

Lam Construction Group

HR & Admin. Manual (HK)	Document No. : HRM 0600
Performance Management System	

Revision Record

Revision No.	Date	Description of Changes	Prepared (W. Leung)	Reviewed (Peter Lee)	Approved (Peter Lam)
--	1-6-99	New Issue			

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HR & Admin. Manual (HK)	Document No. : HRM 0600
Performance Management System	

1.0 What is Performance Management

....the ongoing process of setting performance expectations, providing feedback and coaching to reach those expectations and reviewing and recognizing performance results.

2.0 What is the approach

- 2.1 360° Feedback - for employee personal development
- 2.2 Performance Appraisal / interview - for employee pass performance evaluation, objective setting, identify training need.
- 2.3 Discretionary Bonus & Annual salary review - for recognizing performance results

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HR & Admin. Manual (HK)	Document No. : HRM 0610
Performance Appraisal Interview	

1.0 Objective and Scope

- 1.1 To strengthen the relationship between supervisor and their subordinates to achieve the objectives for the organization, helping the employee find greater job satisfaction and personal growth.
- 1.2 Give top management a formal review of its human assets.
- 1.3 Assist the employee to participate in his own appraisal so that he/she can assume responsibility for his further development and goal achievement.

2.0 What will be covered

- 2.1 Assess individual performance of his/her current job based on the objective elements so that constructive actions can be taken to build on strengths and to overcome weaknesses.
- 2.2 Evaluate individual potential so that necessary training and development can be provided in order to benefit both the individual and the Company.
- 2.3 Setting up a mutually agreed performance objectives for the coming year.

3.0 Who is the appraiser

- 3.1 Supervisor with internal staff grade at CI or above.
- 3.2 Project Managers are allowed to participate in the appraisal with employees who are being allocated from other functional line to his/her site.

4.0 Category of Performance Appraisal Form

There are three types of appraisal forms :

- 4.1 Managers & VP - C to E
- 4.2 Supervisory & Professional staff - BI to BII
- 4.3 Clerical, administrative support staff and operatives - AI to AII

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5.0 When is the Appraisal Done

- 5.1 The formal appraisal is done once in January each year. There will be one formal progress review in every quarter.
- 5.2 The above exercise shall not replace the ongoing day-to-day feedback sessions conducted in the form of coaching and counseling meetings.

6.0 Process Flow

- 6.1 Make an appointment with your subordinate
- 6.2 Prepare the interview, which includes
 - Review the job description
 - Evaluate yourself before your employee
- 6.3 Put the employee at ease in the interview
- 6.4 Evaluate his/her past work performance, not personality
- 6.5 Set goals and objectives
- 6.6 Discuss the training plan
- 6.7 Completed and signed the Performance Appraisal form
- 6.8 Submit to the BUEO for review
- 6.9 Return to Human Resources & Admin. Department

7.0 Post Performance Interview Survey

- 7.1 After the appraisal interview, there will be a survey covering all appraisers to capture their comments on the appraisal. Results will be used for future improvement.

8.0 Report

Nil

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Performance Appraisal Interview	

9.0 Standard Form

- LAM/HRM/0600/F1 - Performance Review Form for Grade AI - AII
- LAM/HRM/0600/F2 - Performance Review Form for Grade BI - BII
- LAM/HRM/0600/F3-F4 - Performance Review Form for Grade C - E
- LAM/HRM/0600/F5 - Survey on Performance Appraisal System

10.0 Appendix

Nil

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360 Degree Feedback	

1.0 Objective and Scope

1.1 360 Degree Feedback is one of the tools to help individual to grow. It is a formal feedback process to receive detailed input from the people which include individual's peers, and his/her direct reports. The feedback is about how individuals behave, communicate, and their leadership skill etc.

2.0 Who will participate

2.1 All BII grade or above employees will participate and receive feedback through this exercise.

3.0 What exactly is being measured

3.1 There are totally 13 managerial attributes which the Company believes that a competent manager / supervisor should possess.

4.0 How will the data be used

4.1 The Feedback information will solely supports management development. There will be no direct linkage towards pay adjustment.

5.0 Process Flow

5.1 Ten observers will be selected by the participant's immediate supervisor. The observers are invited to rate the participants' performance in different managerial attributes.

5.2 Results are anonymous. If there is less than 4 observers returning their feedback for an individual, result will regard as invalid.

5.3 Results of the feedback will return to the employee, with a copy each to his/her BUEO and BUOO.

5.4 Supervisor is recommended to discuss the result with the participant, and a training plan be developed for further improvement, where applicable.

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360 Degree Feedback	

6.0 When will the Feedback conduct

6.1 The exercise will normally take place during December of each year.

7.0 Reports

7.1 360 degree Performance Report

8.0 Standard Forms

LAM/HRM/0600/F6

9.0 Appendix

Nil

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