

Performance & Goal Management

User Guide

ESAG PEOPLE
EXPERIENCE

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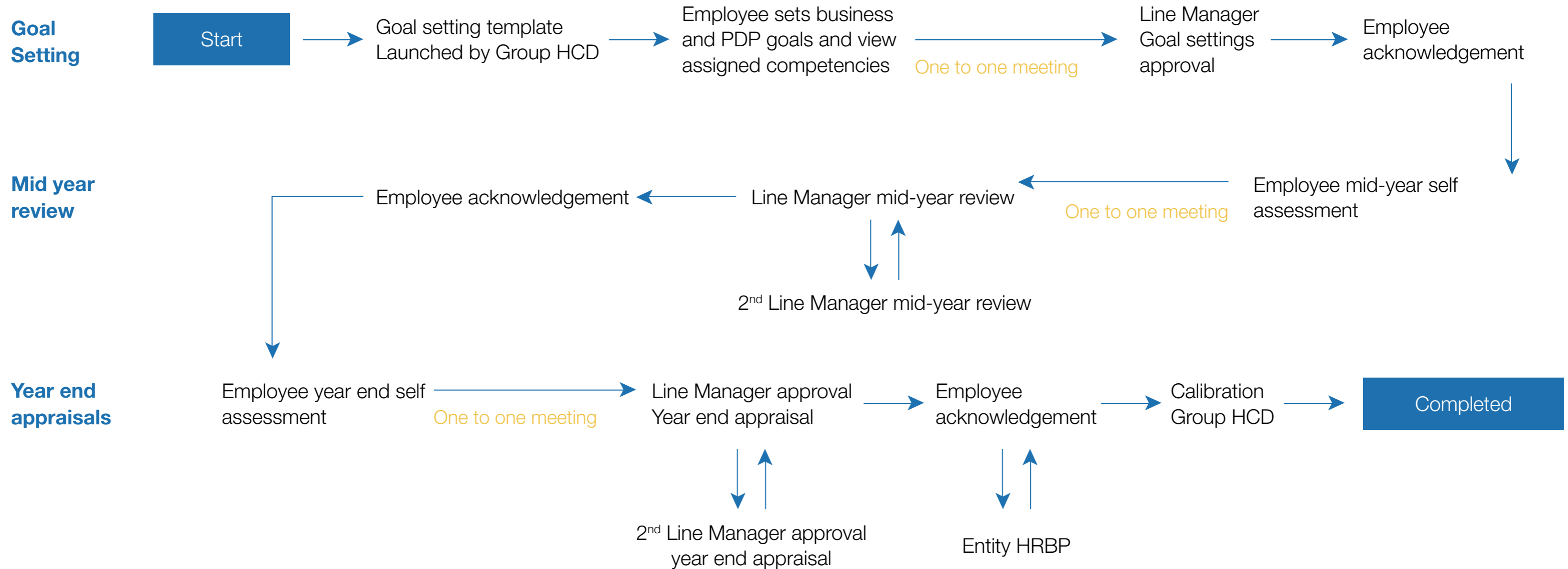
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Performance Management Process Flow



Document Overview

This is a framework for measuring and assessing performance, setting future goals/objectives, and identifying individual development needs including Behavioural and technical/functional competencies.

The new Performance Management process consists of four parts:

- 01 Business Goals (Core KPIs)
- 02 Technical/Functional Competencies
- 03 Behavioural Competencies
- 04 Identifying Personal Development Plans (PDP)

Each performance area has a weightage as described in the table below, also Business Goals can be categorized into 07 different Performance Categories as shown in the below Performance Category Table.

During goal setting, it is recommended to create minimum of 3 goals and maximum upto 10 goals. The system would give an error if less than 3 goals are selected. The total weight of all goals should be 100%.

Weightage	
Core Business KPIs	80%
Technical / Functional Competencies	10%
Behavioural Competencies	5%
Personal Development Plan (PDP)	5%
Total Weightage	100%

Performance Category
<ul style="list-style-type: none"> • Financial • Customer Focus • Internal Business Process • Innovation & Growth • People • Capability building • Others

Validation	
Minimum Goals	3
Maximum Goals	10
Minimum weightage per Goal	5%
Maximum weightage per Goal	100%

What Does Performance Category Mean?

Financial	These are key performance indicators (KPIs) that have a direct or indirect impact on the financial measures or performance of the department/ Entity such as revenue, profit, or expenses.
Customer Focus	These are KPIs that are customer-centric and focused to deliver objectives that serves both internal and external customers of ESAG.
Internal Business Process	These objectives focus on KPIs that enable the improvement of internal business processes and business operations.
Innovation & Growth	These are KPIs that enable new ideas and metrics that measure innovation to create growth. Some of the metrics could be Actionable ideas generated, Impact on overall profitability.
People	These are KPIs that are identified by supervisors/managers/people leaders who have a direct reporting team. These are measures that are identified on how are you as a line manager contributing to the employee experience at ESAG. This can be achieved through various actions that you set as your individual goals during the employee lifecycle to Hire, Retain, develop and engage your team.
Capability Building	Capability' refers to an employees skills, ability, aptitude and knowledge in relation to the job that he or she is employed to do. These are your actions as a line manager to ensure you build capability within your team and create future ready teams that are capable to handle business challenges.
Others	These are KPIs that do not fall under the above categories.

