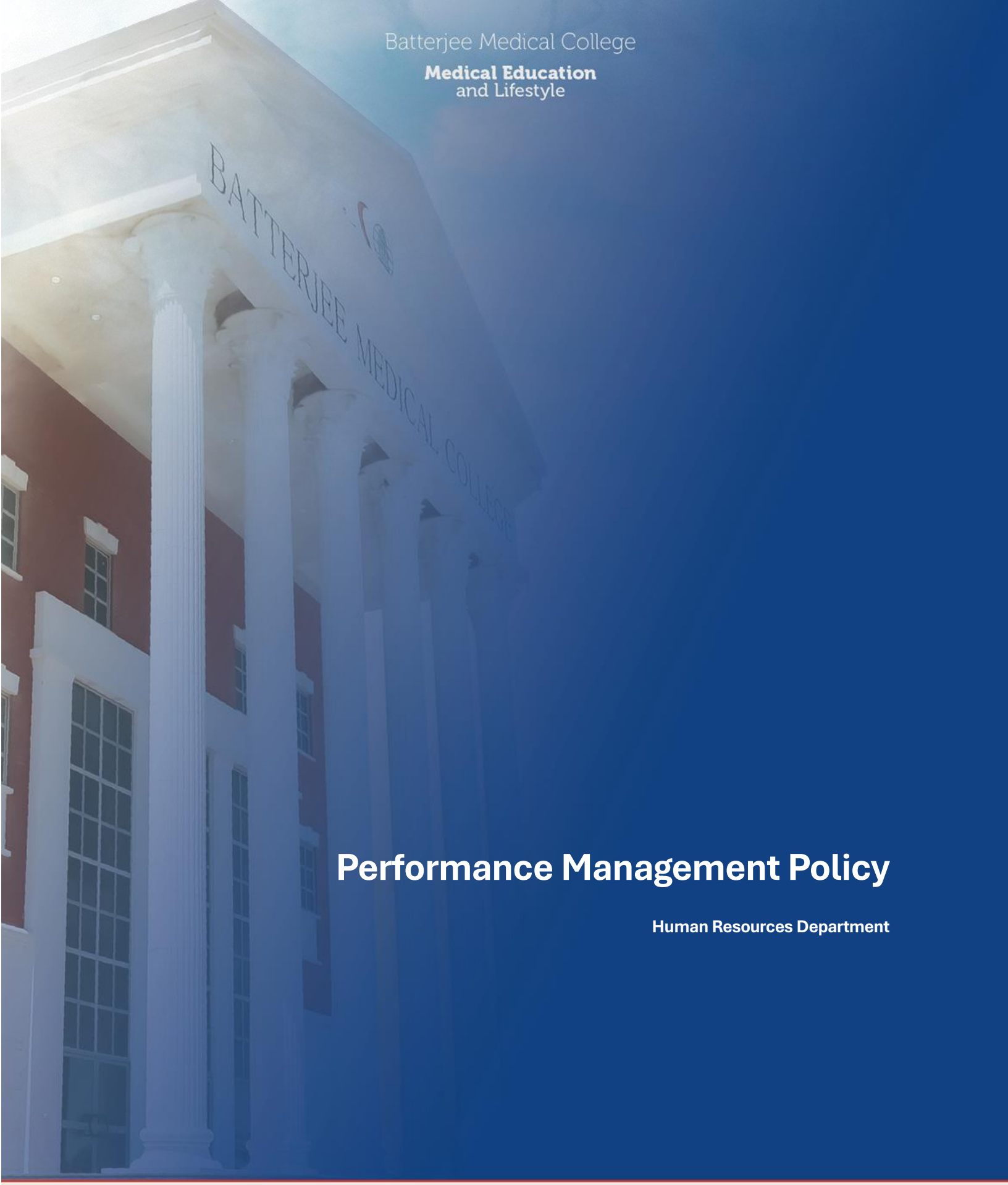


Batterjee Medical College

Medical Education
and Lifestyle

Performance Management Policy

Human Resources Department

Introduction:

Overview:

The Performance Management Policy at Batterjee Medical College (BMC) is designed to support the systematic evaluation and development of employees, ensuring alignment with the college's strategic objectives, while helping in fostering a fair, transparent, and growth-oriented workplace. This policy provides a structured approach to assessing employee performance, fostering a culture of continuous improvement, and enhancing organizational effectiveness.

Purpose:

The purpose of this policy is to establish a clear framework for the evaluation of employee performance at BMC towards:

- Setting clear expectations for both managers and employees where employees understand the criteria they will be assessed on, and managers can communicate their expectations.
- Ensuring that performance evaluations are conducted consistently across the organization, which helps in eliminating biases and ensures that all employees are evaluated based on the same set of criteria and standards.
- Highlighting areas where employees can improve through constructive feedback that can guide professional development and career growth.
- Motivating and engaging employees to take ownership of their work and strive for better results knowing that performance is being monitored and formally appraised.
- Providing valuable data for decision making regarding promotions, compensation, training needs, and succession planning.
- Providing legal protection through evidence of fair and consistent assessments in case of disputes regarding promotions, terminations, or other personnel decisions.
- Opening channels for dialogue and communication between employe and managers where employees can express concerns, ask for feedback, and clarify any doubts about their performance.

