



**Annual Performance  
Appraisal Process FY 18-19  
Principle & Workflow**

# Objectives

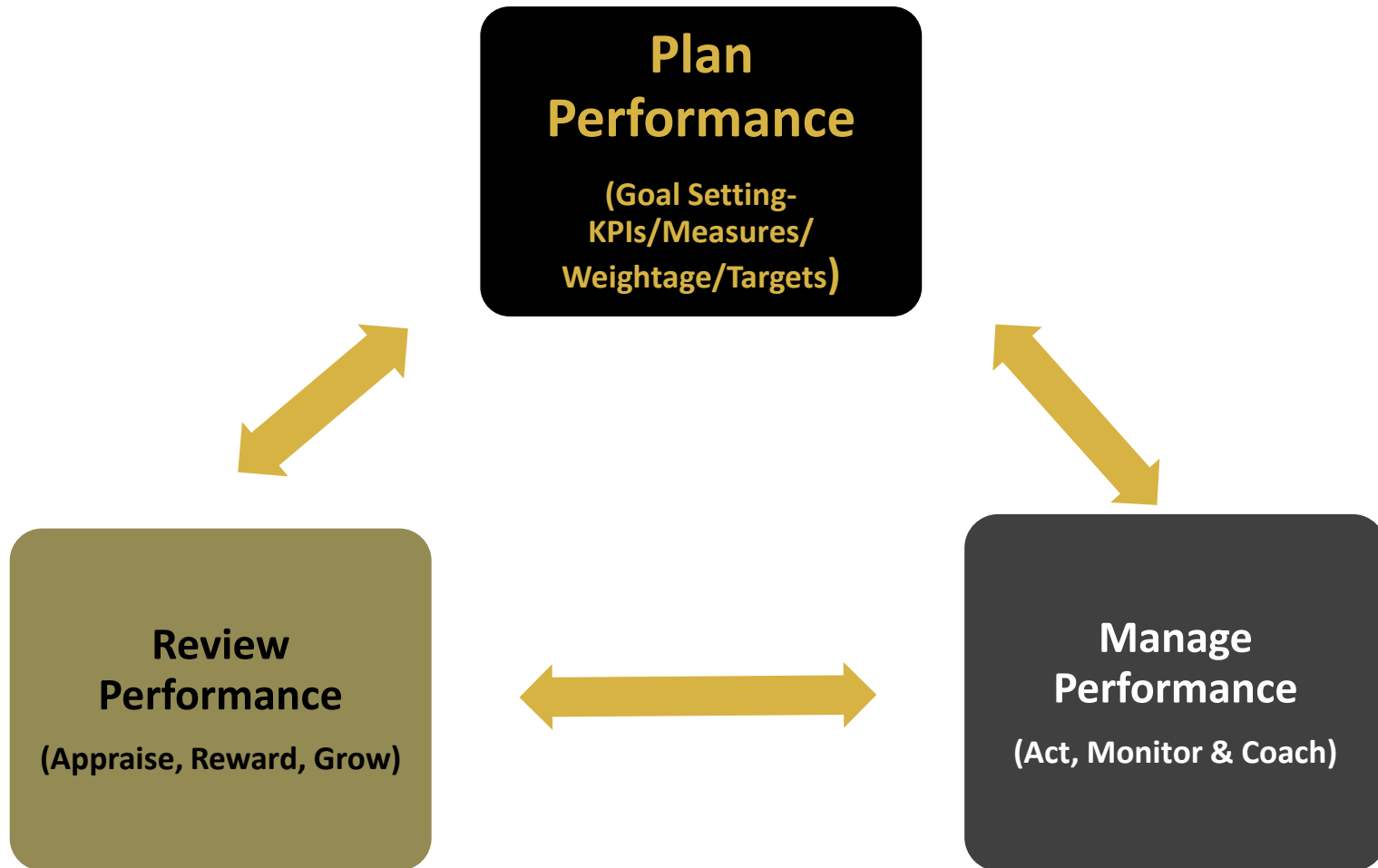
Understand the importance of annual appraisal process

Build know how on automated Performance Appraisal System

Understand the process of goal setting, self & manager assessment

Goal setting using SMART technique

Identify roles & responsibilities



# Key Stakeholders and Roles



## Employee

- Active participation in the Performance Management Process.
- Setting SMART Goals corresponding to functional / organizational goals in discussion with the Appraiser.
- Participate in performance assessment process in discussion/agreement with the appraiser and reviewer
- Adhere to timelines
- Be open and proactive.

## Supervisor

- Guide the team member to set SMART goals.
- Provide inputs where ever required.
- Ensure team/individual goals are aligned to the function / organizational goals.
- Communicating & agreeing on the expectations and outcomes.
- 1<sup>st</sup> level review of goals and outcomes of team members.
- Ensure all the process steps are closed within the set timelines.

