

PERFORMANCE DEVELOPMENT SYSTEM (PDS)**MANUAL**

(Revised 2020)

A Performance Development System (PDS) has been designed with the motto *iGrow* i.e. *'I Grow for the Growth of my Organisation'*. Its focus is on the holistic development of employees through setting performance expectations and providing continuous feedback and coaching in order to achieve high level of individual and the organizational performance.

KEY OBJECTIVES

1. To create high performance orientation within the organisation.
2. To align individual performance with organizational goals.
3. To bring about high degree of fairness & transparency.
4. To ensure performance ownership.

These objectives are intended to be achieved through:

1. Setting expectations for employee performance.
2. Continuous dialogue among all the stakeholders in the performance system.
3. Measuring actual performance relative to the performance expectations

PERFORMANCE PERIOD

The performance period shall be the preceding financial year i.e. 1st April to 31st March during which the performance shall be planned, reviewed and evaluated.

ACTIVATION

The following shall be the tentative timeline for activation of online PDS Form for all employees:

		Timeline	Responsibility
1.	Online activation of Form	7 th April	HR Deptt, HO
2.	Filling up of Forms	7-17 April	Self-Assessment (Gr. H1 & above)
		7-20 April	Reporting Officer
		7-25 April	1 st Reviewing Officer
		7-28 April	2 nd Reviewing Officer
		7-30 April	Accepting Officer

With respect to marketing field staff, the data pertaining to achievement of targets is expected to be updated online by 5th April. In case of any discrepancy, HR department, MKCO may be contacted.

APPLICABILITY

It will be applicable to all the employees of IFFCO.

APPRAISAL PATH

The Appraisal Path will define the levels of authority through which the appraisal form will navigate, i.e. Appraisee->Appraising Officer-> Reviewing Officer -> Accepting Officer. The Appraisal Path of each employee will be visible on the Form.

MAIN COMPONENTS OF PDS

The following are the main components of new Performance Development System:

- A. SELF ASSESSMENT (FOR OFFICERS IN GR. H1 & ABOVE)
- B. ON-THE-JOB PERFORMANCE DURING THE PERFORMANCE PERIOD
- C. JOB KNOWLEDGE & EXPERTISE
- D. COMPETENCIES
- E. VALUES
- F. POTENTIAL

Each of the above component is discussed in detail as under:

A. SELF ASSESSMENT (GR. H1 & ABOVE ONLY)

This part will give employees the opportunity to share information about their current role, performance, significant achievements, performance planning for subsequent year, training needs and any other issue related to work.

The self-assessment will be done under the following heads:

1. Mention your MAJOR role responsibilities (200 words)

In this segment, an employee should mention, in brief, his key job duties and responsibilities on the current role. (Avoid writing routine job responsibilities).

2. Significant achievements during the year (200 words)

The achievements may relate to something special or extraordinary done during the year besides the normal routine job responsibilities. It may include winning award or appreciation, publication of paper, making presentation in international or national forum, automation of any process or system, conduct or participation in Survey, improvement in process, system or procedure, offered solution to major problem, cost saving or any other new initiative.

3. Open space for any comment (100 words)

This is an open ended space for an employee to share any point which may relate to his current job or outside his job. Any hindrance in achieving the previous year's performance goals/plans may be mentioned here.

4. Performance Planning for next year (100 words)

Here an employee should indicate five major specific jobs or assignments or changes he would like to undertake during next 12 months which may add value to his work and enhance his contribution. It may be something unique, distinct and out-of-box, which will result in enhancing productivity, efficiency and performance of his Department, Unit and eventually the organisation. The Performance Planning of the previous year can be viewed by clicking on the 'PREVIOUS YEAR'S PERFORMANCE PLANNING'.

5. Individual Learning & Development Needs

Indicate TWO training areas which an employee may feel are required for efficient discharge of his day to day job responsibilities and will also prepare him for future roles. It should preferably be one each in i) **Role Specific Area** and ii) **Behavioural/Managerial Area**.

The **ROLE SPECIFIC** training pertains to the development of specific knowledge required for discharge of current job responsibilities like training on GST, MS Power point, Auditing, HR Analytics, Agriculture Technology, Environment Management, ERP, Vibration, Ammonia Storage, Cooperative Bye-laws, Chemical Safety, Solar Power etc.

The **BEHAVIOURAL/MANAGERIAL** training refers to development of soft skills for better management of self and others like Communication Skills, Negotiation Skills, Social Etiquettes, Leadership Skills, Team Building, Creativity & Innovation, Positive Attitude, Motivation etc.

