

**QHSE MANAGEMENT SYSTEM**

**SAIFCO**

Electromechanical Works (LLC)



Document Name:

**PERFORMANCE APPRAISAL  
PROCEDURE**

QHSE Ref. No.

IMS/HR/PA/01 Rev.00

Date:

6<sup>th</sup> October 2019

**PERFORMANCE APPRAISAL PROCEDURE**

| Rev | Date     | Revision Record       | Prepared by | Reviewed by | Approved by |
|-----|----------|-----------------------|-------------|-------------|-------------|
| 00  | 06/10/19 | 1 <sup>st</sup> Issue | RM          | RG          | NY          |
|     |          |                       |             |             |             |

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|   |   |                                    |
|---|---|------------------------------------|
| <p align="center"><b>QHSE MANAGEMENT SYSTEM</b></p>   | <p align="center">  <br/> <b>SAIFCO</b> <br/> <i>Electromechanical Works (LLC)</i> </p> |                                    |
| <p><b>Document Name:</b></p> <p align="center"><b>PERFORMANCE APPRAISAL<br/>PROCEDURE</b></p> | <p>QHSE Ref. No.</p>  | <p>IMS/HR/PA/01 Rev.00</p>         |
|   | <p>Date:</p>  | <p>6<sup>th</sup> October 2019</p> |

|  |
|--|
| <p><b>1.0 PURPOSE</b></p> <p>The purpose of this procedure is to measure and improve the performance of employees and to provide suited training required to enhance employee's skills which will add value to the company.</p> <p><b>2.0 SCOPE</b></p> <p>Applicable to all SAIFCO employees.</p> <p><b>3.0 DEFINITIONS</b></p> <p>None</p> <p><b>4.0 RESPONSIBILITY</b></p> <p><b>Direct Supervisor</b> shall review the Employee's performance and forward to HR Dept. for verification and necessary action</p> <p><b>HR Manager;</b> to ensure that performance review is implemented as per procedure and identify trainings required</p> <p><b>All Staff;</b> to cooperate in complying with the implementation of yearly performance evaluation as per this company procedure.</p> <p><b>5.0 PROCEDURE</b></p> <p>Employee who completed 1 year or more of service in the company will be entitled in the yearly performance evaluation.</p> <p>The employee shall be rated based on the set target &amp; objective specified by his line managers/ direct supervisors. These targets will be measured in terms of quantity, quality, expectations, time and cost.</p> <p><b>5.1 Performance Appraisal Process</b></p> <p>5.1.1 Direct Supervisor shall review the Employee's performance over the last 12 months and shall complete the Employee evaluation sheet based on <b>Competency Assessment</b>.</p> <p>5.1.2 Direct Supervisor shall conduct the performance appraisal with the presence of employee. Both parties will practice the review any previous set department objectives, address any performance and behavioral issues and ensures all parties will sign off the appraisal document.</p> <p>5.1.3 Once Evaluation is completed the same shall be sent to HR Dept. for verification (ensure that this performance appraisal is signed off by ALL parties mentioned below, before submitting it to HR).</p> |
|--|

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5.1.4 The HR Dept. shall advise for any identified training required for the employee and the same to be discussed with the Operation Manager for approval.

### 5.2 Competency Ratings

Employee's competency shall be assessed using the below competency ratings;

**Rating (1)** - Employee does not meet expectations - A less than satisfactory level of performance with just a few areas achieved and much in inconsistency.

**Rating (2)** - Employee meets some expectations - A level of performance that meets some required standards with some inconsistency.

**Rating (3)** - Employee meets all expectations - A great level of performance overall with all expected standards met.

**Rating (4)** - Employee exceeds expectations - An outstanding level of performance, with the employee making a significant contribution to the team.

### 5.3 Rating Justification

For Employee who acquired the highest rate score of **(4)**, the assessor has to provide the justification or evidence to back up the performance rating.

### 5.4 Training and Development

The Direct Supervisor will assess the required training courses / development activities, which will add to the employees current skill set and help with their development and the same shall be stated in the employee performance appraisal.

