
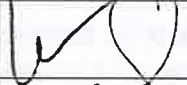



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STANDARD OPERATING PROCEDURE YTB / SOP / HUMAN RESOURCES / PERFORMANCE MANAGEMENT

	Name	Signature	Date
Prepared By	Lee Su Mei GHR & ADMIN MANAGER		10 Sept 2020
Reviewed By	Gin Koh, HEAD OF IA		10 Sept 2020
Approved By	MOHD RASHID GALLYOT VP, GROUP HOSPITALITY		10 Sept 2020

For the attention of the User

Users may give feedback or present comments and recommendations on any aspect of this Document and address them to Internal Audit Department, Yong Tai Berhad.

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1.0 OBJECTIVE

- 1.1 To ensure employee performance align with company and individual KPI.
- 1.2 As a guideline in rewarding performance, addressing performance problem, performance improvement / development plan, termination of non-performer
- 1.3 As a guideline in allocating rewarding performance linked bonus and yearly increment.

2.0 SCOPE

The process starts with setting KPI and ends with rewarding performance.

3.0 DEFINITION

- 3.1 "VP" shall refer to Vice President of Group Hospitality;
- 3.2 "GM" shall refer to General Manager of PTSL;
- 3.3 "FD" shall refer to Finance Department;
- 3.4 "HRD" shall refer to Human Resources Department;
- 3.5 "HRM" shall refer to Human Resources Manager;
- 3.6 "HRE" shall refer to Human Resources Executive;
- 3.7 "HOD" shall refer to Head of Department;
- 3.8 "EMP" shall refer to Employee; and
- 3.9 "KPI" shall refer to Key Performance Index.
- 3.10 "PRPB" shall refer to Performance Review & Performance Bonus Policy.

4.0 RESPONSIBILITY

- 4.1 Head of HRD is responsible to implement the principles of the performance management system in a fair and equitable manner;
- 4.2 HRD's Executive is to ensure the performance management system able to run smoothly and as per Company's expectation. HRD's Executive is to send out reminder emails to all employees 1 month prior the due date of Forms / Checklist submission.
- 4.3 Employees is to understand his / her role to achieve the Company's and individual's goal and comply with the timeline of Forms / Checklist submission.



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5.0 PROCEDURE

STEP	DESCRIPTION	RESPONSIBILITY
5.1	EMP sets KPI according to Financial Year 1 st January to 31 st December, whereas new joiner set on the month of joining. EMP shall set their KPIs under consultation with their supervisor, align with department and Company's goals (including KPI set by FD), and based on PRPB.	Human Resource Executive
5.2	HRE to compile and file the received completed KPI Forms by targeted date 31 st December into respective EMP's personal file.	Human Resource Executive
5.3	HRE to compile and file the received KPI Monitoring Checklist semi-annual basis (15 th July) into respective EMP's personal file. This Checklist is done by HOD to assess the EMP on-going performance and allows HOD to provides necessary guidance to help EMP achieve their KPIs.	Human Resource Executive
5.4	HRE to compile and file the received Individual Performance Appraisal Form by 15 th November into respective EMP's personal file. HOD shall rate EMP based on PRPB and Company's KPI (set by FD) released on October. HOD may recommend potential EMPs promotion using this Form.	Human Resource Executive
5.5	HRD's HOD to liaise with FD to calibrate, discuss and propose the annual salary adjustment, performance bonus and recommended EMPs' promotion according to Company's overall KPIs to the Management (GM & VP).	Human Resource Head of Department
5.6	Once approved by CEO, HRE to process the bonus rewarding, salary adjustment and staff promotion before January's payroll completed.	Human Resource Executive