Training topics will be displayed in Drop-Down Menu for selection of relevant topic by the employees. In case any specific training topic is not found in the drop down menu, the individual should write to HRD Deptt on email ID **hrd@iffco.in** for inclusion of topic in the Training Master List maintained by the HRD Department at HO.

Employee can search any specific topic by typing the three letters of the intended programme after clicking on the 'training needs tab'. For example, if an employee wishes to search for topic 'Emotional Intelligence', he should type any three letters say 'EMO'. All the topics containing letters 'EMO' will appear on the screen.

It is mandatory to fill up both the training needs.

Only the Appraising Officer has an option to review the TRAINING NEEDS as filled up by the individual employee.

SALES PERFORMANCE (for Marketing Field Staff Only)

All the fields with regard to targets and achievements will be auto-populated from the system. The open-ended questions are to be filled by the employees manually but in case of Marketing Field Staff in grades H2 & Below, these will be filled by the reporting officer, preferably after discussion with the individual employee.

B. JOB PERFORMANCE

The Reporting Officer will assess the employee's performance with respect to tasks assigned and completion of work within set timeframe, results achieved, focus on work, quality of work, oral & written communication, conduct, discipline, behavior with reference to work etc.

C. JOB KNOWLEDGE & EXPERTISE

Under this head, the Reporting Officer will assess the employee's depth of technical & professional knowledge and expertise, update on relevant laws, regulations, policies, operations, procedures, quality standards, update on internal documents like Powers of Officers, Procurement & Purchase Procedure etc. and awareness on latest trends & development in the functional & related (including cross functional) areas. The cross-functional expertise involve functional expertise of other functions eg. Knowledge of finance for HR personnel, knowledge of HR laws for line managers etc.

D. COMPETENCIES

These are the i) technical/functional; and ii) managerial competencies which are demonstrated through the day to day performance of duties and responsibilities by an employee. These are noticeable and can be evaluated on the basis of observation of behavior and critical incidents. IFFCO has developed set of competencies which are expected from the employees at each level and the performance will be measured against these competencies by the superiors. Some examples of managerial competencies can be the ability to persuade others, ability to capitalize upon relationships, ability to use emotions to overcome resistance, ability to draw alternative solutions etc.

E. VALUES

The way an individual behaves is the depiction of one's personal and organizational values and ethics. The values are the ethical commitments, enduring convictions and guiding principles that influence one's actions and choices. They need to be permanently lived by everyone in the organization in every moment.

F. POTENTIAL

Potential competencies must be demonstrated by the individual for taking on higher level responsibilities or horizontal movement in different functions in future, as part of succession planning process. These can also be assessed through observation of behavior, actions and decisions taken by the individual in the course of duties and responsibilities.

The following are the grade-wise competencies, values and potential which will be assessed:

GRADE D1 & ABOVE	GRADE H1-E0	GRADE H2 & BELOW
NETWORKING	COMPUTER KNOWLEDGE	COMPUTER KNOWLEDGE
COMMUNICATION SKILLS	COMMUNICATION SKILLS	FOLLOW UP OF INSTRUCTIONS
NEGOTIATION SKILL	PLANNING & ORGANISING SKILLS	BEHAVIOUR, DISCIPLINE & CONDUCT
DEVELOPMENT & EMPOWERMENT OF SUBORDINATES	DEVELOPMENT & EMPOWERMENT OF SUBORDINATES	SUPERVISION REQUIRED
INITIATIVE	INITIATIVE	REGULARITY & PUNCTUALITY
CREATIVITY & INNOVATION	CREATIVITY & INNOVATION	ADAPTABILITY
TEAM WORK/ INTERPERSONAL SKILL	TEAM WORK/ INTERPERSONAL SKILL	INITIATIVE
COST CONSCIOUSNESS	COST CONSCIOUSNESS	RECORD KEEPING
PROBLEM SOLVING & DECISION MAKING	PROBLEM SOLVING & DECISION MAKING	PLANNING & ORGANISING SKILLS
MANAGING CHANGE	ADAPTABILITY AND FLEXIBILITY	CREATIVITY
EMPATHY	SAFETY, HEALTH & ENVIRONMENT	SAFETY, HEALTH & ENVIRONMENT
VALUES	VALUES	VALUES
TRUSTWORTHINESS	TRUSTWORTHINESS	TRUSTWORTHINESS
INTEGRITY	INTEGRITY	INTEGRITY
POTENTIAL	POTENTIAL	POTENTIAL
LEADERSHIP SKILLS	LEADERSHIP	AMBITIOUS
STRATEGIC THINKING AND VISION	STRATEGIC THINKING AND VISION	MULTI-SKILLING

RATING SCALE

For evaluation of performance and competency level, a 10-point rating scale (1 being MINIMUM and 10 being MAXIMUM SCORE) will be used.