Login To People Experience

01 Click on People Experience Home Page, you will be automatically logged in if accessing within the office network however if you are using outside the office network or using another device that is not your laptop, you will have to log in via Windows login credentials as below.

- User Name: algurg\E1.....
- Password: same as your system password

02 Home Page shows many tiles; each tile displays different types of information. Click on the **Review Performance** tile.

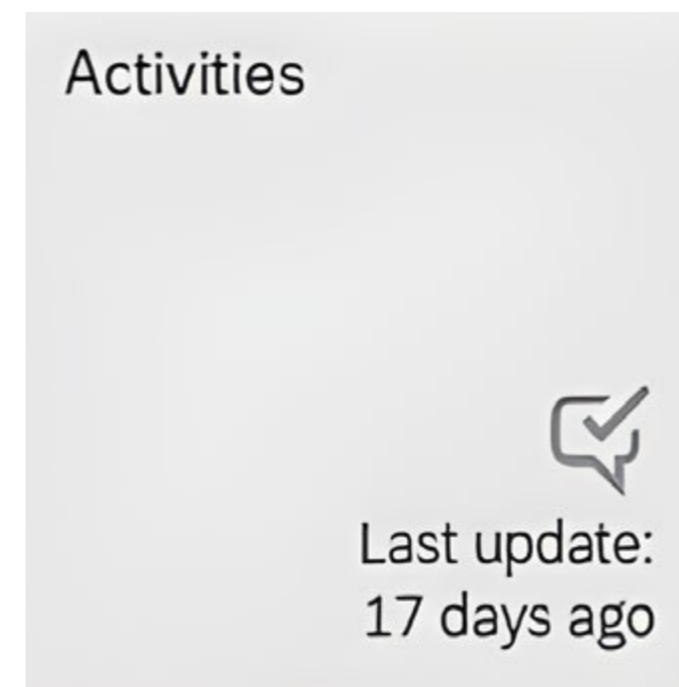
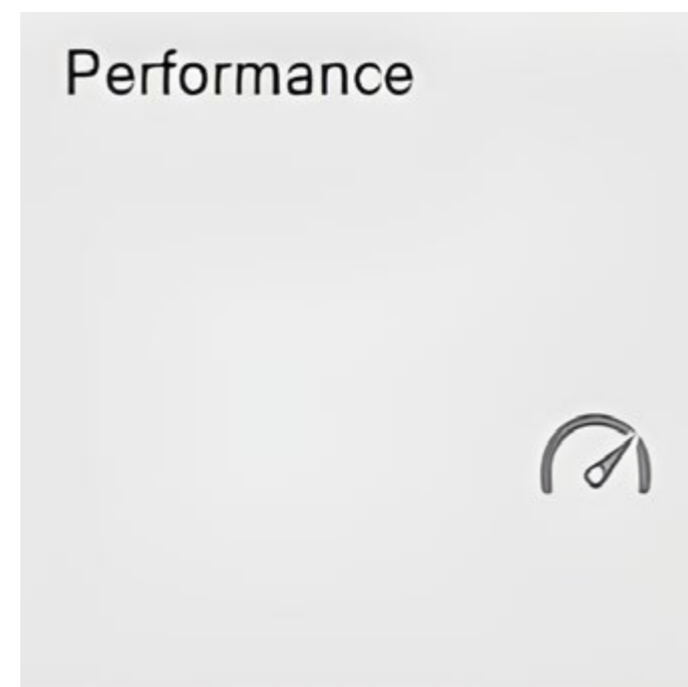
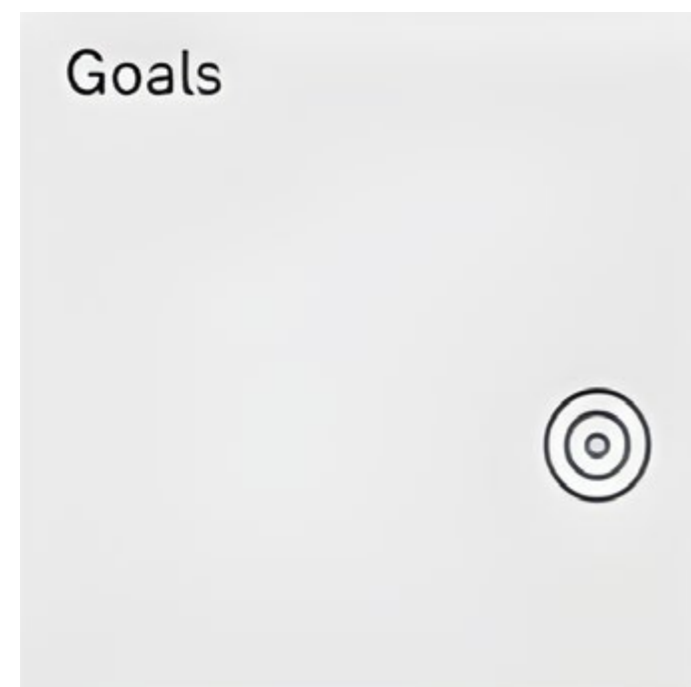
You will find Review Performance Tile appear under the To-Do Section when a Performance Management-related form is assigned to you. You can click on the Review Performance tile under the To-Do section to view the assigned tasks and take the required action.



