



## Policy - Process – Procedure

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**POLICY TITLE** : PERFORMANCE REVIEW (PR)  
**POLICY NO.** : CO 4.3  
**REVISION NO.** : 04  
**ENTITY** : CORPORATE / GROUP  
**DOCUMENT OWNER** : HR

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REV NO.	DESCRIPTION OF CHANGE	ORIGINATOR	RELEASE DATE
00	First release	Corporate HR	01 Jan 2008
01		Corporate HR	01 Jan 2009
02	Added Annual Performance Review, Procedures and Annex A on Do's and Don'ts for Reporting Manager, Annex B on Do's and Don'ts for Staff  Changed the policy title	Corporate HR	08 Nov 2021
03	Added clause 3.4 Added Annex A point 6	Corporate HR	28 Feb 2023
04	Added SCP (to comply with PTRG claim criteria)	Corporate HR	1 Apr 2024



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### **1.0 PURPOSE**

- 1.1 To facilitate the evaluation of the staff's performance, level of competence as well as to discuss staff's career development at various levels/age milestones.

### **2.0 POLICY**

#### **2.1 Performance Review (PR)**

- 2.1.1 PR shall form an important factor in assessing the work performance and potential of the staff. An objective assessment will influence the staff's future development in the Company and facilitate equitable compensation administration.
- 2.1.2 PR shall be conducted at staff's confirmation, annual increment, merit increment, promotion, upgrading, or contract renewal etc.
- 2.1.3 A PR does not itself warrant an adjustment in salary.
- 2.1.4 For confirmation, please refer to Probationary Period, Confirmation and Termination Policy.

#### **2.2 Structured Career Planning (SCP)**

- 2.2.1 SCP enables the Company to adopt a forward-looking approach in guiding staff on their career development at various levels/age milestones. It also facilitates planning of staff's careers, developing & enhancing staff's skills and preparing for career changes, re-employment and eventual retirement.
- 2.2.2 SCP shall be conducted regularly in conjunction with the Annual PR where the goals, career and skills development of the staff are being formally discussed between the Manager and the staff.
- 2.2.3 SCP shall include career conversations discussing the staff's career and skills development, taking into consideration the Company's current and future capability requirements, while supporting the staff's work, financial and well-being goals. The Company and staff shall map out a career action plan for the staff's current and future skills during each session.
- 2.2.4 SCP does not itself warrant an adjustment in remuneration compensation but instead provides a deeper understanding of staff current competency and future plans and areas for development required to achieve the staff career goals vis-à-vis the Company's overall growth plans.
- 2.2.5 The Company shall conduct SCP for its mature staff (aged 45 to 54) and senior staff (aged 55 and above) in accordance with the SCP Guidebook published by Singapore National Employers Federation.

### **3.0 ANNUAL PERFORMANCE AND STRUCTURED CAREER PLANNING REVIEW**

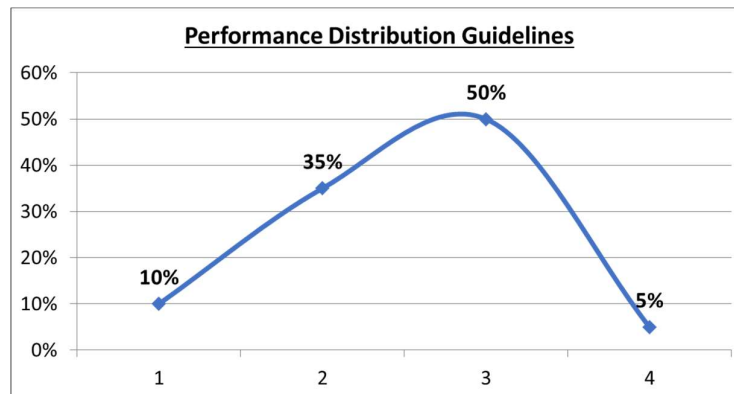
- 3.1 Performance and SCP review shall be held once annually for the period 1 January to 31 December of each year.



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- 3.2 Performance and SCP review is required for permanent staff and who joined on or before 30 September of the year.
- 3.3 For staff who are confirmed between 1 October to 31 December, PR is not required as the PR rating will be taken from the Confirmation Performance Review. However, Department Heads have the discretion to recommend a different rating from the Confirmation Performance Review by conducting a formal appraisal and justifying the recommended rating through details provided in the PA form.
- 3.4 For staff who joined between 1 October and 31 December (both dates inclusive) and confirmed between 1 January to 31 March, ratings will be taken from Confirmation Review.
- 3.5 Direct Reporting Managers shall conduct a performance and career development discussion with the concerned staff:
  - 3.5.1 to provide feedback on company's view on his/her past performance, strengths and weaknesses so as to help the staff to make further improvement.
  - 3.5.2 To discuss on the staff's career and skills development taking into consideration the Company's current and future capability requirements, while supporting the staff work, financial and well-being goals. Manager and staff shall map out a career action plan for the staff's current and future skills during each session.
- 3.6 For staff reporting to multiple Managers, PR shall be done separately by the different managers and the average score of the assessments shall determine the PR rating. However, the mapped out SCP could be shared with multiple Managers so that the career action plan could be aligned and provide a clear and consistent career direction for the staff.
- 3.7 For staff who were transferred from one Department to another during the appraisal period, the current Manager will be responsible for initiating and completing the PR. The current Manager shall seek feedback from the previous Manager and incorporate the details of the performance/achievements of the staff in the previous role into the PR form. Discussion on the SCP however shall be conducted by the current Manager, together with the related Head of Department and/or HR, if required.
- 3.8 Entities/Countries/Departments are strongly encouraged to follow the performance distribution guidelines stated below:

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- 3.9 To help staff who face challenges to perform up to the required expectations and standards, Managers shall formulate a Performance Improvement Plan for staff with rating “Below Expectation”.

