employees in their respective departments in a timely manner as specified in this policy.

5. Schedule for PRiSM

An effective performance appraisal process requires ongoing communications between employee and manager to ensure that the employee has a clear understanding of the manager's expectations and continuous feedback on how he or she is doing on the job. There is a need, however, to periodically conduct formal performance appraisals as described below.

Annual performance appraisals: **All employees shall undergo performance appraisals annually. The performance assessment year will be from July to June for all RV Educational Institutes.**

Category of Employees & Schedule of PRiSM:

Category	Schedule	Remarks
Regular / FTC	July – June	-
Probation	On completion of Probation	Goals to be set at the start of probation period or start of appraisal period, whichever is earlier
Contract	On completion of contract	Goals to be set at the start of contract period or start of appraisal period, whichever is earlier
Trainee	On Completion of Training	Goals to be set at the start of training period or start of appraisal period, whichever is earlier
Support Group / Group D	July – June	Managers will complete the Assessment (No Self-Assessment)

- Contract Employee Assessment will be done offline by the end of contract.
- Trainee Assessment will be done off-line by end of training period.

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Transfer or promotion to new positions during the PRiSM Calendar: Two-way communication between new manager and employee should take place regarding the employee's new job duties and responsibilities, performance level, and future action plans. The new manager will have access to the previous manager's evaluation(s) and upon request. should always be made available.

6. PRiSM - Performance Appraisal Process:

The PRiSM Process is designed to align individual performance objectives with the strategy and objectives and to direct individual efforts to the achievement of institution performance. Performance Management helps to strengthen the communication between employees and managers and provides employees with a clear understanding of what is expected of them and how their performance contributions are being assessed and recognized.

Based on the performance scores, employees will be graded as detailed below

Band	Band Values	Definition
Band 5+	4.51 to 5.0	Excellent
Band 5	4.0 to 4.50	Substantially Exceeded Expectations
Band 4+	3.5 to 3.99	Exceeded Expectations
Band 4	3.0 to 3.49	Met Expectations
Band 3	2.5 to 2.99	Partly Met Expectations
Band 2	2.0 to 2.49	Did not Meet some of the Expectations (*)
Band 1	<1.99	Did not Meet any of the Expectations (*)

(*) - Employee is advised to improve his/her performance over the coming twelve months, which would be monitored by the Head of the Institution (HoI) over this period and performance will be reviewed and advised by HoI accordingly. HoI would also arrange for training/counselling in employee's areas of weakness. Employee is not eligible for Annual Increment.

Step 1: Setting and Alignment of Performance Objectives / Goals

During the Annual Performance Planning meeting the manager has the opportunity to discuss with the employee goals for the year ahead and to set objectives to be cascaded down through the organization. The appraisee's objectives are derived from the objectives of the Department/Institution/RVEI.

The agreement on the objectives is done at the beginning of the PRiSM cycle or at the time of joining the organization in the case of new hires. The same document will be taken up again at the end of the year for the performance review.

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Objectives must be **SMART** -

S	**-**	**Specific**
M	**-**	**Measurable**
A	**-**	**Achievable**
R	**-**	**Realistic**
T	**-**	**Timed**

Step 2: CPM – Continuous Performance Management

CPM provides the employee to record / update their significant contributions against the set Goal/s. CPM can be done throughout the year.

Step 3: Evaluation of Performance & CPM

This process comprises an interaction between the appraiser and appraisee where performance is measured against the objectives set and counselling / feedback is given to the appraisee.

Stages of Evaluation of Individual assessment:

1. First Stage - All managers will assess the performance rating & competencies of their employees in the department. In case of the HOD's, the assessment will be carried out by the respective HOI's.
2. Second Stage - The first review of the performance rating & competencies assessment of employees will be carried out by the respective HOIs. The HOI's may carry out any moderations to the scores of the employees, if required. This will be based only on overall and not individual goal ratings.
3. Third Stage - The final review of the performance rating of employees of all the institutions will be done by the RVEI Management Committee.
4. The final results of the appraisal will be communicated to each individual employee by Team HR.

7. Factors available for Assessment of Competencies:

- Business
- General
- Management
- People
- SuccessFactors Premium Library
- Technical

Competency section is available for the Managers to rate the employee's competencies. Final Rating will include Competency Rating.

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8. Guidelines for Managers:

The immediate reporting manager of the employee is the Manager / Appraiser.

- Discuss and approve the Goals of the employee during the start of the PRiSM calendar.

- Review the Performance Goals; and the comments, status and ratings provided by the Employee (make any notations in support or disagreement).

- Provide comments on performance on each Goal that may describe quality and timeliness of work using the evidence accumulated.

- Review each definition of the rating scale thoroughly.

- Rate the performance objective by determining if the Goal was met as set out in the performance agreement considering the performance standards and delivery timeframe

- Rate the Behavioural Competency Section as applicable to identify the competencies of the Employee

- Provide ratings and comments on how the relevant competencies were met

- Review the calculated overall rating derived and key in the comments for the employee's achievements and performance improvement.