Other Performance Tiles

There are other Performance related tiles you will find under **My Info Section**.

- 01 **Goals** tile takes you to the **Goal Plan Template**, where you can view, add, or edit your goals. (Goals cannot be added or deleted after Goal Setting Process is completed).
- 02 **Performance** tile takes you to your **Performance Inbox**, where you find all the performance process related forms - pending or completed.
- 03 Similarly, **activities** tile takes you to the **Continuous Performance Management (CPM)**, where you can capture your achievement and challenges.



Global Navigation Menu

You can also access Performance and Goals Management modules from the **Home drop-down (Global Navigation Menu)**.



Performance Inbox

- 01 You will receive an email notification when the Goal Setting and Appraisal form is launched and is ready for your action.
- 02 The following are the process steps of completing the Goal Setting and Appraisal Form.
 - On the ESAG People Experience, Select Performance from the Home drop-down.
 - From the Inbox, select the Goal Setting and Appraisal Form.

My Forms																																																																
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Performance Inbox

Back to: To-Do

Goal Setting and Appraisal Form for Mohd Arif Baghwan

Mohd Arif Baghwan

Route Map Introduction User Information Review Information Goals Behavioral Competencies Technical / Functional Competencies Personal Development Plan

Route Map

Assessment

1 Employee Performance and Development Goals... 2 Manager Approval 3 Employee Acknowledgement 4 Mid Year Self Review 5 Mid Year Manager Review / 1:1 Meeting 6 Mid Year Employee Acknowledgment 7 Year End Self

Introduction

User Information

Last Name	Baghwan	First Name	Mohd Arif
Title	Assistant Manager - People Operations	Department	People Operations (3107)
Manager	Govardhan Vamshi Patwari	Division	Group Human Capital (2022)
Location	Dubai (1000)		

- 01 View the different sections of the form - you can navigate to any section by clicking on the section name.
- 02 Click on Route Map to view the steps involved in completing the Goal Setting form of your team member.
- 03 The current step will be highlighted as Bold in the Route Map as shown in the screen shot below.

Route Map

1 Employee Performance and Development Goals... 2 Manager Approval 3 Employee Acknowledgment

Employee Performance & Setting Development Goals

- 01 Click **+ Add Objective** to add your performance goals.
- 02 Write goals that are **SMART** (Specific, Measurable, Attainable, Relevant and Time-bound).
- 03 Assign **weightage** to each performance goal in multiples of 5% upto a total of 80%.

Goals (80.0%) [+ Add Objective](#)

This section is for evaluating accomplishments of goals.

The weights for the goals in this section must add up to 100, and there must be a rating for each goal before the form is sent for signatures.

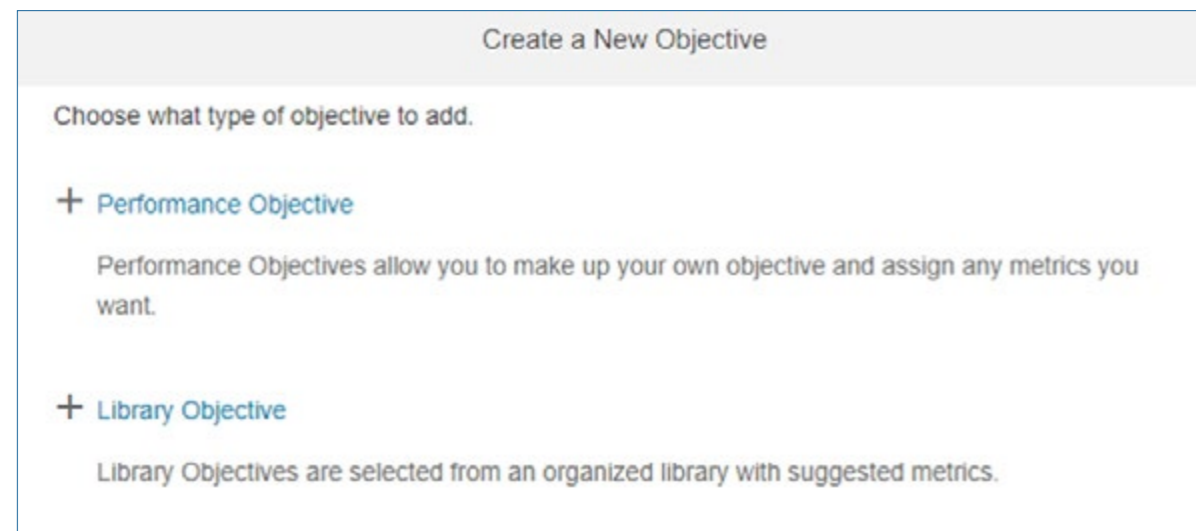
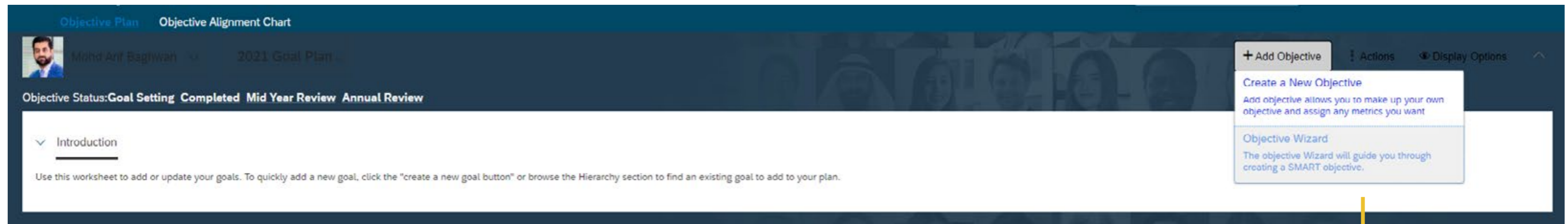
Less

