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## **INITIATIVE FOR PEOPLE IN NEED (IPN)**

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# **STAFF PERFORMANCE APPRAISAL POLICY**

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**(Revised Edition- 2024)**

**IPN — An Agent for Social Change &  
Development in Pakistan.**

## TABLE OF CONTENTS

<b>Particulars</b>	<b>Page no</b>
Introduction	03
Goal	03
Vision	03
Mission statement	03
IPN's Core Values	04
Purpose of the Policy	04
Scope	04
Policy	04
Why staff appraisal policy is conducted in IPN	04
Salary change as a result of performance appraisal	05
Eligibility for performance appraisal	05
Process	06
Procedure	06
Matrix Reporting	07
Sample format for staff performance appraisal	08

## **INTRODUCTION**

Initiative for People in Need (IPN) is a non-government, not-for-profit and non religious, impartial, research, relief & Development organization established in January, 2012. IPN was officially registered on April, 04, 2013 under the office of the provincial registrar joint stock companies & societies Peshawar, KP, under the registration of societies act XXI of 1860, with registration no 134/5/7361.

### **Goal**

The ultimate goal of the establishment and existence of IPN is human welfare through reaching the unreachable, the most vulnerable, and above all the neediest.

### **Vision**

IPN envisages a developed & just society which is free from all kinds of discrimination based on race, color, religion, language & ethnicity.

### **Mission statement**

To bring a positive change in the society while meeting the miseries of people and peoples' empowerment through peoples' participation, mobilization of available resources, a pool of professional humanitarian aid workers, & philanthropists leading to sustainable development.

### **IPN,s Core Values**

Following are the core values of the organization which determines the way and direction of actions for those who are associated with it.

#### **1. Professionalism.**

We are professionalism in terms of organizational environment and delivery of services.

## **2. Team work.**

We believe in team work for better, effective and efficient results of activities carried out.

## **3. Accountability.**

We believe that we are accountable to all the stakeholders we are connected with or having any direct or indirect relationship.

## **4. Networking.**

We believe in networking for reciprocal learning, sharing of experiences and delivering the better results.

### **Purpose of the Policy**

The purpose of this policy is to encourage a performance driven culture and open communication within the employees of IPN. It also aims to provide a proper mechanism in which the Performance Appraisal system is established in IPN, and results in the employee promotion and/or salary increments (if applicable).

### **Scope**

This policy applies to entire staff of IPN.

### **Policy**

Annual performance appraisal of the staff should be completed by end of each FY (1st Oct to 30th Sept). IPN views work performance appraisals as a positive opportunity to discuss with employees performance progress against job expectations, future goals, achievements, opportunities and training needs.

### **Why Staff Performance Appraisal Policy is conducted in IPN**

Performance Appraisals are conducted for a variety of reasons as given below.

- Provides regular & timely feedback to national staff on current job performance and progress against current job description.
- Provides supervisors with the means of giving staff performance feedback including on the job coaching and counseling.
- Provides affirmation of achievements and recognition for good work standards.
- Provides opportunity to share concerns, comments regarding performance issues and identify actions to be taken.
- Provides clarification of performance standards.
- Provides clarification of future goals and sets clear objectives.
- Provides motivation to staff toward higher level of performance.
- Provides assessment for job change or promotion.
- Provides assessment of staff training and development needs.
- Provides an objective basis for suitability/eligibility for salary increases, promotions and other personnel actions based on performance; e.g., salary regularization or termination.
- Provides a recorded history of the employee's performance.

**Formal Performance Appraisals consists of both verbal explanation and written documentation of the employee's performance and will include the following:**

- Self-analysis from the staff member.
- Performance measured against the job description, performance agreement and current development plan.
- Performance and behavior measured against core capabilities.
- Performance plan for the next reporting period.
- Any other pertinent information.

### **Salary change as a result of Performance Appraisal**

Part of the Performance Appraisal process will include a salary review. If a salary increase is recommended, that recommendation and the Performance Appraisal form must be submitted to the Chief executive officer/Managing director for approval and to ensure that there is consistency within the national offices of IPN in Pakistan. The Managing Director or his/her designee should provide approval after checking the budget. Staff will not be informed of salary increase decisions until all approvals are obtained.

