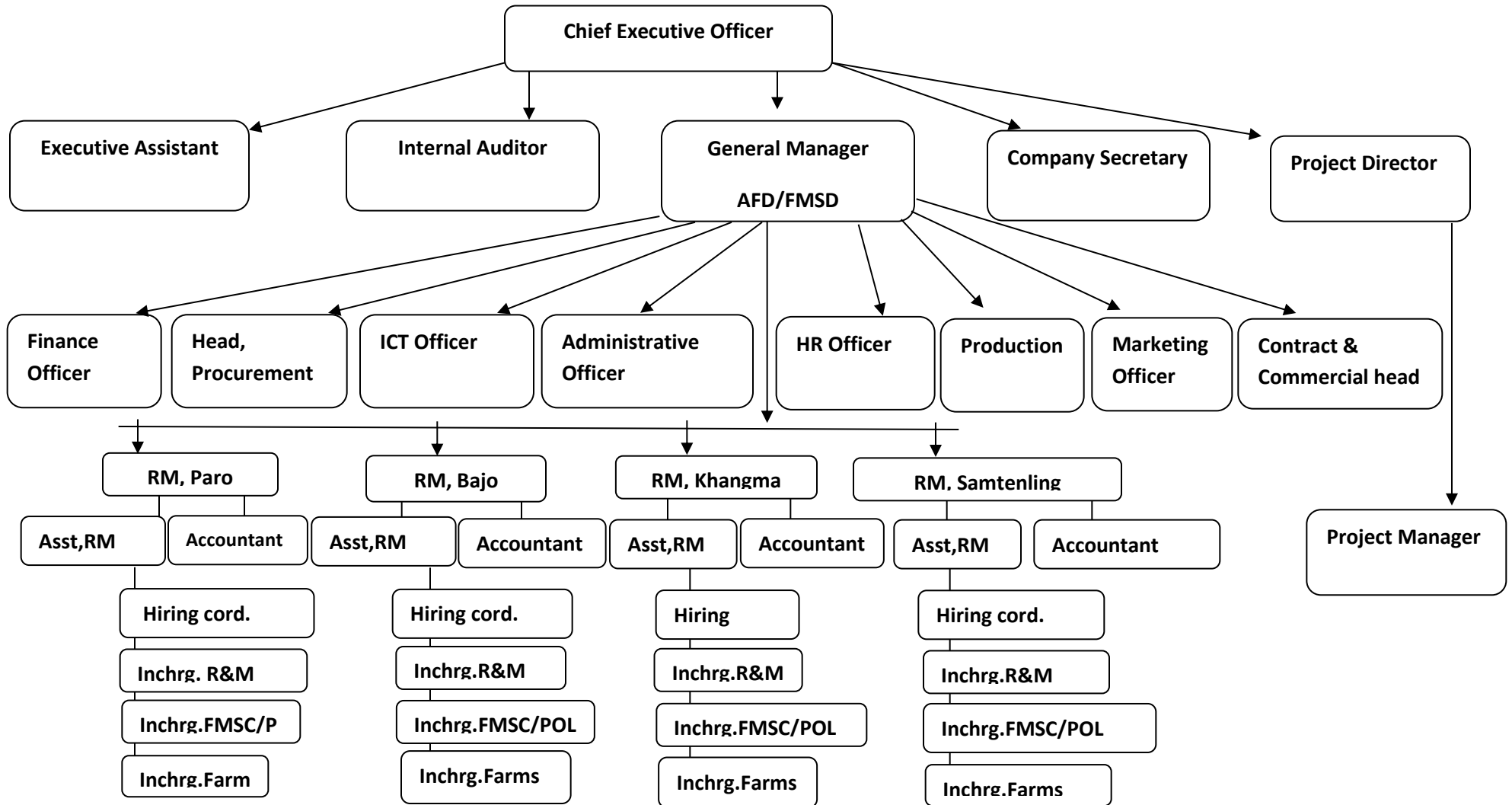


Draft Standard Operating Procedure for Online Performance Management System (PMS)

The ICT/Human Resource section has incorporated with the online PMS system mainly to ease the lengthy process of manual filling up of forms and paper evaluation. The online systems will further assist in strengthening performance planning, monitoring, review and evaluation of development goals and objectives of individual level and at organizational level at large. The compact should be drawn for an employee who has physical and revenue target irrespective of position. The flow of compact and IWP:



1. Signing of Compact

The signing of compact between Management and in-charges shall be coordinate by the PMS focal person beginning of the every Calendar year. After completion of signing, the in charge and respective subordinate shall sign a compact within a week (1-7/2/21). The in charges compact shall be kept with PMS focal person for assisting in monthly evaluation with ICT section followed by respective in charges for their subordinate’s evaluation.