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6.0 RECORDS

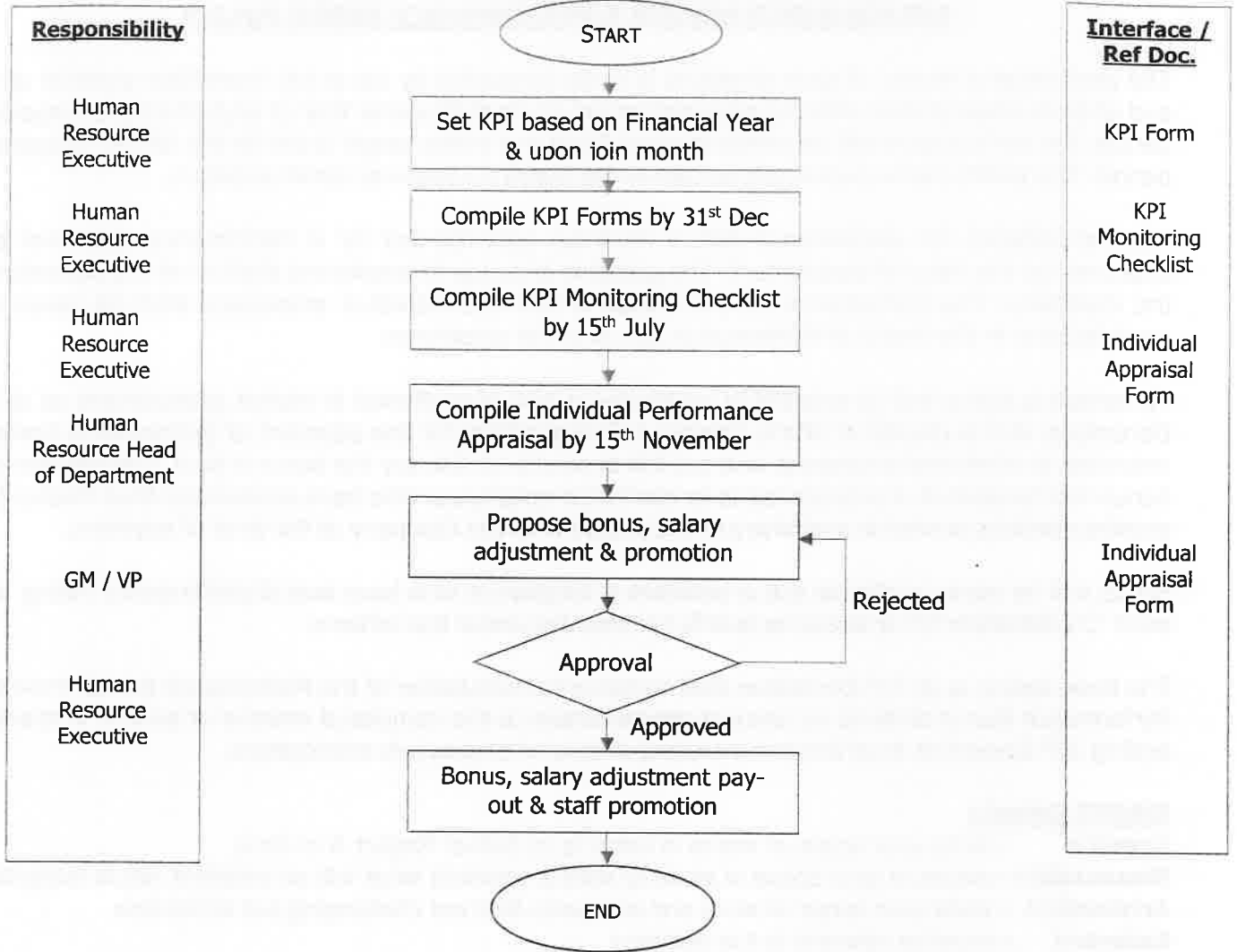
Records Type/Title	Retention Period
Employee's Personal File	7 years
Performance Appraisal Form	7 years
KPI Form	7 years
KPI Monitoring Checklist	7 years

7.0 APPENDIX

- Appendix 7.1: Process Flow of Performance Management.
- Appendix 7.2: Performance Review & Performance Bonus Policy.
- Appendix 7.3: Template of Key Performance Indicator Form.
- Appendix 7.4: Template of Key Performance Indicator Monitoring Checklist.
- Appendix 7.5: Template of Individual Performance Appraisal Form.

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Process Flow of Performance Management Procedure



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Performance Review & Performance Bonus Policy
PERFORMANCE REVIEW & PERFORMANCE BONUS POLICY

The performance review of each employee is to be conducted by his or her immediate superior at the end of each calendar year with the achievement results from Financial Year (if any). During the appraisal period, the performance will be reviewed accordingly and a new target is set for the following appraisal period. The performance review will be carried out based on two-way communication.