All salary increases should be performance related. However in making a recommendation, there must be a budget established for the salary increase. On the other hand, the existence of a budget is not enough justification for a salary increase.

### **Eligibility for Performance appraisal**

After the probation period, performance will be reviewed, and again at least at the end of twelve (12) months of service. Performance appraisals need to be conducted at least once a year for full-time employees, but in addition to formal reviews, supervision is expected on a continuing basis to keep employees informed of progress and to assure that, in the event of work problems, counseling takes place without waiting for scheduled reviews.

- Staff members who have spent a minimum of six months as of 30th Aug will have their appraisals done.
- Staff on probation will have a performance evaluation during probation instead of annual appraisal.

### **Process**

Performance Appraisal Forms and guiding material shall be issued to all staff in the first week of September.

Guidelines are well written on the staff performance appraisal format. Each staff will have to set their career and performance objectives in the start of the fiscal year. The results can be written at the end of the year.

It is advisable for both supervisor and employee to complete the form before they meet for a performance review. At the end of discussions both parties are asked to sign the performance appraisal form and submit the original to the HR/admin department with staff keeping a copy with themselves.

**Procedure:**

**Step 1:** Staff appraisal, comment & rate their performance against set objectives and share soft copy with their supervisor.

**Step 2:** Supervisor in turn put comments and rate their staff performance and return the form to staff. (it is the responsibility of the supervisor to take in the feedback of technical manager and also keep the 2nd line manager informed).

**Step 3:** Both staff and the manager sit together, discuss and negotiate the rating, arrive at common understanding of the performance, context, challenges, support and feedback taken and given, and agree on one rating. (In case of serious disagreement refer to 2nd line manager and then involve HR Manager).

**Step 4:** Print a copy of the form. Each page is to be signed by staff and manager and last page counter signed by manager's manager.

**Step 5:** Staff keep the soft copy and submit hard copy to HR/Admin department.

**Matrix reporting:**

Staff who have two reporting lines, will follow step 1 above, and share their form with administrative supervisor and it is the responsibility of administrative supervisor to take the feedback of technical supervisor (it is also acceptable that employee take the feedback on technical supervisor themselves however the responsibility of including the technical supervisor lies with the administrative manager). In step 2 both the

supervisors will put their comments or line manager will consolidate them and return the file to the staff. In step 3, staff will have the performance appraisal meeting with administrative supervisor. Step 4 is same as above.

### **SAMPLE OF THE STAFF PERFORMANCE APPRAISAL FORMAT**

#### **Staff performance appraisal Format**



From October ----- to September -----

<b>Name of Employee:</b>	<b>Project:</b>	<b>Assessment Period:</b>
<b>Position:</b>		<b>Supervisor's name:</b>

**Instructions:** Each employee set five objectives at the beginning of fiscal year. Employee can revise the set objectives during coaching session at the mid of the fiscal year. complete the result portion at the end of the assessment year.

<b>Objective:1</b>	<b>Results:</b> (completed at the end of the year)
<b>Objective:2</b>	<b>Results:</b> (completed at the end of the year)
<b>Objective:3</b>	<b>Results:</b> (completed at the end of the year)
<b>Objective:4</b>	<b>Results:</b> (completed at the end of the year)
<b>Objective:5</b>	<b>Results:</b> (completed at the end of the year)



## EMPLOYEE COMMENTS

**Instructions:** employee can record comments regarding needs of trainings etc in this section.

- Report writing
- Social Mobilization.
- DRR.
- Leadership
- Proposal Writing

No Training received during this period.

## Supervisor comments:

**Guidelines:** supervisor can comments at the end of the assessment year

## Next Level Supervisor comments:

**Guidelines:** next level supervisor can comments on result after previous level supervisor comments

## Any significant comments made by the highest management:

EMPLOYEE SIGNATURE	Date
SUPERVISOR SIGNATURE	Date
NEXT LEVEL SUPERVISOR	Date

**Approved by:** Members Board of Directors