WEIGHTAGE

All the components of the performance development system have been assigned suitable weightage as under:

SL. NO.	PARAMETERS	GRADE		
		H2 & BELOW	H1-E0	D1 & ABOVE
		Weight	Weight	Weight
A	ON-THE-JOB PERFORMANCE	50%	40%	30%
B	JOB KNOWLEDGE & EXPERTISE	30%	30%	20%
C	COMPETENCIES & VALUES	10%	20%	30%
D	POTENTIAL COMPETENCIES	10%	10%	20%

These weightages are subject to change at the discretion of management.

SETTING PERFORMANCE EXPECTATION

Don Clifton once wrote 'Nothing happens until someone expects something of you in ways you can achieve'. Goal setting is at the heart of performance development system as it will direct individual's energy and efforts on achievement of targets. Pursuing goals will motivate and energize the employees. The challenging and meaningful goals which are Specific, Measurable, Achievable, Realistic and Time-Bound (SMART) are a powerful driver of performance.

It is expected that the individual and his Appraising Officer should jointly set the performance expectations **offline** at the beginning of performance period.

STAKEHOLDERS IN THE PERFORMANCE DEVELOPMENT SYSTEM

- INDIVIDUAL (APPRAISEE)
- APPRAISING OFFICER OR REPORTING OFFICER
- REVIEWING OFFICER
- ACCEPTING OFFICER

APPRAISEE

The Performance Development System enables each employee to showcase his accomplishments, initiatives and value additions during the year under review. With constant interaction with Reporting Officers he may get to know expectations of his seniors, his strengths as well as areas of improvement.

APPRAISING OFFICER

The Appraising Officer plays a vital role in the entire performance development system. He must fill up the report with due care and attention after devoting adequate time. He is responsible to continuously communicate expectations, define duties, help employee accomplish targets, acknowledge and appreciate efforts, make corrections, understand obstacles and identify ways to further improve performance. He should act as a coach, counsellor, teacher, guide and mentor for driving performance and holistic development of his direct reportees.

Both the appraisee and the appraising officer are advised to maintain record of performance and scope of improvements for reference.

He should, inter alia, focus on the performance goals set by the appraisee under the head 'PERFORMANCE PLANNING FOR NEXT YEAR' and level of achievement of goals in the previous year.

REVIEWING OFFICER

The Reviewing Officer will be the next authority over the Appraising Officer. The Reviewing Officer should satisfy that the appraising officer has filled up the report with due diligence, care and attention without any

bias and without following any pattern in rating. He must also ensure that the appraising officer has taken into account all the relevant facts and materials on record.

The reviewing officer may agree with the assessment of appraising officer or he may review the entire parameters of individual performance.

ACCEPTING OFFICER

The Accepting Officer will be the next authority over the Reviewing Officer. The Accepting Officer should ensure that the appraising and the reviewing officer(s) have filled up the report with due care and attention without any bias and without following any pattern in rating. He must satisfy that the previous officers have taken into account all the relevant facts and materials on record.

The Accepting Officer may agree with the assessment of Appraising Officer or the 1st Reviewing Officer or 2nd Reviewing Officer or opt to review the entire parameters of individual.

RECORD OF CRITICAL INCIDENTS

As the performance period is one full year, there may be a possibility that appraisee and the appraiser may forget the major milestones, accomplishments or areas of improvement. It is therefore advisable to keep note of such incidents which will act as a useful reference during dialogue and tracking improvement in performance.

EXCEPTIONAL REVIEW

The 'Outstanding' and the 'Poor' rating will move for Exceptional Review to the competent authority as per 'Power of Officers'. The Final Rating of below 3.00 and 9.0 & above will navigate for Exceptional Review to the appropriate authority.

ASSESSMENT & DEVELOPMENT COMMITTEE

An Assessment & Development Committee may be constituted by the management to normalize the ratings.