## 6.0 ATTACHMENTS

| Type | Name                                 | Number/Code     |
|------|--------------------------------------|-----------------|
| Form | Performance Appraisal for CATEGORY 1 | IMS/HR/PA/01/01 |
| Form | Performance Appraisal for CATEGORY 2 | IMS/HR/PA/01/02 |
| Form | Performance Appraisal for CATEGORY 3 | IMS/HR/PA/01/03 |
| Form | Performance Appraisal for CATEGORY 4 | IMS/HR/PA/01/04 |
| Form | Performance Appraisal for Labour     | IMS/HR/PA/01/05 |

# QHSE MANAGEMENT SYSTEM



Document Name

**Performance Appraisal for CATEGORY 1**

QHSE Ref. No.

IMS/HR/PA/01/01 Rev.00

Date

## FOR EMPLOYEES WITHIN CATEGORIES OF MANAGERS & DIRECTORS

(CAT.1 Includes: Operation/ Commercial/ Accounts/ Procurement/ Accounts/ QHSE/ Estimation/ Project Managers)

### EMPLOYEE DETAILS

|                    |  |                       |       |
|--------------------|--|-----------------------|-------|
| Employee Name:     |  |                       |       |
| Emp No.            |  | Designation:          |       |
| Joining Date:      |  | Project / Department: |       |
| Direct Supervisor: |  | Functional Manager:   |       |
| Review Date:       |  | Appraisal Rating:     | 0.000 |

### PERFORMANCE APPRAISAL PROCESS

|          |  |  |
|----------|--|--|
| <b>1</b> | PREPARATION                            | Direct Supervisor shall review the Employee's performance over the last 12 months and shall complete the Employee evaluation sheet based on (COMPETENCY ASSESSMENT).   |
| <b>2</b> | THE PERFORMANCE APPRAISAL              | Direct Supervisor shall conduct the performance appraisal with the presence of employee. Both parties will practice the ff:<br>a. Review any previous set department objectives.<br>b. Address any performance and behavioural issues<br>c. Ensures all parties will sign off the appraisal document |
| <b>3</b> | SUBMIT COMPLETED APPRAISALS TO HR TEAM | a. Once Evaluation is completed the same shall be sent to HR Dept. for verification<br>b. Identified training needs' to be discussed with the Operation Manager  |

### COMPETENCY RATINGS

| Rating | Description   |
|--------|---|
| 1      | Employee <b>does not meet</b> expectations - <i>A less than satisfactory level of performance with just a few areas achieved and much in inconsistency.</i> |
| 2      | Employee <b>meets some</b> expectations - <i>A level of performance that meets some required standards with some inconsistency.</i>                         |
| 3      | Employee <b>meets all</b> expectations - <i>A great level of performance overall with all expected standards met.</i>                                       |
| 4      | Employee <b>exceeds</b> expectations - <i>An outstanding level of performance, with the employee making a significant contribution to the team.</i>         |