- 04 Goals (80%) - You are required to create at least 3 Business Goals as minimum and you can add up to maximum of 10 Goals, the total weightage of all business goals **MUST** be 80%.
- 05 There is a weightage of 15% on competencies and 5% on identifying a personal development objective.

Click on the Add Objective to add a Business Goal

Employee Performance & Setting Development Goals

You can add, view or edit goals on the “Goals” screen. If you select the “Goal Wizard” in the dropdown list that appeared when you click the “Add Objective” button on this screen. If you click the “Create a New Objective” tab, you will proceed to create a Performance Goal or choose a goal from the Objectives Library and if you click the “Objective Wizard” you can view the page that will guide you on creating a SMART goal.



Click on the Objective Wizard, the objective wizard will guide you through creating a SMART Goal

Employee Performance & Setting Development Goals

You can set **SMART goals** by following the directions on the **Goal Wizard screen**, as shown below.

Add a SMART Objective

SPECIFIC >> MEASURABLE >> ATTAINABLE >> RELEVANT >> TIME-BOUND

Welcome to the SuccessFactors SMART Objective Wizard™ which will help you quickly write effective objectives.

What is your objective?

Category

- Financial
- Customer Focus
- Internal Business Processes**
- Innovation & Growth
- People
- Capability building
- Other

Hint: To see suggestions from the Objective Library, start typing action or subject key words, such as *create, increase, inventory, sales*.

Tips: Objectives should be straightforward and state what you want to happen. Be specific and define what you are going to do. Use action words such as *direct, organize, coordinate, lead, develop, plan, etc.*

Employee Performance & Setting Development Goals

Edit Objective

Edit your objective below.

Fields marked with * are required.

Category :

* Performance Goal:
[spell check...](#) [legal scan...](#)

* Measure:
[spell check...](#) [legal scan...](#)

* Weight: %

* Goal Start Date:

View Technical/Functional and Behavioural Competencies

- 01 Each job role has a set of core technical/functional and behavioral competencies identified and mapped on the Performance form. These competencies cannot be deleted by the employee. You can input your comments in the Subject's comments section as shown below.
- 02 If you need to DELETE a competency, your Line Manager will be able to do that once you submit the form to them. However, If you need to add additional competencies you will have to reach Entity HC.

Behavioral Competencies (5.0%)

This section is for evaluating the accomplishments of Behavioral Competencies.

Each competency should have a rating and comments before moving on to the next section.

Communication and Influence - Intermediate

Delivering clear, proactive and effective two-way communication to support understanding and to influence others.

Communication and Influence - Intermediate Behavior Statements Show behavior descriptions

Intermediate

Subject's Comments Writing Assistant

B *I* U | | | | Size |

Employee Personal Development Plan (PDP) Goal Setting

Development Planning provides an opportunity for an Employee and Manager to create development goals and identify learning activities to enhance the employee's performance within a current role or help prepare the employee for a future role.

The screenshot displays the 'Personal Development Plan (5.0%)' interface. At the top right, there is a '+ Add Objective' button. Below the header, there is a 'Behavioral Test' section with edit and delete icons. A 'Subject's Comments' section features a rich text editor with a toolbar containing bold, italic, underline, list, link, and size options. At the bottom, there are three tabs: 'Learning Activities' (which is selected), 'Objective Details', and 'Other Details'. In the 'Learning Activities' tab, there is a '+ Add New Learning Activity' button and a message stating 'You have no Learning Activities for development objective.'

Click on the Add Objective to add a PDP Goal

Employee Personal Development Plan (PDP) Goal Setting

- 01 Click + Add Objective to add development goals to your Goal Setting Form. A pop-up window will appear. Fill the following mandatory details - Category Name, Development Goal, Competency (Select the required competencies that you want to link to your personal development goal), Measure of Success. The other optional fields are Description, Start Date, Due Date, Purpose and Milestone. Click on Save to add the goal to your development plan.
- 02 Development Goal - Enter details that clarify the goal and your role in achieving the goal.
- 03 Description - Add a description to your development to make it more elaborative. This is an optional field.
- 04 Competencies - Identify the competencies the development goal addresses (required).
- 05 Start Date - Enter the start date of the development goal. (optional field).
- 06 Due Date - Enter the due date of the development goal. (Optional Field)
- 07 Measure of Success - Outline criteria for measuring the outcomes of the development goals (required).
- 08 Purpose - Enter the purpose of the development goal (optional).
- 09 Milestones - Add milestones (if any) in accomplishing the development goal (optional).
- 10 After entering all the details, click on "Save & Close" to save your development goal.