2. Online Data Punching

The in charges or subordinates have to feed their individual monthly data in system in reference to their monthly BUP within the time frame. For that, the Region/Sections folders have been created separately for easy identification.

Data Login Process:

Login in respective Official mails → Google drive → Share with me → Open respective folder/individual sheet & data shall be viewed as follows: (Example 1):

SL no	Financial Indicator	Unit	Target 2021	Target	January	Target	February	Target	March	Target	Apr
ANNUAL PERFORMANCE AGREEMENT (2021) Between AFD General Manager And Mechanization Service Manager (MSM)											
Section 1: Financial and Non-Financial Indicators.											
I. Financial Targets base on Budget Utilization Plan (BUP) (50% Weightage)											
1	Total Revenue from activity: (Nu. In n	Nu	119.964		95.83%						
	1.1 Hiring at Central level.	Nu	25.284		78.14%						
	1.2 Hiring at Gewog level		16.326		75%						
	1.3 Sale of Machinery & Spare Parts	Nu	50.996		127%						
	1.4 Repair & Maintenance of Farm Machinery	Nu	6.946		58%						
	1.5 Sales of POL	Nu	20.412		141%						
	Operating expenses (to maintain it within the approved budget)	Nu	121.466								



Example 2.

ANNUAL PERFORMANCE AGREEMENT (2021) Between&.....												
Compact of year 2021												
SL	Financial Indicator	Units	Target 2021	Target	January	Target	February	Target	March	Weight (0%)	Amount / Month (1 to 12)	Weightage
A	Total Revenue from activity: (Nu. In millions)	Nu								0%		
1		Nu	0.000							0%		
2		Nu	0.000							0%		
B	Operating expenses (to maintain it within the approved budget)	Nu	0.000							0%		
	2.1 Exp. Same									0.00%		5%
	2.2 Exp. Reduction 1% to 3%									0.00%	0.000	7%
	2.3 Exp. reduction 3.1% to 5%									0.00%	0.000	9%
	2.4 Exp. reduction above 5.1%									0.00%	0.000	10%
	Non-Financial Indicator									Weight (0%)		
A.	Physical Achievement	Units	Target 2021							0%		

SI No	Performance indicator												
1			0							0%			
2			0							0%			
B.	Corporate Governance/Organization Management									0%			
SL	Performance Indicator	Target 2021	Dateline	Remarks	Yes/No	Remarks	Yes/No	Remarks	Yes/No				
1					Yes		No			0%	0	#DIV/0!	
2										0%	0	#DIV/0!	
3										0%	0	#DIV/0!	

3. *Monthly Achievement*

The monthly achievement/target achieved shall be rate by in charges based on their monthly target. The supporting document Must be uploaded to respective section folders by an individual (**folder name as: Supporting file**).

4. **Evaluation by Supervisor**

The performance of individual staff needs to re-verify based on supporting documents submitted by the subordinate. The final performance evaluation will be carry out by the ICT section.

Evaluation Process

Financial

I. *Revenue*

1. Under the Financial category the amount for the revenue and expenditure should be in million with 3 point. (Nu. 0.000)

II. *Expenditure*

1. The expenditure reduction amount and its weightage is been calculated based on 4 category

Amount	Weightage
a. If the expenditure is equal to the target	$\longrightarrow = \frac{(5\% * total\ weightage)}{10\%}$
b. If the expenditure is reduce from 1% to 3% from the target	$\longrightarrow = \frac{(7\% * total\ weightage)}{10\%}$
c. If the expenditure is reduce from target between range 3.1% to 5%	$\longrightarrow = \frac{(9\% * total\ weightage)}{10\%}$
d. If the expenditure is reduce from target below 5%	$\longrightarrow = \frac{(10\% * total\ weightage)}{10\%}$