## Reviewer

- Reviewing the goals and outcomes of the team members.
- Check alignment to functional / organizational goals.
- Ensure that fair and transparent feedback session was conducted by the appraiser with the employee.
- Ensuring that the entire process is in agreement and consensus of the employee , appraiser and self before final sign off.

## HR

- Clear communication on the timelines for the process
- Provide formats and process guidelines.
- Set up platforms for employee queries like SPOCs / help lines / HR Business Partners / awareness sessions to ensure addressal of queries
- Perform rating normalization exercise in conjunction with line managers/HODs
- Present analysis and performance assessment to the management.
- Conclude the process by appropriate documentation for annual increment /promotion

# Appraisal Process workflow

KPI – Key Performance Indicators

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graph TD; A[KPI – Key Performance Indicators] --> B[Measurement Criteria / Success Criteria – appropriate unit to measure the goals, qualitative or quantitative]; B --> C[Weightage - Relative importance associated to a particular KPI against all others to determine its absolute contribution in the over all achievement]; C --> D[Target – How much needs to be achieved];
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Measurement Criteria / Success Criteria – appropriate unit to measure the goals, qualitative or quantitative

Weightage - Relative importance associated to a particular KPI against all others to determine its absolute contribution in the over all achievement

Target – How much needs to be achieved

- **For E1 & all M- Grades:**

Fill up your Key performance Indicators (KPI) – Goals / Targets

Get the KPIs approved by your respective Line Manager

Do the self-assessment and submit it to your Line Manager

- **For E2, E3 & E4 Grades:**

The assessment will be done by your respective Line managers on 9 personal effectiveness attributes.

PMS Login will be available to only those eligible employees (E1 & all M Grade) who joined on or before 30<sup>th</sup> September 2018.

Login to <https://hcft.hcm.em2.oraclecloud.com> using your user ID (Emp Code) and password.

Please refer to enclosed PMS user manual to understand the step by step process on the above points.

- It is mandatory for all employees to discuss & agree their goals with their respective Line managers and get the same uploaded and approved in e-PMS as per timelines given in the communication.
- It is a mandate for RMs/RGMs ( of support function) to take feedback of respective cinema head for support function staff.
- All Managers are requested to ensure qualitative and comprehensive comments on e-PMS tool wherever required.
- We urge all employees & managers to actively participate in the Annual Appraisal Process.
- It is extremely critical for both employees and managers to stick to the timelines as given in email.
- An employee needs to be active in the system at the time of effecting the revised/incremented salary.

- Principle of Objectivity
  - Reviewer and head of department need to ensure the promotion recommendation are given on the basis of past performance and potential evaluation.
- Principle of Growth
  - Promotion has to be a clear growth indicator for exceptional performance and its reward as recognized by the company.
  - A promotion should have an employee's role expanding with greater responsibility and span of control to ensure there is a clear business case for the promotion.



- Employee should not be involved in any proven/ current case / internal investigations for any alleged violation of company's code of conduct.
- Employee's manager's performance rating should be 4 and above.
- Employee can be promoted to the next designation only.
- Promotion in consecutive appraisal cycles are not recommended.
- Maximum no. of promotions recommendation should not exceed 20% of the total employees (who are eligible for increment) in specific department.
- Refer below *Table* for further details.

Current Year Rating	Last Year Rating	Eligibility Period (From last date of promotion or DOJ)
4 & above	4 & above	18 Months
3**	4 & above	At least completed 2 appraisal cycles
2 & 1		Not Eligible

**\*\*Employee should have got '4 & above rating' in last 2 appraisal cycles.**

**Note: All promotion recommendation or any exception will be discussed by cross functional committee before final go ahead .**