### COMPETENCY ASSESSMENT

Please mark a "X" in the appropriate column, against each competency

|   | 1  | 2                                       | 3                                      | 4                                    |          |
|---|--|---|--|--------------------------------------|----------|
| <b>TECHNICAL COMPETENCIES</b>   | Employee <b>does not</b> meet expectations | Employee meets <b>some</b> expectations | Employee meets <b>all</b> expectations | Employee <b>exceeds</b> expectations | N/A      |
| 1. Possesses comprehensive knowledge regarding functional policies and procedures |  |   |  |                                      |          |
| 2. Meets internal and external deadlines  |  |   |  |                                      |          |
| 3. Demonstrates strong organisational and prioritising skills                     |  |   |  |                                      |          |
| 4. Shows initiative and able to manage several tasks at once                      |  |   |  |                                      |          |
| 5. Ability to succeed under pressure  |  |   |  |                                      |          |
| 6. Has a strong attention to detail with minimum errors                           |  |   |  |                                      |          |
| 7. Able to highlight critical issues and to drive timely decision making          |  |   |  |                                      |          |
| 8. Demonstrates and promotes cost control and cost consciousness                  |  |   |  |                                      |          |
| 9. Provides exceptional service and support to relevant stakeholders              |  |   |  |                                      |          |
| 10. Displays strong personal etiquette and oral communication skills              |  |   |  |                                      |          |
| 11. Committed team player & builds strong interdepartmental relationships         |  |   |  |                                      |          |
| 12. Accountable for and takes ownership of assigned tasks                         |  |   |  |                                      |          |
| <b>TOTAL TECHNICAL COMPETENCY RATING</b>  |  |   |  |                                      | <b>0</b> |
| <b>BEHAVIOURAL COMPETENCIES</b>   | Employee <b>does not</b> meet expectations | Employee meets <b>some</b> expectations | Employee meets <b>all</b> expectations | Employee <b>exceeds</b> expectations | N/A      |
| 1. Communication skills written   |  |   |  |                                      |          |
| 2. Communication skills oral  |  |   |  |                                      |          |
| 3. Customer Service   |  |   |  |                                      |          |
| 4. Planning & Organizing  |  |   |  |                                      |          |
| 5. Decision Making  |  |   |  |                                      |          |
| 6. Leading & Developing others  |  |   |  |                                      |          |
| 7. Team Player  |  |   |  |                                      |          |
| 8. Adaptability   |  |   |  |                                      |          |
| 9. Accountability & Ownership   |  |   |  |                                      |          |
| 10. Ethics & Values   |  |   |  |                                      |          |
| <b>TOTAL BEHAVIOURAL COMPETENCY RATING</b>  |  |   |  |                                      | <b>0</b> |
| <b>OVERALL TECHNICAL &amp; BEHAVIOURAL COMPETENCY RATING</b>                      |  |   |  |                                      | <b>0</b> |



# QHSE MANAGEMENT SYSTEM



|  |               |                        |
|--|---------------|------------------------|
| Document Name<br><b>Performance Appraisal for CATEGORY 2</b> | QHSE Ref. No. | IMS/HR/PA/01/02 Rev.00 |
|  | Date          |                        |

**FOR EMPLOYEES WITHIN CATEGORIES OF Construction Managers & Engineers**  
(CAT.2 Includes: Sr. Project/ Project/ Site/ QC/ Planning/ Quantity Surveyor/ Safety/Procurement/ etc...)

### EMPLOYEE DETAILS

|                    |  |                       |       |
|--------------------|--|-----------------------|-------|
| Employee Name:     |  |                       |       |
| Emp No.            |  | Designation:          |       |
| Joining Date:      |  | Project / Department: |       |
| Direct Supervisor: |  | Functional Manager:   |       |
| Review Date:       |  | Appraisal Rating:     | 0.000 |

### PERFORMANCE APPRAISAL PROCESS

|          |  |   |
|----------|--|---|
| <b>1</b> | PREPARATION                            | Direct Supervisor shall review the Employee's performance over the last 12 months and shall complete the Employee evaluation sheet based on (COMPETENCY ASSESSMENT).  |
| <b>2</b> | THE PERFORMANCE APPRAISAL              | Direct Supervisor shall conduct the performance appraisal <b>with</b> the presence of employee. Both parties will practice the ff:<br>a. Review any previous set department objectives.<br>b. Address any performance and behavioural issues<br>c. Ensures all parties will sign off the appraisal document |
| <b>3</b> | SUBMIT COMPLETED APPRAISALS TO HR TEAM | a. Once Evaluation is completed the same shall be sent to HR Dept. for verification<br>b. Identified training needs' to be discussed with the Operation Manager   |

### COMPETENCY RATINGS

| Rating | Description   |
|--------|---|
| 1      | Employee <b>does not meet</b> expectations - <i>A less than satisfactory level of performance with just a few areas achieved and much in inconsistency.</i> |
| 2      | Employee <b>meets some</b> expectations - <i>A level of performance that meets some required standards with some inconsistency.</i>                         |
| 3      | Employee <b>meets all</b> expectations - <i>A great level of performance overall with all expected standards met.</i>                                       |
| 4      | Employee <b>exceeds</b> expectations - <i>An outstanding level of performance, with the employee making a significant contribution to the team.</i>         |

