



PHARMA DEVILS

HR DEPARTMENT

STANDARD OPERATING PROCEDURE

TITLE: Performance Appraisal Policy

SOP No.:		Department:	HR	
		Effective Date:		
Revision No.:		Revision Date:		
Supersede Revision No.:		Page No.:	1 of 10	

1.0 OBJECTIVE:

The Objective of Performance Management System is to drive individual Performance, Facilitate Employees' Personal and Career Development, Training needs, Promotions, Managing Poor Performance, Transfers and Disciplinary Actions.

2.0 SCOPE:

This Policy is applicable to all the employees in the company except workers.

3.0 RESPONSIBILITY:

AGM/ DGM- Corporate HR

4.0 ACCOUNTABILITY:

Head- Corporate HR

5.0 ABBREVIATIONS:

SOP	Standard Operating Procedure
No.	Number
CQA	Corporate Quality Assurance
CHR	Corporate Human Resources
PA	Personnel & Administration
AC	Accounts
HR	Human Resources

6.0 PROCEDURE:

POLICY:

- Corporate HR department is responsible for the implementation of the Performance Management System in the company.
- Performance of an employee is evaluated on a continuous basis through the system of PRP (Performance Review & Planning).
- Employees are required to fill in their PRP reports on a daily basis. These PRP reports are reviewed by their superiors on a weekly basis.
- On the basis of the PRP, evaluation of each employee is done, by his Head of Department on a monthly basis.
- Apart from the PRP system, an employee's performance is also evaluated through a system of Self-Appraisal against KRA's (Key Result Areas) and review of his performance by his Manager (Appraiser) and Head of Department (Reviewer). This also includes assessment of competencies of the employee.



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- Separate **Performance Appraisal Forms** are filled for employees at the level of **Assistant Officer to Dy. Manager** and from **Manager & above**. These Forms are attached as **Annexure-1** and **Annexure-2** respectively.
- If an employee has worked under the supervision of more than one Manager during the appraisal period, then feedback should be taken from all concerned Managers.
- The performance of an employee is appraised on the basis of both the above systems and equal weightage is given for both the systems. Where PRP system is not applicable so far, evaluation is done on the basis of appraisal by KRA's based system.
- The overall assessment of the employee's performance is done on five- point rating scale, which is as follows-
 - Excellent / Very Good/ Good/ Average/ Poor
- Increment and promotion of an employee is determined on the basis of his annual review of performance and overall assessment/ recommendations of Manager and Head of Department.

7.0 ANNEXURES:

ANNEXURE No.	TITLE OF ANNEXURE	FORMAT No.
Annexure-I	Performance Appraisal Form (Asst. Officer to Sr. Manager)	
Annexure-II	Performance Appraisal Form (AGM & above)	

8.0 DISTRIBUTION:

- Controlled Copy No. 01 Head Human Resources
- Master Copy Quality Assurance Department

9.0 REFERENCES:

Not Applicable

10.0 REVISION HISTORY:

CHANGE HISTORY LOG

Revision No.	Details of Changes	Reason for Change	Effective Date	Updated By
00	New SOP	Not Applicable		



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ANNEXURE-I

PERFORMANCE APPRAISAL FORM (Asst. Officer to Sr. Manager)

Employee Name.....Code No- ACS..... DesignationDepartment/Section.....

Date of Joining..... QualificationExperience.....

Manager NameReviewer Name PMS HR Manager

Attendance-.CL.....SL.....EL.....Absent.....LWP.....Present.....

Period under Review.....

Please read guidelines below, before filling the form-

*Major Objectives/ KRA's:

(a) KRA's are our jobs most important contributions to our department and company.(b) KRA's should be **SMART** (S- Specific, M- Measurable, A- Achievable- Realistic, T- Time bound) (c) Employee can have minimum 5 and maximum 10 KRA's. (d) Development of subordinates (if any) should be included as a KRA.

****Performance against KRA's-** Mention whether KRA's **Achieved /Not Achieved / Partially Achieved** (Remarks/Reason)

*****Assessment Scale: 5** - Exceeding Target & New Initiative, **4**- Exceeding Targets, **3**- Achieving Target, **2**-Partial Achievement of Targets, **1**- Behind Targets

(1) Performance Assessment

S.No	Major Objectives/KRA's* (to be filled by Appraisee in consultation with Appraiser)	Performance against KRA's** (Achieved/Not Achieved/ Partially Achieved) Give details on page no.3 along with supporting documents, if any		Assessment (on a scale of 1-5)***		
		Appraisee	Appraiser	Appraisee	Appraiser	Reviewer
1.						
2.						
3.						
4.						
5.						
		Average Assessment:				

(Attach Extra sheet, if required)

(2) Competency Assessment:



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<i>Competencies</i>	Assessment (on a scale of 1-5)***	
	Appraisee	Appraiser
<i>Job Knowledge</i>		
<i>Quality of work & Meeting Targets</i>		
<i>Discipline & Adherence to systems</i>		
<i>Dependability & Sense of responsibility</i>		
<i>Initiative & Drive</i>		
<i>Teamwork & Networking</i>		
<i>Result Orientation</i>		
<i>Leadership</i>		
<i>Learning Habits</i>		
<i>Developing Subordinates</i>		
<i>Average score on Competencies</i>		

(3) Training Needs Identification (to be filled by Appraiser in consultation with Appraisee)

Functional/Technical Training	Behavioral Training
1.	1.
2.	2.
3.	3.

Comments of Appraisee, if any:

.....

Appraisee

Name & Signature:..... Date.....