# LIST OF CROSS FUNCTIONAL COMMITTEE MEMBERS



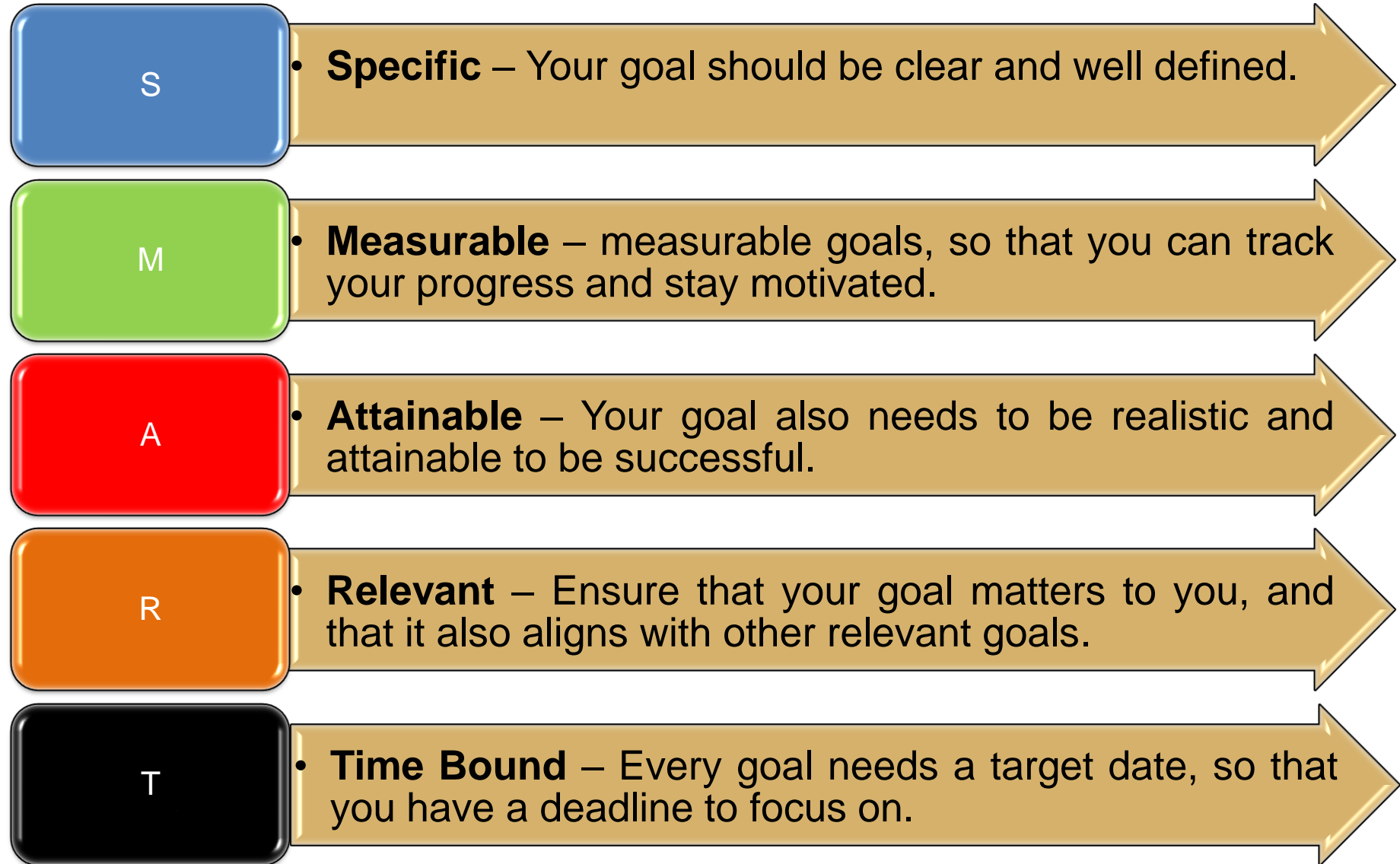
BUSINESS UNIT/DEPARTMENT	COMMITTEE MEMBERS
Business Operations & Support*	CEO, CFO, CHRO
Finance, Accounts & Commercial	
Legal & Secretarial	
MD ED	
Projects	CGDO, CHRO
Business Development	
Design & Renovation	
Info Tech/Digital	Chief Business Planning & Strategy, CFO, CHRO
Business Strategy & Programming	
Pictures Distribution	

*\* except IT & Digital*

*Note: above matrix is applicable for employees in Grade 'M' only*

# Make Effective KPIs - SMART Technique

(Refer SMART Technique of Goal Setting)



# Points to Remember

KPIs are necessarily similar for same role irrespective of the location. E.g. Cinema Heads across India will have similar KPIs

Ensure you have defined at least 3 KRA/KPIs

Each KPI is assigned a weightage in % which determines the priority and alignment of resources

The weightage to each KPI must be minimum 5% and maximum 40%

The sum total of the weightage for all KPIs for an employee should be 100%

We will use 5 point Rating Scale.

# Rating Scale

Rating	Contribution Level	Descriptive Behaviours
5	<b>Significantly Exceeds Expectations</b>  More than 120% Achievement of Targets	Constantly exceeds established KPIs with noteworthy distinction
		Achieves incomparable outcomes which have a high impact on overall performance of the team/organization
4	<b>Exceeds Expectations</b>  101% to 120% Achievement of Targets	Exceeds established KPIs most of the time.
		Consistently completes key outputs required, positively impacting the overall performance of the team/organization
3	<b>Meets Expectations</b>  81% to 100% Achievement of Targets	Delivers on all expected standards of performance
		Is able to achieve the outputs required from the job assigned, delivering the team performance
2	<b>Occasionally Meets Expectations</b>  50% to 80% Achievement of Targets	Meets partial standards of performance
		Scope for improvement in several output areas
1	<b>Does Not Meet Expectations</b>  Less than 50% Achievement of Targets	Meets minimal standards of performance
		Does not meet expected threshold level of performance

*Please note: Achievement targets % in different rating scale may vary for different roles.*

Thank You 😊

LET'S GET  
**STARTED**