### COMPETENCY ASSESSMENT

Please mark a "X" in the appropriate column, against each competency

|   | 1  | 2                                       | 3                                      | 4                                    |          |
|---|--|---|--|--------------------------------------|----------|
| <b>TECHNICAL COMPETENCIES</b>   | Employee <u>does not</u> meet expectations | Employee meets <u>some</u> expectations | Employee meets <u>all</u> expectations | Employee <u>exceeds</u> expectations | N/A      |
| 1. Possesses comprehensive knowledge regarding functional policies and procedures |  |   |  |                                      |          |
| 2. Meets internal and external deadlines  |  |   |  |                                      |          |
| 3. Demonstrates strong organisational and prioritising skills                     |  |   |  |                                      |          |
| 4. Shows initiative and able to manage several tasks at once                      |  |   |  |                                      |          |
| 5. Ability to succeed under pressure  |  |   |  |                                      |          |
| 6. Has a strong attention to detail with minimum errors                           |  |   |  |                                      |          |
| 7. Able to highlight critical issues and to drive timely decision making          |  |   |  |                                      |          |
| 8. Demonstrates and promotes cost control and cost consciousness                  |  |   |  |                                      |          |
| 9. Provides exceptional service and support to relevant stakeholders              |  |   |  |                                      |          |
| 10. Displays strong personal etiquette and oral communication skills              |  |   |  |                                      |          |
| 11. Committed team player & builds strong interdepartmental relationships         |  |   |  |                                      |          |
| 12. Accountable for and takes ownership of assigned tasks                         |  |   |  |                                      |          |
| 13. Possesses the appropriate IT skills for the role                              |  |   |  |                                      |          |
| <b>TOTAL TECHNICAL COMPETENCY RATING</b>  |  |   |  |                                      | <b>0</b> |
| <b>BEHAVIOURAL COMPETENCIES</b>   | Employee <u>does not</u> meet expectations | Employee meets <u>some</u> expectations | Employee meets <u>all</u> expectations | Employee <u>exceeds</u> expectations | N/A      |
| 1. Communication skills written   |  |   |  |                                      |          |
| 2. Communication skills oral  |  |   |  |                                      |          |
| 3. Customer Service   |  |   |  |                                      |          |
| 4. Planning & Organizing  |  |   |  |                                      |          |
| 5. Decision Making  |  |   |  |                                      |          |
| 6. Leading & Developing others  |  |   |  |                                      |          |
| 7. Team Player  |  |   |  |                                      |          |
| 8. Adaptability   |  |   |  |                                      |          |
| 9. Accountability & Ownership   |  |   |  |                                      |          |
| 10. Ethics & Values   |  |   |  |                                      |          |
| <b>TOTAL BEHAVIOURAL COMPETENCY RATING</b>  |  |   |  |                                      | <b>0</b> |
| <b>OVERALL TECHNICAL &amp; BEHAVIOURAL COMPETENCY RATING</b>                      |  |   |  |                                      | <b>0</b> |



|   |   |                        |
|---|---|------------------------|
| <b>QHSE MANAGEMENT SYSTEM</b>               | <br><b>SAIFCO</b><br>Electromechanical Works (LLC) |                        |
| Document Name                               | QHSE Ref. No.   | IMS/HR/PA/01/03 Rev.00 |
| <b>Performance Appraisal for CATEGORY 3</b> | Date  |                        |

**FOR EMPLOYEES WITHIN CATEGORIES OF OPERATION STAFF**  
 (CAT.3 Includes: HSE Officer/ QC Inspector/ Site Admin/ Store Keeper/ Procurement Expeditor/ Draughtsman/ Document Controller/ Secretary/ Time Keeper/ HSE Inspector)

|                         |                       |        |  |
|-------------------------|-----------------------|--------|--|
| <b>EMPLOYEE DETAILS</b> |                       |        |  |
| Employee Name:          |                       |        |  |
| Emp No.                 | Designation:          |        |  |
| Joining Date:           | Project / Department: |        |  |
| Direct Supervisor:      | Functional Manager:   |        |  |
| Review Date:            | Appraisal Rating:     | :0.000 |  |