Recommendation for performance bonus must be accompanied by a Performance Appraisal duly approved by the Head of Department. The granting of bonus to employees shall be at the discretion of the Company. The performance of the Company and the individual employees shall be taken into consideration in the award of Performance Bonus to the employees.

Performance Bonus will be granted to an employee who is confirmed in his/her appointment as of 31st December, at the discretion of the Company. The eligibility for the payment of performance bonus is restricted to confirmed employees who are still in service on the day the bonus is paid. The performance bonus will be paid on a pro-rate basis to confirmed employees who have served less than twelve (12) months continuous service and who are in the payroll of the Company at the time of payment.

Bonus will be made to eligible active permanent employees who have overall performance rating of at least "3 / Satisfactory" or above to qualify for payment under the scheme.

The basic salary as at 31st December shall be taken for calculation of the Performance Bonus. Pro-rated Performance Bonus shall be an amount proportionate to the completed months of service in the year ending 31st December from the commencement date of employee's employment.

SMART Criteria

- Specific** - write your scope of works in detail ie to deliver Project A on time
- Measurable** - measure your scope of work by asking yourself: what will an excellent result looks like?
- Achievable** - state your scope of work and measures that are challenging but achievable
- Relevant** - must be relevant to the business
- Time Bound**- must set/have a date by when the objective/tasks will be completed

Performance Rating Definition

Description	Total Points	Rate	Definition
Excellent	> 80	5	Organizational contributions and excellent work are widely recognized. Performance is significantly beyond all expectations , producing important and impactful results through superior planning, executing and creativity.
Meet Expectation	66-80	4	Performance objectives meet expectations. Objectives are completed and met Monetary Task in a manner that expands the scope and impact of the assignment. Employee has made notable contributions to the organization.
Average	50-65	3	The employee meets average performance of Monetary Task or meet expectation of Functional Task , performs as a solid contributor and is making valued contributors to the business as the level expected by company
Below Expectation	30-49	2	Performance is below performance expectations. All planned objectives were either late or not consistently demonstrating the behaviours within the company standards.
Poor	0-29	1	Performance is at an unacceptable level. Results are unsatisfactory and poor at expectation of company standards.

Handwritten signature

Template of Key Performance Indicator Form

KEY PERFORMANCE INDICATOR FOR FY 20XX (JAN 20XX – DEC 20XX)

Name :
Designation :
Department :
Superior :

No.	KPI Descriptions	Weightage (%)	Key Activities
1.			
2.			
3.			
4.			
5.			
		60%	

Notes:

1. All KPIs target setting shall be agreed, verified, acknowledged and receipt by respective personnel.
2. All KPIs target setting shall be observed and interim reviewed upon 6 months basis.
3. KPIs will be taken 60% of overall yearly performance review.

Agreed by Appraisee,

Verified by,
Appraisal /HOD

Acknowledged by
GM/VP,

Receipt by HR,

Date:

Date:

Date:

Date

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Template of Key Performance Indicator Monitoring Checklist

KPI MONITORING CHECKLIST
 Revision Period: FY 20XX (Jul'XX-Dec'XX)

Name :
 Designation :
 Department :
 Superior :

No	KPI Description	Actual Achievement	Ratings					Weightage (%)	Score
			5	4	3	2	1		
1.									
2.									
3.									
4.									
5.									
6.									
(A) TOTAL								/60	

Note:

1. Form to be completed by individual and reviewed by Head of Department
2. Monitoring checklist to be submitted to HR Department for record and filling by 15th July.

Completed by employee,

Acknowledged by HOD,

 Name:
 Date:

 Name:
 Date:

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Template of Individual Performance Appraisal Form

INDIVIDUAL PERFORMANCE APPRAISAL

Staff Name	:	_____
Grade	:	_____
Designation	:	_____
Department	:	_____
Date Joined	:	_____
Period Review	:	_____
Appraised by	:	_____

FOR HR USE ONLY:	
Issued Date	:
Returned Date	:
Letter Issued Date	:

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KEY PERFORMANCE INDICATOR (Weightage 60%)

NOTE: List all the KPIs, Management Requirement/Target & Weightage set earlier. The measurements must state clearly the results achieved based on the SMART criteria outlined below in terms of quality, quantity, cost and delivery against milestone dates.