DIALOGUE, FEEDBACK, COACHING & COUNSELLING

Performance management is not a one-time process but an ongoing process throughout the performance period and regular coaching, counselling and feedback is the backbone of this system. **Continuous feedback** on the performance is very important as it tells the Appraisee how he/she is performing and how performance can be improved on the expected lines. Instead of the year-end feedback, it should be real-time, frequent, specific, development focused and future-oriented on a daily, weekly or monthly basis or as soon as something good or even bad has happened. It is essential for the growth of individual. It is therefore imperative for the appraising as well as the reviewing officer to regularly interact with the appraisee to share the areas of development and improvement. For non-performers it may act as an early warning. This process is useful for both the feedback giver and receiver. **Coaching** is about inspiring and

unlocking the competence and potential of a person to give his best. The focus is on developing specific skill or behavior. Certain situations may warrant giving employee **counselling** or expert advice to enable him to withstand or sort out stressful situation related to his work or personal life. It will help in building strong working relationship with subordinates.

PENALTY CLAUSE

Penalty of upto 1.0 point on overall rating shall be imposed for not completing the process in time by any employee which includes appraisee, reporting officer and the reviewing officer (s).

TIMER

The webpage will expire after 30 minutes. A timer of 30 minutes will be visible at the top of the appraisal form to the appraisee as well as the reporting, reviewing and accepting officers. A pop-up message will be visible on the screen 5 minutes before the webpage is about to expire so that the employees may save the draft of the appraisal form.

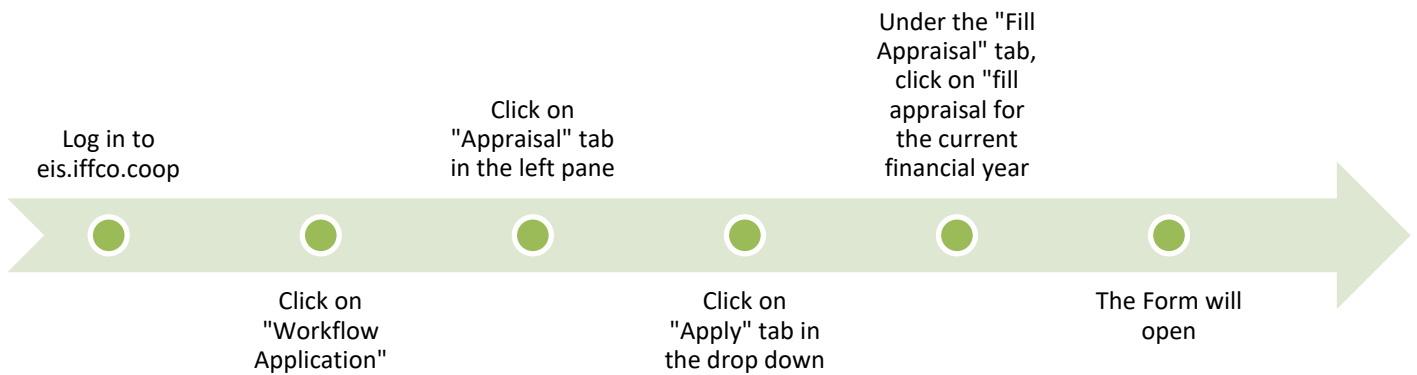
GENERAL INSTRUCTIONS

1. Do not give greater or less rating to recent positive or negative performance of an employee.
2. Avoid taking any rating pattern, say, giving rating of 5 on all parameters or the like.
3. Avoid giving high or low rating on the basis of good or bad performance in only one area.
4. Do not hold overly positive or negative view of a particular employee as a whole.
5. Do not rate an employee based on past performances, failing to take into account recent improvements an employee has shown.
6. As far as possible try to differentiate amongst individuals.
7. Appraise each factor independently, uninfluenced by the rating of other factors.
8. Do not appraise any employee if he has worked for less than 3 months under you.
9. During the year any 'outside influence' by the employee with regard to any matter which interferes in the decision of management shall be viewed seriously and a specific mention be made in the PDS form about such incidences.
10. At the end of year, accurately remembering how each employee did throughout the year is almost impossible. It is better to keep diary for recording events pertaining to performance of employee.

FREQUENTLY ASKED QUESTIONS

Q. How should I open the Appraisal Form.

A: The following is the process:



Q. I have filled up or changed the rating against the parameters but the Overall Rating is not appearing or has remained the same.

A: You need to Click the 'CALCULATE' button. An individual can change the rating any number of times before clicking the 'SUBMIT' button.