| PERFORMANCE APPRAISAL PROCESS |  |   |
|-------------------------------|--|---|
| <b>1</b>                      | PREPARATION                            | Direct Supervisor shall review the Employee's performance over the last 12 months and shall complete the Employee evaluation sheet based on (COMPETENCY ASSESSMENT).  |
| <b>2</b>                      | THE PERFORMANCE APPRAISAL              | Direct Supervisor shall conduct the performance appraisal <b>with</b> the presence of employee. Both parties will practice the ff:<br>a. Review any previous set department objectives.<br>b. Address any performance and behavioural issues<br>c. Ensures all parties will sign off the appraisal document |
| <b>3</b>                      | SUBMIT COMPLETED APPRAISALS TO HR TEAM | a. Once Evaluation is completed the same shall be sent to HR Dept. for verification<br>b. Identified training needs' to be discussed with the Operation Manager   |

| COMPETENCY RATINGS |   |
|--------------------|---|
| Rating             | Description   |
| 1                  | Employee <b>does not meet</b> expectations - <i>A less than satisfactory level of performance with just a few areas achieved and much in inconsistency.</i> |
| 2                  | Employee <b>meets some</b> expectations - <i>A level of performance that meets some required standards with some inconsistency.</i>                         |
| 3                  | Employee <b>meets all</b> expectations - <i>A great level of performance overall with all expected standards met.</i>                                       |
| 4                  | Employee <b>exceeds</b> expectations - <i>An outstanding level of performance, with the employee making a significant contribution to the team.</i>         |

| COMPETENCY ASSESSMENT   |  |   |  |                                      |          |
|---|--|---|--|--------------------------------------|----------|
| Please mark a "X" in the appropriate column, against each competency                                      |  |   |  |                                      |          |
|   | 1  | 2                                       | 3                                      | 4                                    |          |
| <b>TECHNICAL COMPETENCIES</b>   | Employee <b>does not</b> meet expectations | Employee meets <b>some</b> expectations | Employee meets <b>all</b> expectations | Employee <b>exceeds</b> expectations | N/A      |
| 1. Possesses comprehensive knowledge regarding functional policies and procedures                         |  |   |  |                                      |          |
| 2. Ensures professional and accurate, preparation and submission, of reports/presentations/correspondence |  |   |  |                                      |          |
| 3. Meets internal and external deadlines  |  |   |  |                                      |          |
| 4. Demonstrates strong organisational and prioritising skills   |  |   |  |                                      |          |
| 5. Shows initiative and able to manage several tasks at once  |  |   |  |                                      |          |
| 6. Ability to succeed under pressure  |  |   |  |                                      |          |
| 7. Has a strong attention to detail with minimum errors   |  |   |  |                                      |          |
| 8. Able to highlight critical issues and to drive timely decision making                                  |  |   |  |                                      |          |
| 9. Demonstrates and promotes cost control and cost consciousness  |  |   |  |                                      |          |
| 10. Provides exceptional service and support to relevant stakeholders                                     |  |   |  |                                      |          |
| 11. Displays strong personal etiquette and oral communication skills                                      |  |   |  |                                      |          |
| 12. Committed team player & builds strong interdepartmental relationships                                 |  |   |  |                                      |          |
| 13. Accountable for and takes ownership of assigned tasks   |  |   |  |                                      |          |
| 14. Possesses the appropriate IT skills for the role  |  |   |  |                                      |          |
| <b>TOTAL TECHNICAL COMPETENCY RATING</b>  |  |   |  |                                      | <b>0</b> |
| <b>BEHAVIOURAL COMPETENCIES</b>   | Employee <b>does not</b> meet expectations | Employee meets <b>some</b> expectations | Employee meets <b>all</b> expectations | Employee <b>exceeds</b> expectations | N/A      |
| 1. Communication skills written   |  |   |  |                                      |          |
| 2. Communication skills oral  |  |   |  |                                      |          |
| 3. Customer Service   |  |   |  |                                      |          |
| 4. Planning & Organizing  |  |   |  |                                      |          |
| 5. Decision Making  |  |   |  |                                      |          |
| 6. Team Player  |  |   |  |                                      |          |
| 7. Adaptability   |  |   |  |                                      |          |
| 8. Accountability & Ownership   |  |   |  |                                      |          |
| 9. Ethics & Values  |  |   |  |                                      |          |
| <b>TOTAL BEHAVIOURAL COMPETENCY RATING</b>  |  |   |  |                                      | <b>0</b> |
| <b>OVERALL TECHNICAL &amp; BEHAVIOURAL COMPETENCY RATING</b>  |  |   |  |                                      | <b>0</b> |