Employee Personal Development Plan (PDP) Goal Setting

Add Development Objective

Add Development Objective

Category : Behavioral

* Development Goal:

Description:

* Competencies:

- Analytical Thinking and Decision Making
- Change and Innovation
- Commercial Acumen
- Communication and Influence
- Cost Estimation
- Customer Life Cycle Management
- Developing and Empowering Others

Save and Submit To Your Line Manager

- 01 After the goal setting is completed, you are required to carry out a thorough check of the whole form. You can also write your remarks in the comment section as shown in the below screen shot.
- 02 After completing this, please click on “Send to Manager” button in the bottom right corner.

The screenshot shows a form titled "Section Comments:" with a sub-section "Subject's Comments". Below the title is a rich text editor toolbar with icons for bold (B), italic (I), underline (U), bulleted list, numbered list, link, unlink, and a "Size" dropdown menu. The text area below the toolbar is empty. At the bottom right of the form, there are four buttons: "Cancel", "Save and Close", "Send to Previous Step", and "Send to Manager". The "Send to Manager" button is highlighted in blue.

Save and Submit To Your Line Manager

- 01 When you click the “Send to Manager” button on the screen shown before, the following window will appear. If you wish, you can write comments here to share with your Line Manager. These comments will be sent in an e-mail format. This field is optional.
- 02 You can send your form to your Line Manager by clicking the “Send to Manager” button in the bottom right corner. After this step, you may view your Goals, but cannot make any revision on it.

Send to Manager ⓘ

You're about to send this form to the next person(s) specified in the workflow.

Forward Form to Govardhan Vamshi Patwari

Email Notification Comments

Cancel & Return to Form Send and Open Next Form **Send to Manager**

Support

Line Manager Approval

View and Approve Employee's Goals

- 01 You can access employee's Goal Form that is sent for your approval from the link provided in the system e-mail or by clicking the "Review Performance" tile on the home page.



- 01 In order to view goal details, you can use the pencil icon. Notes related to the goal may be written in the comments box.
- 02 You can edit/delete/ add a goal, any revision requests may be submitted to the employee by sending the form back to them or having a one-to-one meeting to discuss the Goals.
- 03 You can add the documents related to the goal or competency of an employee through the "Supporting Documents" field in the upper right corner of the card. You can view the added documents again in this field.