Non-Financial

I. Physical

1. Any activity in physical and its required weightage along with its respective units to be specified

II. Corporate governance/ Organization management

1. Activity to be specified under performance indicator and with details under target 2021 and submission of dateline.
2. Weightage to be given and under amount/ month (1 to 12) number of evaluation to be done within the range of 1 to 12 month

IWP Format

The Individual Work Plan (IWP) shall be drawn all employees at beginning of every Calendar year irrespective of position and type of employment. It is in-charges and staffs responsibilities to feed data in online IWP form. The IWP shall be evaluated by the respective in charges and rating shall be done only the activities carried out in the particular month. The moderation section shall be executed by HR section. The Procedure as follows:

1. Online Data Punching

With the implementation of online system, in charge/individual staff needs to feed data in online IWP format in beginning of the year. The format should include your whole year activities (individual) which, it cannot be changed after completion of timeline. The Region/Sections folders were created separately in the spread sheet to furnish data through online.

Data Login Process:

**Login in respective Official mails → Google drive → Share with me → Open respective
folder/individual sheet & data shall be viewed as follows:**

Example 1

100% View only

A1	A	B	C	D	E	F	G
1							
2							
3							
4							
5							
6							
7							
8							
9		NAME OF THE EMPLOYEE:	KINLEY WANGMO				
10		POSITION TITLE:	FINANCE OFFICER				
11		DIVISION:	AFD		POSITION LEVEL: 8		
12		EMPLOYEE ID No. :			REGION/SECTION: AFD SECTION		
13		Section A: Employee Details					
14							
15		Assurance on Accuracy of CV: I have verified my CV in HR Database and hereby declare that the information is correct as of date 1 January 2021					
16		SECTION B: Performance Assessment (Individual Work Plan) (70%)					
17	SL				Targets Values		
							Target

February March April May June July August September October

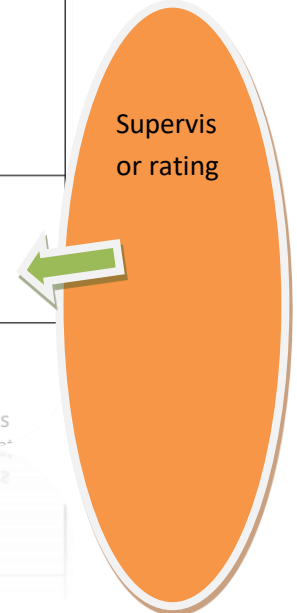


Example 2

EMPLOYEE ID No. :		REGION/SECTION:								
Section A: Employee Details										
Assurance on Accuracy of CV: I have verified my CV in HR Database and hereby declare that the information is correct as of date 1 January 2021										
SECTION B: Performance Assessment (Individual Work Plan) (70%)										
Division Output	Activities	Targets Values			Target Achieved by specified individual	Employee's Feedback/ Comment/ justification	Final Score by Supervisor1			
		Level 4=[3.00-4.00]	Level 3[2.00-2.99]	Level 2=[1.00-1.99]						
					Total					
					Final Score B.					
					Total/No. of activities					

Data Punching/

.ON C: Competency Behavior (30%)						
Potential Assessment Area	Quality & Description	Outstanding [3.00-4.00]Level 4	Very Good [2.00-2.99]Level 3	Good [1.00-1.99]Level 2	Needs Improvement [<= .99]Level 1	Final Rating with Evidence of Behavior
I. Analytical skills and Intellectual Capacity	1.1. Sense of Perspective Demonstrates intellectual flexibility, imagination and socio political sensitivity in developing a holistic appreciation of the situation and in generating innovative ideas and solutions that bring practical benefit	<ul style="list-style-type: none"> •Thinks ahead to anticipate issues, identifies opportunities and appreciates implications •Exercises imaginations and creativity to generate a range of alternative solutions •Takes strategic perspective when formulating proposals and recommendations 	<ul style="list-style-type: none"> •Takes strategic steps and ways to achieve and enhance the achievement of the target 	<ul style="list-style-type: none"> Need guidance in identifying the opportunities and solutions to solve work towards achieving the target 	<ul style="list-style-type: none"> •Is hasty in formatting opinions and judgment taking action before assessing implications and Focuses on day to day problems at the expense of longer term planning 	
	1.2 Analysis and Judgment Demonstrates power of analysis and a sense of reality in the context of complex issues and solutions	<ul style="list-style-type: none"> •Analyses situations and problems in a systematic and logical manner to identify key issues •Makes sound judgment based on rigorous, independent thinking •Makes good use of background knowledge 	<ul style="list-style-type: none"> Proposes strong judgmental recommendation towards overall issues for a realistic achievement 	<ul style="list-style-type: none"> •Limited to supervisory directives in tackling the problems and issues and does provide any strong judgmental recommendation to own's issues 	<ul style="list-style-type: none"> •Makes assumption based on superficial analysis •Spends too long on analysis and deliberating at the expense of responding in a timely fashion 	
	2.1. Influencing and Inspiring Persuades, motivates and inspires others, developing a sense of purpose and unity	<ul style="list-style-type: none"> •Put team's success ahead of personal success •Work to resolve conflict among team members by showing respect for others' opinions and working toward 	<ul style="list-style-type: none"> •Maintains wide network of good working relationship with peers, subordinates, supervisor, customer and clients. Makes consistent efforts to 	<ul style="list-style-type: none"> •Stick to good working relationship with most of the peers, subordinates, supervisor and the clients. Initiates encouragement of trust and 	<ul style="list-style-type: none"> •Blame others for mistakes and/or setbacks that negatively affect team results 	