SMART Criteria

- Specific** - write your scope of works in detail ie to deliver Project A on time
- Measurable** - measure your scope of work by asking yourself: 'what will an excellent result looks like?'
- Achievable** - state your scope of work and measures that are challenging but achievable
- Relevant** - must be relevant to the business
- Time Bound** - must set/have a date by when the objective/tasks will be completed

No	KPI Description	Actual Achievement	Ratings					Weightage (%)	Score
			5	4	3	2	1		
1.									
2.									
3.									
4.									
5.									
(A) Total								/60	

A. OTHER SIGNIFICANT ACHIEVEMENT (10%)

No	Objective/Project Name/Assignment	Results Achieved	Score
1.			
2.			
3.			
(B) TOTAL			/10
(A)+(B) TOTAL			/60

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B. COMPETENCY REVIEW (Weightage 40%)

No	Attributes	Ratings					RATING
		5 Excellent	4 Meet Expectation	3 Average	2 Below Expectation	1 Poor	
COMMITMENT TO RESULTS		5	4	3	2	1	
1.	Initiative Willingness to tackle problems and make decisions to solve them without instruction from others.	Self-starter. Asks for new jobs. Looks for work to do. Does not waste time.	Acts voluntarily in most matters.	Acts voluntarily in routine matters.	Relies on others. Must be told frequently what to do.	Always waits to be told what to do next.	
2.	Organization & Planning Planning and organizing of project work and ability to meet deadlines. Ability to multi-task and prioritize.	Does an excellent job of planning & organizing of work and time.	Organizes work and time effectively.	Does reasonable amount of planning and organizing.	More often than not fails to organize and plan work effectively.	Consistently fails to organize and plan work effectively.	
3.	Quality of Work	Very thorough in performing work. Makes very few mistakes, if any.	Usually thorough. Good work. Few mistakes.	Work usually passes review. Has tolerable number of mistakes.	More than average number of mistakes.	Work usually done in a careless manner. Often make mistakes.	
4.	Productivity Work efficiency, number of jobs handled, number of productive hours and overtime hours.	High productive.	More than expected amount of productivity.	Expected amount of productivity.	Less productive than expected.	Very low productivity.	
5.	Innovative	Continually seeks new and better ways of doing things. Is extremely innovative.	Frequently suggests new ways of doing things. Is very imaginative.	Has average amount of imagination & reasonable amount of new ideas.	Occasionally comes up with a new idea.	Rarely has a new idea. Is not very innovative.	
6.	Personal Accountability	In addition to own inner drive and efficiency, impart enthusiasm and motivation to others to lift their level of commitment.	Consistently work well under pressure. Show commitment to goals and values.	Take ownership for their own performance and development.	Not taking responsibility for their work or achieving agreed results. Blame others.	Consistently "wait to be told" to take action. Reluctant to offer support for special assignments.	
PROBLEM SOLVING							
7.	Judgement / Decision Making Understand & simplifies complex issues, balancing analysis & judgement to arrive at clear decision making.	Exceptionally good. Decisions based on thorough analysis of problems.	Judgement usually good uses good common sense. Make good decisions.	Judgement usually good in routine situations.	Judgement often undependable.	Poor judgement. Jumps to conclusions without sufficient knowledge.	
INTERPERSONAL EFFECTIVENES							
8.	Teamwork/ Interpersonal Skills Ability and willingness to build personal rapport with others in the office, project team members, clients, contractors, other consultants, etc.	Always congenial and helpful. Seen as an asset in furthering co-operation and group harmony. An excellent team worker.	Works well with others. Contributes to group relationships and effectiveness.	Relations with others are harmonious under normal situations.	Tends to push work to others, does not help out other team members.	Works alone without co-operating with other team members.	
9.	Client Satisfaction Success at satisfying both external and internal client needs, based on client feedback. Aware-ness of client needs. Relationship with clients.	Provide a level of service which consistently contributes to repeat/new business and to strong client relationships.	Maintain positive working relationship with clients, even when situation makes this difficult.	Respond promptly to client requests and keep them.	Assume they know client's needs without checking with them.	Consistently fails to treat client's requests and needs, failed to keep client informed.	