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DETAILS OF PERFORMANCE AGAINST KRA's (Refer pg.1 and attach supporting documents, if any)

KRA's No.	Appraisee	Appraiser

(4). Potential Assessment:

Promotable is his/her present job.

Now

1-2 Yrs

3-4Yrs

No

(5). Performance Counseling:

Performance Counseling has been done by on

(6). Comments / Recommendations of Appraiser:

.....
.....

Name & Signature

Date

(7). Comments / Recommendations of Reviewer:

.....
.....

Name & Signature:

Date



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(8) Comments/Recommendation of Plant HR Head:

.....

Name & Signature
 Date

(9) Overall Assessment-(To be filled in by Corp HR)

Performance Assessment (Weightage: 70%)

Average Assessment rating by Appraiser & Reviewer [pl. refer Point (1)] _____

Multiply the above rating with 0.7

a) **Performance Rating** _____

Competencies Assessment (Weightage: 30%)

Average score on competencies by Appraiser[pl. refer Point (2)] _____

Multiply the above competency score with 0.3

b) **Competency Rating** _____

Overall Rating (a+b) = _____

Pl. tick(√)	Overall rating	Overall Rating Score	Rating Percentage
<input type="checkbox"/>	Exceptional	4.75 and above	95% and above
<input type="checkbox"/>	Highly Effective	4.0 – 4.7	80% - 94%
<input type="checkbox"/>	Effective	3.3 – 3.95	66% - 79%
<input type="checkbox"/>	Ineffective	2.0 – 3.25	40% - 65%
<input type="checkbox"/>	Unsatisfactory	Below 2	Less than 40%

(10) Remarks by Corp. HR

.....

Name & Signature:
 Date

(11) Final Decision

.....

Name & Signature
 Date



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ANNEXURE-II

PERFORMANCE APPRAISAL FORM (Manager & above)

Employee Name.....Code No- ACS..... DesignationDepartment/Section.....

Date of Joining Qualification Experience.....

Manager NameReviewer Name PMS HR Manager

Attendance-CL.....SL.....EL.....Absent.....LWP.....Present.....

Period under Review.....

Please read guidelines below, before filling the form-

***Major Objectives/ KRA's:**

(a) KRA's are our jobs most important contributions to our department and company.(b) KRA's should be **SMART** (S- Specific, M- Measurable, A- Achievable- Realistic, T- Time bound) (c) Employee can have minimum 5 and maximum 10 KRA's. (d) Development of subordinates (if any) should be included as a KRA.

****Performance Against KRA's-** Mention whether KRA's **Achieved /Not Achieved / Partially Achieved** (Remarks/Reason)

*****Assessment Scale:5** - Exceeding Target & New Initiative, **4**- Exceeding Targets, **3**- Achieving Target, **2**-Partial Achievement of Targets, **1**- Behind Targets

(1) Performance Assessment

S. No	Major Objectives/KRA's* (to be filled by Appraisee in consultation with Appraiser)	Performance against KRA's** (Achieved/Not Achieved/ Partially Achieved) Give details on page no.3 along with supporting documents, if any		Assessment (on a scale of 1-5)***		
		Appraisee	Appraiser	Appraisee	Appraiser	Reviewer
1.						
2.						
3.						
4.						
5.						
		Average Assessment:				

(Attach Extra sheet, if required)

(2) Competency Assessment:



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<i>Competencies</i>	Assessment (on a scale of 1-5)***	
	Appraisee	Appraiser
<i>Subject Knowledge</i>		
<i>Result Orientation</i>		
<i>Meeting Targets</i>		
<i>Initiative & Drive</i>		
<i>Adherence to Systems</i>		
<i>Problem Solving</i>		
<i>Customer Orientation</i>		
<i>Leadership</i>		
<i>Innovation & Creativity</i>		
<i>Teamwork & Networking</i>		
<i>Learning Habits</i>		
<i>Managerial skills</i>		
<i>Cost Consciousness</i>		
<i>Developing Subordinates</i>		
<i>Average score on Competencies</i>		

(3) Training Needs Identification (to be filled by Appraiser in consultation with Appraisee)

Functional/Technical Training	Behavioral Training
1.	4.
2.	5.
3.	6.

Comments of Appraisee, if any:

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Appraisee

Name & Signature:..... Date.....



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DETAILS OF PERFORMANCE AGAINST KRA's (Refer pg.1 and attach supporting documents, if any)

KRA's No.	Appraisee	Appraiser

(4). Potential Assessment:

Promotable is his/her present job.

Now

1-2 Yrs

3-4Yrs

No

(5). Performance Counseling:

Performance Counseling has been done by on

(6). Comments / Recommendations of Appraiser:

.....
.....

Name & Signature

Date

(7). Comments / Recommendations of Reviewer:

.....
.....

Name & Signature:

Date

(8) Comments/Recommendation of Plant Head/ Functional Head:

.....
.....

Name & Signature

Date



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(9) Overall Assessment-(To be filled in by Corp HR)

Performance Assessment (Weightage: 70%)

Average Assessment rating by Appraiser & Reviewer [pl. refer Point (1)] _____

Multiply the above rating with 0.7

c) **Performance Rating** _____

Competencies Assessment (Weightage: 30%)

Average score on competencies by Appraiser[pl. refer Point (2)] _____

Multiply the above competency score with 0.3

d) **Competency Rating** _____

Overall Rating (a+b) = _____

Pl. tick(√)	Overall rating	Overall Rating Score	Rating Percentage
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(10) Remarks by Corp. HR

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Name & Signature:

Date

(11) Final Decision

.....
.....

Name & Signature

Date