Q. Is there option for saving the form midway?

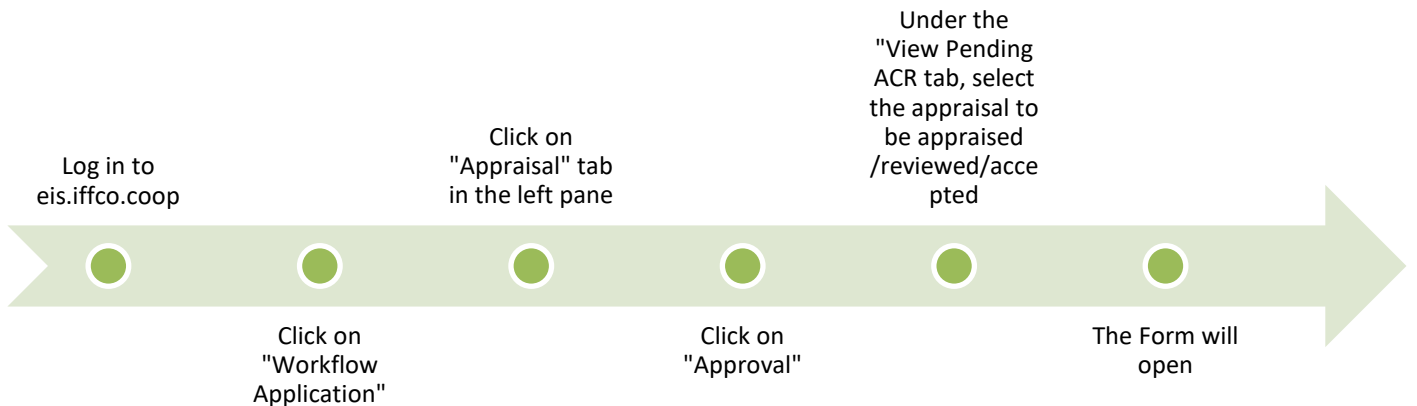
Yes, the "SAVE AS DRAFT" button has been provided to leave the form midway for completion later on. A pop-up message will be visible 5 minutes before the webpage expires.

Q. My Appraisal Path has been wrongly defined. Whom should I contact?

A: In case of any discrepancy in Appraisal Path, the employees should contact the HR department of their Unit/State who will in turn amend the Authority Master.

Q. How do I open the appraisal form of my subordinates?

A. The following is the process:



Q. Can I see the Self-Assessment Form submitted by me?

A: Yes, Self-Assessment Form submitted by an individual will be visible in the 'Appraisal History' Section.

Q. Is Hindi Typing possible?

A. Yes, typing in English as well as in Hindi is possible. Hindi typing is available for the Self-Assessment Form for Appraisees in grade H1 & Above and for Appraising Officers in case of Marketing Employees Matter can also be copied and pasted from the MS Word file subject to the condition that it is within the word limit set against the particular question.

Q. How do I reopen the appraisal form saved as draft?

If an individual has clicked 'SAVE AS DRAFT' and logs out, to reopen the saved appraisal form again, he should click the 'VIEW APPRAISAL HISTORY' and then click on the 'CLICK HERE TO FILL THE APPRAISAL FOR FINANCIAL YEAR _____'.

CONTACT POINTS

For any clarification or problem in filling up the form, the individual may contact the undersigned at their respective Unit:

	Unit	Name of contact person	Email ID	Mobile No.
1	HO	Mr. Aditya Bhola Mr. Akshat Khot	adityabhola@iffco.in akshatkhot@iffco.in	7042510215 8299827438
2	MKCO & Mktg Field	Mr. Ritesh Kumar	riteshkumar@iffco.in	9560559920 42592668
3	KALOL	Ms. Bhumika Mehrotri	bhumikamehrotri@iffco.in	8905866297
4	KANDLA	Ms. Nidhi Sathiyamoorthy Ms. Asha Haridas	nidhi_s@iffco.in, asha_haridas@iffco.in	9913455511 9712960682
5	PHULPUR	Mr. Shambhu Shekhar and Ms. Rekha Mishra	shambhushekhar@iffco.in rekha_mishra@iffco.in	9415645940 8853830409
6	AONLA	Ms. Deep Shikha	deepshikha@iffco.in	7456015495
7	PARADEEP	Mr. Manoranjan Mohapatra	manoranjanmohapatra@iffco. in	9439500068

The respective ITS Department at the Units will provide necessary support to the above HR officials with respect to any technical glitch.