### 4.0 PROCEDURES

- 4.1 Managers and above shall have their goals and the goals of their staff in terms of work, wealth and well-being discussed and set together with their Reporting Managers at the beginning of the year.
- 4.2 Corporate HR shall communicate to the Country on the launch of the PR Exercise.
- 4.3 Managers and above shall do a self-assessment and record of the achievements of the goals in the PR Form.
- 4.4 The Reporting Managers shall complete PR & SCP forms and conduct a dialogue on staff performance and career planning with the staff. and have the appraisal approved by the Department Heads within the time outlined by the HR. PR ratings are not finalized at this stage, therefore, there should not be any communication of PR ratings to the staff.
- 4.5 The respective Department Head shall go through the list of staff in his/her department to ensure the distribution guideline is observed as much as possible.
- 4.6 Staff reporting to Corporate Function such as HR, Finance, Procurement, Quality, except IT shall form part of the distribution in the Country they are working in. IT staff report direct to Y3 Managers and shall be part of the Y3 distribution.
- 4.7 For staff reporting to multiple Managers, Country HR shall collate the PR ratings from the Multiple Managers to determine the average PR rating for the staff. If there is a dispute on the rating of the staff, the Managers shall discuss and decide on mutually agreed rating.



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- 4.8 The Country GM shall review and approve the Country distribution and submit to the Regional Head for approval before submitting the PR spreadsheet to Corporate HR.
- 4.9 Corporate HR shall consolidate and review PR submissions from the Countries.
- 4.10 Corporate HR shall start the discussion and proposal of annual increment and promotion budget to the Management. Refer to Promotion and Salary Increment Policy.
- 4.11 Once the PR for the entire organization has been reviewed and approved by the COO and Executive Director, Corporate HR will inform Country to release the rating to the staff.

### **5.0 ATTACHMENT / REFERENCES**

- 5.1 Promotion and Salary Increment Policy
- 5.2 Probationary Period, Confirmation and Termination Policy
- 5.3 Performance Review Forms
- 5.4 Performance Improvement Plan

## ANNEX A

### Do's and Don'ts for Reporting Manager

Dos	Don'ts
<ol style="list-style-type: none"> <li>1. Arrange a PR dialogue                             <ul style="list-style-type: none"> <li>• Set aside sufficient time and choose a conducive environment for the dialogue</li> </ul> </li> <li>2. Be well prepared with facts &amp; specific examples on areas that staff had done well/ could have done even better</li> <li>3. Focus on the staff's job performance, strengths and future improvement and development needs                             <ul style="list-style-type: none"> <li>• Give constructive feedback</li> <li>• Develop action plans to address issues/concerns</li> </ul> </li> <li>4. Provide time for staff to react and give feedback                             <ul style="list-style-type: none"> <li>• Ask open-ended questions to guide staff in identifying performance gaps and related learning and development opportunities</li> <li>• Paraphrase staff's comments to ensure correct understanding</li> </ul> </li> <li>5. Discuss with your next level manager/ Department Head for the review &amp; performance of the overall team.</li> <li>6. Corporate Functions Head to discuss staff's performance with Country Head.</li> </ol>	<ol style="list-style-type: none"> <li>1. Don't focus on most recent performance only</li> <li>2. Don't be judgemental or focus on staff's personality</li> <li>3. Don't discuss the performance of other appraisees</li> <li>4. Don't conduct a one-way discussion                             <ul style="list-style-type: none"> <li>• Allow staff to respond/ provide explanation on the feedback being provided</li> </ul> </li> <li>5. Don't focus on weaknesses                             <ul style="list-style-type: none"> <li>• Don't get emotional/ confrontational / put the staff on defensive</li> <li>• Be clear and direct in feedback</li> <li>• Be mindful of body language</li> </ul> </li> <li>6. Do not promise any promotion or salary increment before any prior approval has been obtained</li> </ol>

## ANNEX B

### Do's and Don'ts for Staff

Dos	Don'ts
<ol style="list-style-type: none"><li>1. Be prepared to share on areas you have done well &amp; possible areas of improvement</li><li>2. Focus on outcomes, and provide specific examples</li><li>3. Identify performance gaps, possible causes for the gaps, and learning points</li><li>4. Be open-minded in receiving feedback</li><li>5. Seek clarifications on feedback received from supervisor</li></ol>	<ol style="list-style-type: none"><li>1. Don't get emotional/ confrontational</li><li>2. Be clear and direct in feedback</li><li>3. Be mindful of body language</li></ol>