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LEADERSHIP [To be completed if the staff supervises other staff]							
10.	Leadership Qualities Ability to lead and manage staff and contribute to team morale.	Excellent, promotes enthusiasm, can direct others.	Above average.	Able to organize and motivate others.	Poor, unable to organize and motivate others.	No leadership qualities.	
11.	Coaching & Development	Effectively balance their workload and develop outstanding people, including future leaders, through delegation and responsibility	Coach and mentor other staff to achieve outstanding results.	Make time for ongoing coaching and constructive feedback. Deal with performance issues as they arise.	Under-utilizes or under challenges team members.	Unable to coach and train team members. Unable to lift morale in the team.	
FUNCTIONAL SKILL							
12.	Application of Technical Skills & Knowledge Awareness and demonstration of range of skills required to perform effectively in the role.	Able to design and develop innovative ways to doing things.	Continually strive to be better today than yesterday.	Applies skills and knowledge to improve work performance.	Prefer to rely exclusively on own procedures rather than exploring new approaches.	Fail to apply and transfer to job.	
13.	Communication	Always clear, well organized, concise, and reliable with few errors.	Normally, very clear, well organized and easily read.	Usually clear and concise.	Satisfactory, occasionally encounters difficulty in speaking/ writing clearly and concisely.	Poor. Causes confusion and interferes with performance of work.	
COMPANY'S ACTIVITIES							
14.	Company Recreation Activities Participation / Committee	Always willingly to be part of committee. Also initiates creative ideas or great contributes in enhance the departmental/ organization relationship among colleagues.	Being a committee / involved in company activities with contributes imaginative and new ideas Sociable and out-going; cheerful	Being a committee / involved in company activities with less contribution.	Involved in company activities with no contribution.	Rarely involved company activities. Very distant.	
CODE OF CONDUCT							
15.	Adaption to Company's Rules & Policies	Excellent, adapts to and recognizes firm's structures, rules and policies.	Above average.	Follow firm's procedures and rules.	Tends to forget or ignore procedures and rules.	Poor, refuse to recognize firm's procedures and rules.	
16.	Attendance Frequency of Emergency Leave & Medical Leave, Lateness	No EL or MC taken, never late for work, meeting, events, functions.	Less than half of entitlement of MC/ EL taken. Seldom late for meeting, events, works, functions.	Within entitlement. Occasionally late with reasons.	Will soon exceed entitlement. Occasionally late.	Exceed entitlements. Takes no pay leave. Always late for work, events, functions, meeting	
						(C) TOTAL	/80
						(C)	/40

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DEVELOPMENT PLAN		
STRENGTHS	AREAS FOR IMPROVEMENT	ACTION TO BE TAKEN

<p>Appraisee's comment:</p> <p> </p> <p> </p> <p> </p> <p> </p> <p>Appraisee Signature: Date:</p>	<p>Appraiser's comment:</p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p>Appraiser Signature: Date:</p>
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Overall performance rating will be converted into rating as below:

Description	Total Points	Rate	Definition
Excellent	> 80	5	Organizational contributions and excellent work are widely recognized. Performance is significantly beyond all expectations , producing important and impactful results through superior planning, executing and creativity.
Meet Expectation	66-80	4	Performance objectives meet expectations. Objectives are completed and met Monetary Task in a manner that expands the scope and impact of the assignment. Employee has made notable contributions to the organization.
Average	50-65	3	The employee meets average performance of Monetary Task or meet expectation of Functional Task , performs as a solid contributor and is making valued contributors to the business as the level expected by company
Below Expectation	30-49	2	Performance is below performance expectations. All planned objectives were either late or not consistently demonstrating the behaviours within the company standards.
Poor	0-29	1	Performance is at an unacceptable level. Results are unsatisfactory and poor at expectation of company standards.

**For Human Resources Department Use only.
Individual Performance Appraisal Rating:**

A+ B (KPI + OTHER SIGNIFICANT ARCHIEVEMENT)	/60%
C (COMPETENCY REVIEW)	/40%
TOTAL POINTS	/100%
INDIVIDUAL PERFORMANCE RATING:	