9. Guidelines for Reviewers:

- Review the Performance Appraisal Form and ensure that the process is managed and prepare for the next level of action in accordance with the requirements of the Performance Management Programme. If there are any discrepancies, provide comments and return to the manager for review and clarification.

- Review the Performance Appraisal Form and ensure that the process is managed and provide the Overall Rating for the employee.

- Provide Comments on the achievements & Performance improvements.

- Submit the form to Human Resources for processing.

Any clarifications on PRiSM feedback can be routed as follows:

- Meet the Reviewer

- Email only to prism@rvei.edu.in

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Goal Management User Manual

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Goal Management Process Flow

Goal Management Flow Chart:

Below is a flow diagram that shows the Goal Setting Process in general.

```
┌─────────────────────────────────────┐
│ Employee Set the Goals with         │
│ prior discussion with the           │
│ Reporting Manager Goals Plan        │
│ Template Status is "Un-             │
│ Approved"                           │
└─────────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────────┐
│ Reporting Manager Approve the       │
│ Goals Set by the Employee.          │
│ Goals Plan Template Status is       │
│ "Approved"                          │
└─────────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────────┐
│ Employee Creates Activity           │
│ against the Goal in CPM and Add     │
│ Updates. Employee can set the       │
│ Priority for the Activity           │
└─────────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────────┐
│ Manager Can Add Updates and         │
│ provide Coaching Advice to the      │
│ Employee                            │
└─────────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────────┐
│ Employee can request Feedback       │
│ from the Peers OR any employee      │
│ in RV on the Achievements           │
│ he/she achieved.                    │
└─────────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────────┐        ┌──────────────┐
│ Employee can update the Status      │───────▶│ Completed    │
│ & Percentage of Completion of       │        └──────────────┘
│ the Goals till the Year End and     │               │
│ before releasing Appraisal Form     │               ▼
└─────────────────────────────────────┘        ┌──────────────┐
                                                │ Start Appraisal│
                                                │ Process       │
                                                └──────────────┘
```

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1   Goal Setting

1.1   Employee Set Goals

1.1.1   Employee Login with his/her User ID & Password and clicks on Goals Tab

URL Link   https://performancemanager10.successfactors.com
Company Id   rashtreeya
User Name   XXXX
Password   XXXXXXXX
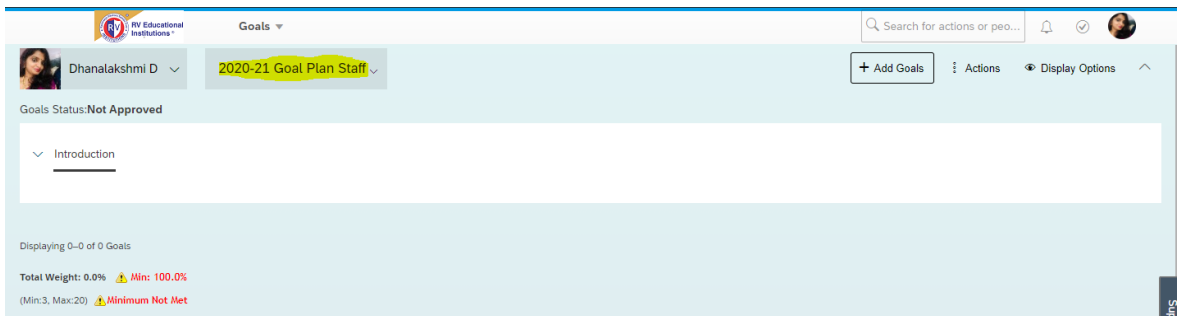
Note: User ID is your four digit employee number in SuccessFactors.

1.1.2   Create New Goals

Click on Add Goal to create a New Goal

You can also choose Goal Wizard to create the Goal

Copy from Other Goal Plan functionality will work if the employee already has previous year's Goal Plans and the same Goals for the current year also.

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Once employee copied from the previous Years Goal Plans the Statuses, weightages and other fields will be modified as per the current requirement.

Expand "Library Goal" to select the Goal from Goal Library

Select the Goal from the list of Goals mapped to your Institution and click on "Add Selected".

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Add Goals

Edit your goals below:

Fields marked with * are required

Visibility:	Public
Category	Other
* Goal Name*:	Classroom time saving due to blended learning outputs (hours)

spell check... legal scan...

* Metric: Number of hours saved

spell check... legal scan...