Monthly Compact & IWP Submission and evaluation Date lines:

1. Online Submission by individuals with supporting documents – Every 5th of next month
2. Online submission by ARM, RM & In-charge to FMSD – 10th of next month
3. Online submission by FMSD & Finance section to GM – 12th of next month
4. Online submission by GM to CEO – 15th of next month
5. Freezing of the system shall be done on next day of the submission dateline.

REGION/SECTIONWISE SUMMARY REPORT:

A2											
fx Nima Tshering											
	A	B	C	E	F	G	H	I	J	K	
1	Name	Designation	Section	February	March	April	May	June	Total Achievement	July	A
2	Nima Tshering	Contract Operator	Bajo Region	0	0	0	0	0	0.17	0	
3	Sherub Kinley	Contract Operator	Bajo Region	0	0	0	0	0	0.21	0	
4	Rinchen Sonam	Agriculture supervisor	Bajo Region	0	0	0	0	0	0	0	
5	Phub Thinley	GPTO	Bajo Region	0	0	0	0	0	0.17	0	
6	Dorji Drolu	Farm Assistant	Bajo Region		0	0		0	0	0	
7	Tshering Blon	Farm Assistant	Bajo Region	0	0	0	0	0	0	0	
8	Tshering Wangdi	Contract Operator	Bajo Region	0	0	0	0	0	0.17	0	
9	Dorji Pemo	Store keeper	Bajo Region	0	0	0	0	0	0.32	0	
10	Karma Pelden	POL assistant	Bajo Region	0	0	0	0	0	0	0	
11	Kinzang Choden	Asst. Regional Manager	Bajo Region	0	0	0		0	0.36	0	
12	Leki Wangchuk	Farm Assistant	Bajo Region	0	0	0	0	0	0	0	
13	Nima Yoezer	Asst. Accounts Officer	Bajo Region	0	0	0	0	0	0.41	0	
14	Pemba Dema	POL Assistant	Bajo Region	0					0.31		
15	Tashi Dendup	Rice Mill Incharge	Bajo Region	0	0			0	0.33	0	
16	Tempa Phuntsho	Area Manager	Bajo Region	0	0	0	0	0	0.12	0	
17	Tilku	Work Shop incharge	Bajo Region		0	0	0	0	0.32	0	
18	Tshewang Lhamo	Store Keeper	Bajo Region	0	0	0	0	0	0.36	0	
19	Tshering Yangzom	Regional Hiring Coordinator	Bajo Region	0	0	0	0	0	0.21	0	
20	Sonam Dendup	POL Assistant	Bajo Region	0.00	0.00	0.00	0.00	0.00	0.62	0.00	

Go to Settings to activate Windows.

Ad-hoc Activity Record Form

Employee Name:

Date:

Section:

Region:

Dispatch no:

Sl.No	Division/Section	No of Day /Time	Activity	Propose Percentage	Supervisor rating	Remarks	Attached documents for reference

Note: The activity shall be considered ad-hoc only if an employee is engaged in particular activity for more than three (3) days. Further, the activity which involves constant working/follow up but not incorporated in annual compact shall be incorporated during its midterm review.

Employee Signature

Supervisor Signature

Management