Line Manager Approval

This button show if any mandatory fields are incomplete

Click on the attachment icon to add and/or delete an attachment

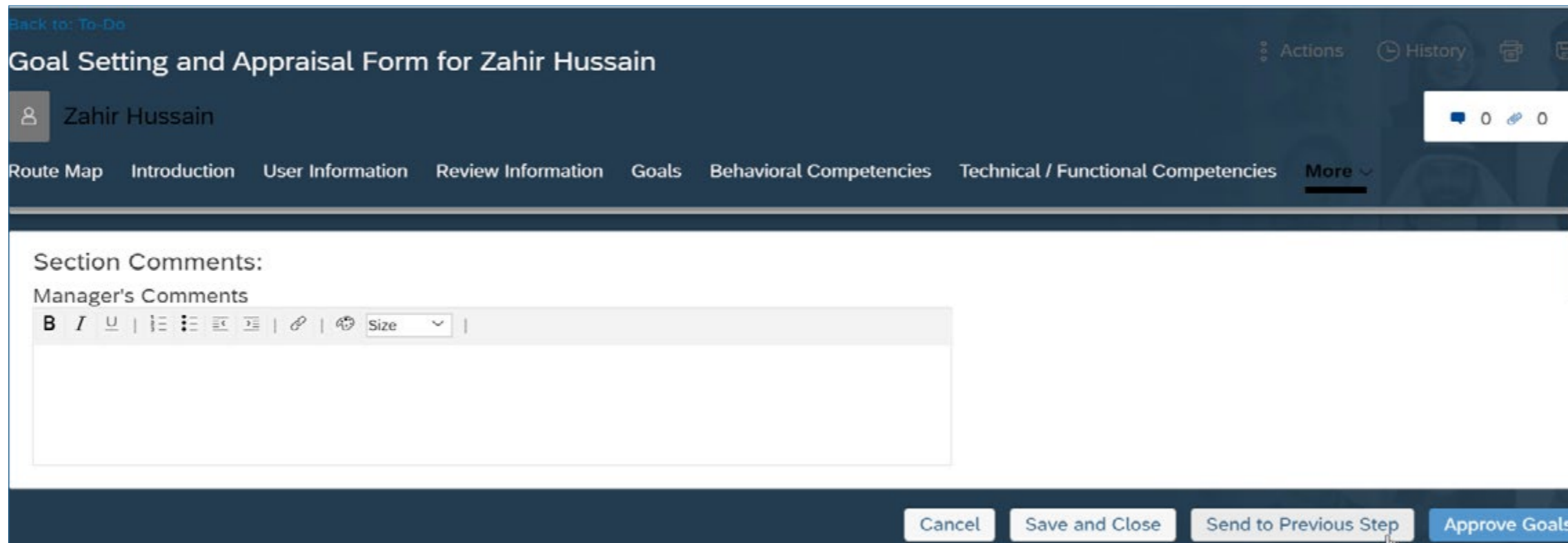
Click on the pencil icon to edit

Click on the Delete icon to delete a goal

Write Comments in manager's comments section

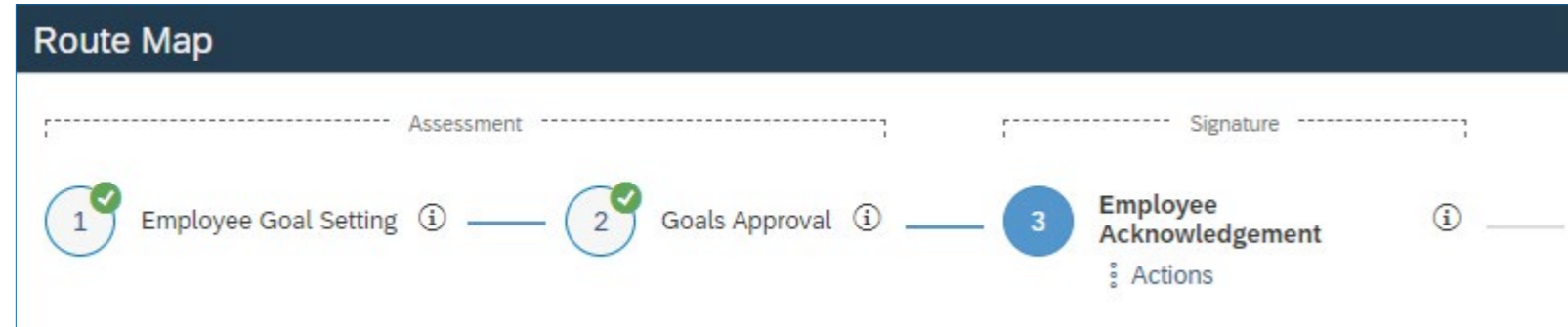
Line Manager Approval

- 01 After reviewing each Goal and filling your comments on the employee's goals, you are required to carry out a one to one meeting in response to the "Goal Setting". You can also write your meeting remarks in the comments box at the bottom of the form. Your remarks can be viewed by the employee on the system.
- 02 After completing this step, please click on "Approve Goals" button in the bottom right corner.
- 03 If you have any revision requests, you can submit them by clicking the "Send to Previous Step" button to ask for revision from the employee regarding the relevant area. You can also save the form by clicking "Save and Close" button if you want to approve it later.



Employee Acknowledgement

- 01 The final step in the Goal setting process is Employee Acknowledgement.
- 02 After Line Manager has approved your Goals, the employee will receive the Goals form again in the “Review Performance” tile on the ESAG People Experience Home Page for acknowledgement.
- 03 Employee can view all the fields and comments provided in previous steps to the goals and competencies as shown in the below screenshots.



The form is titled "Employee Acknowledgment". It contains the following text: "If you are in agreement with the manager's evaluation, please finalize the form (or) if you have any concerns, you may raise to your HR by clicking on Send to HR." At the bottom of the form, there are three buttons: "Cancel", "Save and Close", and "Acknowledge".

Employee Acknowledgement

- 01 This is the end of the Goal Setting Process. Now the Performance Form will be locked till Mid Year Review.
- 02 Mid-Year review user manual will be shared in the due course of time.
- 03 You can always view your Performance Goals, Behavioural & Technical/Functional Competencies and Personal Development Plans through the Performance Inbox.

Continuous Performance Management (CPM)

- 01 Continuous Performance Management (CPM) helps improve employee engagement and overall workforce performance by providing more continuous dialogue between managers and employees. With this continuous approach, managers have increased visibility into employee activities and achievements, enabling them to provide guidance when it's relevant. Employees request feedback or receive feedback from anyone in their target population.
- 02 Continuous Performance Management (CPM) has multiple features that all employees within the Group can use features within CPM to manage activities, track achievements, and support 1:1 meetings.
- 03 Continuous feedback offers users a more guided, question-based approach to receive or request feedback. When requesting or giving feedback, users provide a topic and ask questions. Questions are provided out-of-the-box and can be configured by the administrator. The system also allows users to write their own questions. The new experience makes it easier for users to feel comfortable responding with constructive feedback for a specific topic.

To experience the above features in the New Performance Management System, a complete User Guide will be provided after the completion of the Goal Setting exercise in due course of time.

Mobile App

You can also access Performance and Goals Management modules from the **Home drop-down (Global Navigation Menu)**.