# QHSE MANAGEMENT SYSTEM

**SAIFCO**

Electromechanical Works (LLC)



Document Name

QHSE Ref. No. IMS/HR/PA/01/04 Rev.00

Performance Appraisal for CATEGORY 4

Date

## Supervisor and Foreman

### EMPLOYEE DETAILS

|                    |                     |
|--------------------|---------------------|
| Employee Name:     | Designation:        |
| Tally No:          | Project / Location: |
| Grade:             | Review Date:        |
| Joining Date:      | Present Salary:     |
| Direct Supervisor: |                     |

### COMPETENCY ASSESSMENT

| Please TICK (X) the appropriate rating for each performance statement | 1  | 2                                       | 3                                      | 4                                    | N/A         |
|---|--|---|--|--------------------------------------|-------------|
|   | Employee <b>does not</b> meet expectations | Employee meets <b>some</b> expectations | Employee meets <b>all</b> expectations | Employee <b>exceeds</b> expectations |             |
| 1. Workmanship ability within current Trade/Job                       |  |   |  |                                      |             |
| 2. Shows initiative and able to manage several tasks at once          |  |   |  |                                      |             |
| 3. Able to work under pressure  |  |   |  |                                      |             |
| 4. Relationship with colleagues                                       |  |   |  |                                      |             |
| 5. Able to flag critical issues for timely decision making            |  |   |  |                                      |             |
| 6. Provides service and support to team                               |  |   |  |                                      |             |
| 7. Time keeping and attendance  |  |   |  |                                      |             |
| 8. Ability to express himself in English                              |  |   |  |                                      |             |
| 9. Willing to perform alternate duties as required                    |  |   |  |                                      |             |
| 10. Demonstrates and promotes cost consciousness                      |  |   |  |                                      |             |
| 11. Ability to follow schedules                                       |  |   |  |                                      |             |
| 12. Able to follow / read manuals and instructions                    |  |   |  |                                      |             |
| 13. Demonstrates workplace health and safety                          |  |   |  |                                      |             |
| 14. Ability to read drawings and complete basic reports               |  |   |  |                                      |             |
| 15. Ability to supervise and manage subordinates                      |  |   |  |                                      |             |
| <b>PERFORMANCE RATING</b>   |  |   |  |                                      | <b>0.00</b> |

### ASSESSMENT OF ABILITY

|  |
|--|
|  |
|--|

### RECOMMENDATIONS

Please tick only ONE level of potential and one level of performance

|                          |   |                          |                              |
|--------------------------|---|--------------------------|------------------------------|
| <input type="checkbox"/> | Can move to position with more responsibility             | <input type="checkbox"/> | Well Placed                  |
| <input type="checkbox"/> | Above Average / can be considered for new grade next year | <input type="checkbox"/> | Not fit for present position |

### FURTHER COMMENTS

| Employee Comments | Direct Supervisor Comments | Snr Project Engineer Comments |
|-------------------|----------------------------|-------------------------------|
|                   |                            |                               |
|                   |                            |                               |
|                   |                            |                               |
|                   |                            |                               |
|                   |                            |                               |

### PERFORMANCE APPRAISAL SIGN OFF

Please ensure that this performance appraisal is signed off by ALL parties mentioned below, before submitting it to your local HR.

|                        |                             |      |
|------------------------|-----------------------------|------|
| EMPLOYEE NAME          | EMPLOYEE SIGNATURE          | DATE |
| DIRECT SUPERVISOR NAME | DIRECT SUPERVISOR SIGNATURE | DATE |
| NEXT LEVEL MANAGER     | NEXT LEVEL MANAGER          | DATE |