* Weight:	40.0 %
* Start Date:	07/01/2020
* Due Date:	06/30/2021
% Complete:	0.0 %
* Status:	Not Started

Cancel   Back   Save Changes

Select Visibility, Category and enter weightage for the Goal
Enter % of Complete and Status if the Goal is already started and save the changes.
Enter Weightage for the Goal

| Dhanalakshmi D ∨ | 2019 Goal Plan Staff ∨ | | + Add Goal | ⋮ Actions | ⊚ Display Options | ∧ |

Goal Status:Not Approved

∨   Introduction

Displaying 1–3 of 3 Goals

Total Weight: 100.0%
(Min:3, Max:20)

Academic

Visibility	#	Goal Name*	Metric	Weight	Start Date	Due Date	% Complete	Status	CPM Achievements	Action
☐ Public	1.1	My Team (Teachers from my department) Edit	My Team (Teachers from my department)	40.0%	01/01/2019	12/31/2019	0.0%	Not Started	0	⋮

⚠ Always Visibility must be "Public"

⚠ Total weightage of all the Goals cannot exceed 100% Minimum weightage of each Goal is 5% and Maximum weightage of each Goal is 40%

💡 Minimum Number Of Goals are 3 and Maximum Number of Goals are 20

💡 Select "Personal Goal" if you want to define your own Goal.

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1.2   Manager Approve Goals

1.2.1. Manager Login with his/her User ID & Password and clicks on Goals Tab

URL Link	https://performancemanager10.successfactors.com
ompany Id	rashtreeya
User Name	XXXX
Password	XXXXXXXX

1.2.2. Manage My Team

Manager clicks on "Manage My Team" to select the respective employee and click on "Take Action" tab
Select "Goal Plan"

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1.2.3. Manager Approve the Goals

Manager Clicks on "Approve" to confirm the Goals Set by the Employee

Manager can Comment in the Comment Box , if the employee set goals are not satisfied.
The employee will receive a mail to correct / update the same:

After Manager's Approval

💡 Managers can also Add, Delete and Edit Goals

⚠ Once Manager Approves the Goals of an employee the Goal Plan Template will be locked.

💡 Two fields "% of Complete" and "Status" will be open even in the locked status so that employee can update till PMGM Admin launches Appraisal Form at the Year End.

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2   Continuous Performance Management

2.1   Continuous Performance

2.1.1. Employee selects Continuous Performance Tab under Home Page

2.1.2. Add Activity

Employee clicks on "Add Activity" Tab to add
Activity.

New Activity

*Activity Name

New Learning Methods

*Status

High Priority

Goals

Performance Goal

Teaching strategy (Innovation methods)

Save   Cancel

Enter Activity Name, Status and Linked to the Goals the Activity it belongs.
Click on "Save" Tab.

Dhanalakshmi D

ACTIVITIES   ACHIEVEMENTS   FEEDBACK

‹ July 23, 2019 ›   Capture Meeting

ACTIVITIES   + Add Activity
Please review your activities

New Learning Methods   High Priority ∨

Add an update

Employee can convey the Manager the importance of Activity by setting the Priorities under Status Tab.

2.1.3. Add an Update

Employee can Add an Update to the Activity

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2.1.4. Manager Add an Update

Manager selects appropriate employee and clicks on "Go to Activities" Tab

Manager Add an Update

2.1.5. Manager Add Coaching

Manager can Advise Employee on the Update provided by the Employee against the Activity.

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2.1.6. Employee Creates Achievement

Once the Employee Sets the Activity Status as "Complete" System Prompts to Create "Achievement"

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2.1.7. Employee Request Feedback On Achievement

Employee can Request Feedback from Peers, Subordinates and Superiors OR anyone who works along with him/her from the Organization on the Achievement he/she created against to the Activity.

Enter Employee Numbers in the From Column and Enter

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ⓘ Once this request is responded to, only you will have access to the feedback message until you decide to make it visible to others

*From

Search by name

Sujatha C ⊗   Veena Aparanji ⊗

*Message

Since we have worked together on New Learning Methods, I'd like to get your feedback. Could you please let me know what you think I did well and provide one constructive suggestion on what I could do better in the future?

Best regards,
Dhanalakshmi D

Send   Cancel

Click on Send

2.1.8. Provide Feedback

Feedback Request receives to the Requested Employee under To-Do List

To-Do

Feedback Requests

☑   1
Person
Due Anytime
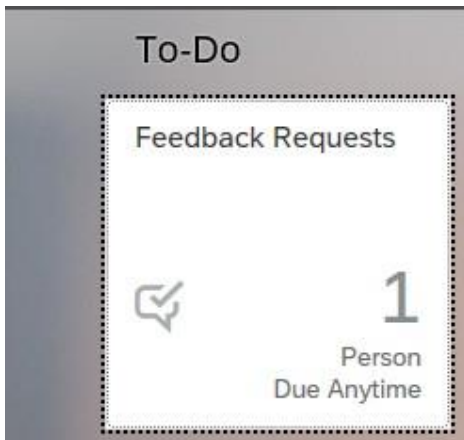
Click on "Feedback Request"

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Click on Provide Feedback

Enter Feedback and click on "Send" to send the Feedback to the Requestor

Employee can also Decline the Feedback from the Original Requestor

Employee Screen

Employee has option to delete the Feedback

Employee has option to make Feedback visible to his/her Manager

2.1.9. Update Goal Status

Click on Edit

Update the % Complete and Status Fields.