01 Scan the QR codes to download the app, depending on your phone's operating system.



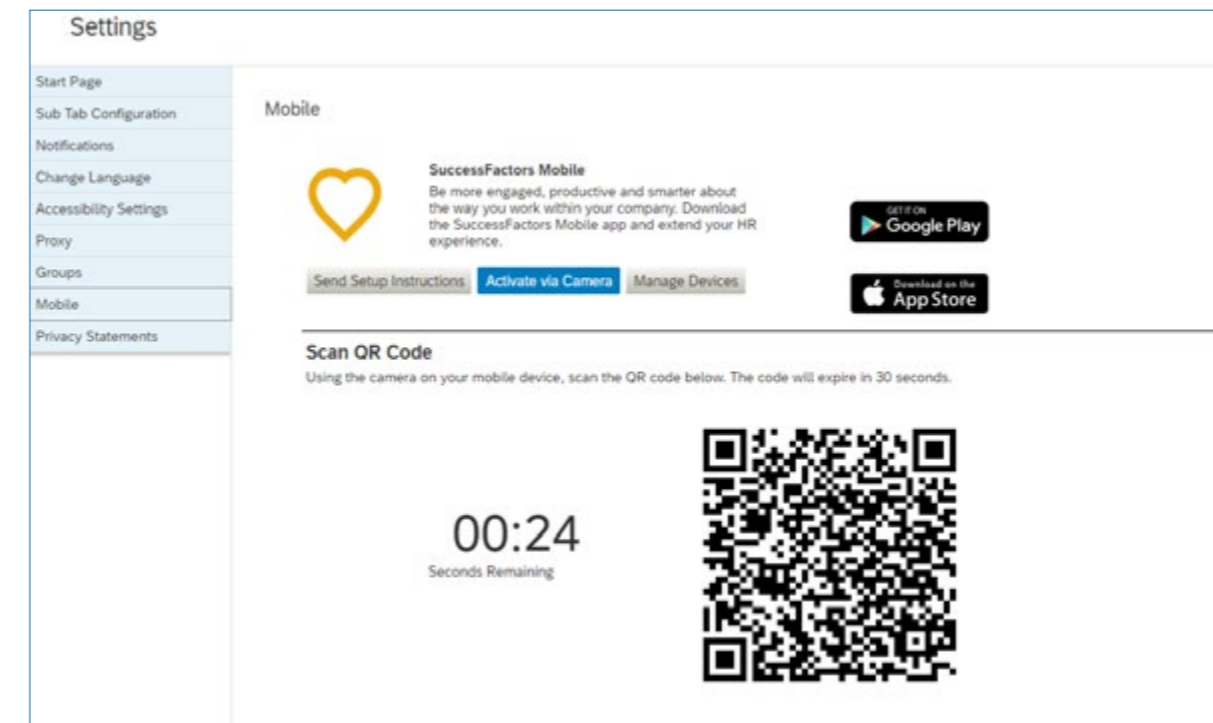
02 Login to ESAG People Experience home page from your desktop or laptop.

