

## Performance Rating Guidance Document

### **1. Objective:**

The purpose is to educate employees and Reporting Managers about the use of performance Rating scale and definition of each rating to enhance the understanding for evaluating performance. This is to bring better clarity and consistency across all departments.

### **2. Rating Type:**

**5-Scale Rating System:** Each area or performance parameter will be rated on a 5 Rating Scale where 5 is highest and 1 is being lowest, where each rating represents a specific level of achievement of expectations out of the role.

### **3. Rating Types and its broader understanding:**

Rating	Label	Description
5	Always	<ul style="list-style-type: none"><li>● Consistently performs at a level significantly above expectations.</li><li>● Demonstrates high quality standards in all deliverables.</li><li>● Frequently delivers impactful, complex and high value jobs.</li><li>● A role model for team culture, quality, and ownership.</li><li>● Reliable, self-driven, and proactive approach</li></ul>
4	Often	<ul style="list-style-type: none"><li>● Regularly goes beyond expectations and assigned responsibilities.</li><li>● Delivers quality work with little or no supervision.</li><li>● Shows initiative, suggests improvements, and solves problems proactively.</li><li>● Often recognized by peers or clients for strong contributions.</li><li>● Performance is above role standards in multiple areas.</li></ul>

3	Sometimes	<ul style="list-style-type: none"> <li>● Delivers and meets desired expectations of the role.</li> <li>● Meets quality level of output which needs supervision.</li> <li>● Demonstrates required knowledge of role and responsibilities.</li> <li>● A dependable and steady performer.</li> </ul>
2	Rarely	<ul style="list-style-type: none"> <li>● Performance is inconsistent; mostly the deliverables are missed as expected</li> <li>● Understands responsibilities but needs guidance frequently to complete tasks.</li> <li>● Errors or rework occur more than acceptable levels.</li> <li>● Meets minimum standards but not reliable across all areas.</li> </ul>
1	Never	<ul style="list-style-type: none"> <li>● Performance is consistently below expectations.</li> <li>● Requires frequent supervision, corrections, or rework.</li> <li>● Goals and deadlines are never met.</li> <li>● Lacks required skills or behaviors for the role.</li> </ul>

#### 4. Good to know for better judgement of overall performance:

- **Recency Bias:** Giving too much weight to an employee's **most recent** performance rather than the entire review period.
- **Halo or Horn Effect:** Do not allow one strong or negative trait to overshadow overall performance evaluation.
- **Central Tendency Bias:** Giving average or middle ratings to everyone, regardless of their actual performance. Avoiding extreme ratings and placing all performing areas in the middle to avoid conflict or effort.

- **Evidence-based Evaluation:** Ratings should be supported by measurable outcomes and observable behavior.
- **Use Comments:** For each rated parameter, provide short comments or examples justifying the given rating.
- **Current Status quo:** Any Individual who is already under the PIP process, should be evaluated accordingly and overall rating should be in sync with the current status quo.