03 Click on the mobile application tile.

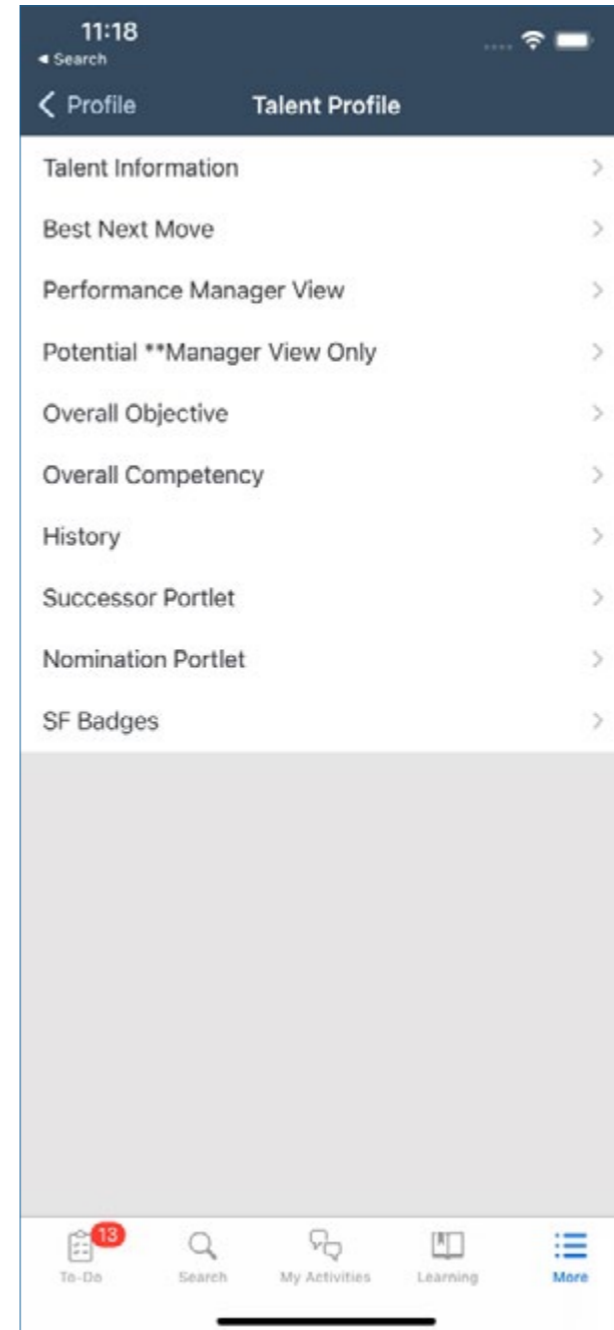
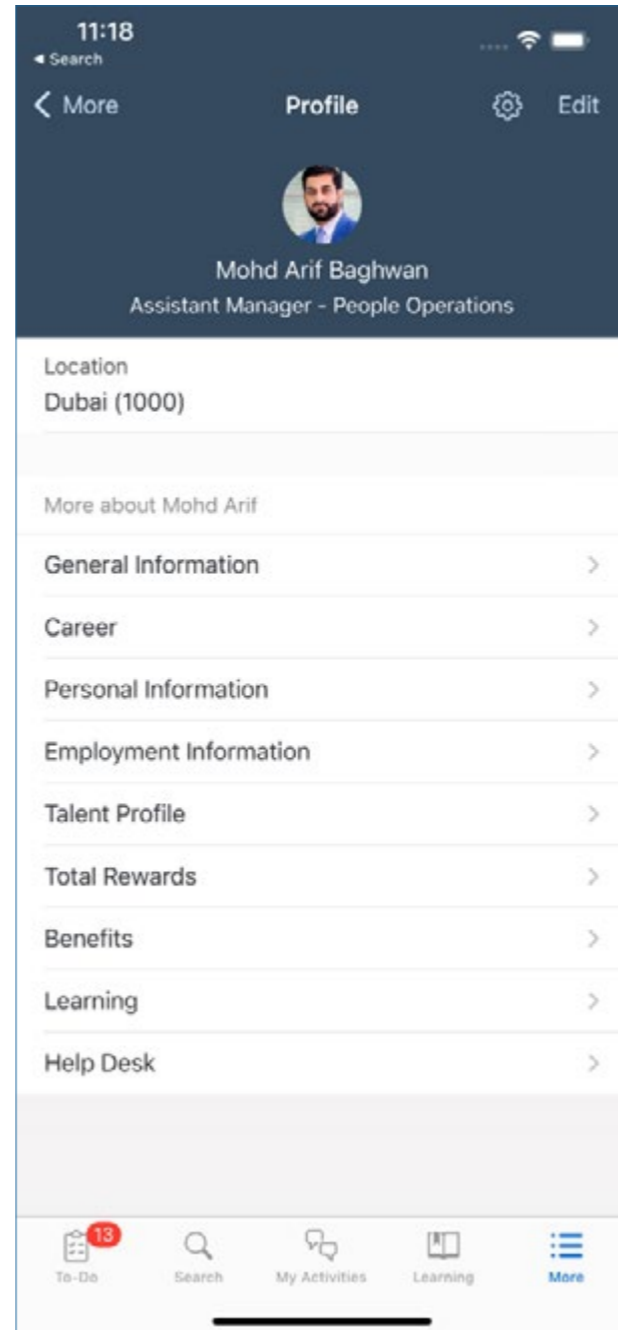
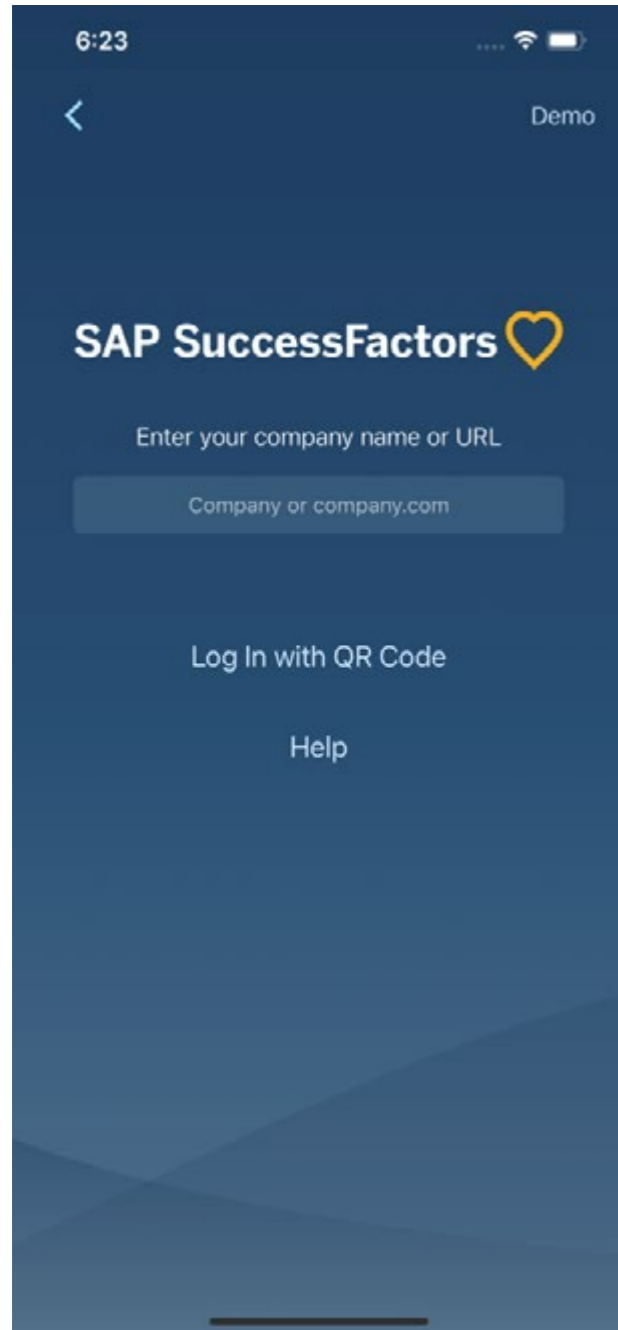
04 Click Activate via Camera. The system will generate a unique QR code for your profile.

05 On the mobile app, click on Activate via QR Code.

06 Upon scanning the QR code, you will automatically be logged in your profile and can access all features of ESAG People Experience.



Mobile App





EASA SALEH AL GURG GROUP
HUMAN CAPITAL DEPARTMENT