Scope:

This policy applies to all full-time employees of Batterjee Medical Colleges except C-Level leaders. It covers the performance evaluation process, from the initial assessment through to feedback and follow-up actions. The policy is applicable to all departments and functions within BMC.

1. Definitions:

- **Performance Management System (HRIS-PMS):** A digital platform used to plan, evaluate, document, and improve employee performance across academic and non-academic roles.
- **Teaching Staff:** Faculty members responsible for instruction, research, mentoring, and academic development within the institution.
- **Administrative Staff:** Employees involved in managerial, clerical, and operational tasks that support institutional operations and academic functions.
- **Technical Staff:** Employees responsible for maintaining technical infrastructure, equipment, laboratories, and other support systems.
- **Appraiser:** The direct manager or supervisor responsible for conducting the performance evaluation of an employee.
- **(HOP):** Head of Program responsible for evaluating teaching staff within a specific program.
- **(HOD):** The administrative or technical Head of Department responsible for evaluating non-teaching staff.
- **Evaluation Period:** The designated timeframe during which the annual performance reviews take place
- **Performance Appraisal Interview:** A one-on-one discussion between the appraiser and the employee to review performance, provide feedback, and set future goals.
- **Performance Rating Scale:** A standardized scoring system used to categorize employee performance levels.
- **Job-Specific Performance Evaluation:** criteria focused on the technical or functional responsibilities unique to an employee's role.
- **Academic Research:** Scholarly work by teaching staff, including publications, funded research, and participation in academic conferences.
- **Community Service:** Contributions made by teaching staff to community outreach and institutional representation outside the classroom.
- **PIP:** Performance Improvement Plan is a targeted plan that helps employees improve performance in specific areas to meet job expectations.
- **HR Final Review:** The final validation and approval of the evaluation by HR before officially closing the appraisal process.

2. Policy Statements:

2.1 General:

2.1.1 Evaluation Period:

The evaluation period in BMC shall normally be an annual evaluation, because it allows enough time for faculty & staff to demonstrate their contributions and progress. It aligns well with the academic calendar and allows for comprehensive reflection on the entire year's work, achievements, and areas for improvement. It is therefore mandatory to have all performance reviews completed between April 1st and May 15th of each year. When necessary, the HR can request a mid-term evaluation period to evaluate the progress of a specific employee to ensure that the key improvements and goals agreed on are progressing positively.

2.1.2 The Appraiser

The appraiser will normally be department heads (HoP/HoD), unless it is decided in some cases to have the appraisal completed fully or partially by the direct manager/supervisor who works directly with the employee or oversees the employee's daily tasks. Whichever the case, all appraisals shall be finally approved by the department head.

In addition to the department head, HR shall co-appraise the employees' performance if the appraiser has supervised the appraisee for less than 6 months or in cases which it is reasonable to assume that HR involvement is needed to ensure fairness and consistency.

2.1.3 Appraiser Role & Responsibility:

The appraiser plays a crucial role in the performance evaluation process. Their responsibilities extend beyond simply assessing an employee's performance; they are also expected to guide, motivate, and ensure that the process is fair, transparent, and aligned with the organization's goals. All appraisers shall:

- Be familiar with the performance evaluation criteria, standards, and objectives.
- Gather and review all performance related data, such as performance reports, feedback from colleagues or students, self-assessments, and previous evaluation.
- Set time and agenda for the appraisal meeting.
- The appraiser must maintain objectivity and avoid personal biases in their documentation, ensuring that the evaluation is based on facts and the employee's performance, rather than assumptions or opinions.
- Deliver clear, honest, and balanced feedback, offering concrete examples and avoiding vague generalizations.

- Encourage the employee to share their perspective, ask questions, and discuss any concerns or challenges they may be facing.
- Aim to motivate the employee through positive reinforcement and acknowledge the employee's contributions and successes, highlighting achievements that align with the organization's objectives and recognizing hard work.
- The appraiser should help the employee understand their potential career path within the organization. They can provide insight into advancement opportunities, what skills or experiences are needed for promotion, and how to enhance performance to achieve career goals.
- After the evaluation, the appraiser should follow up regularly to monitor the employee's progress toward their goals.
- The appraiser should ensure that the evaluation process is confidential, and feedback is shared only with the relevant parties (i.e., the employee, HR, or the appropriate supervisor).
- The appraiser should conduct the appraisal with professionalism and respect, particularly if the evaluation includes areas where the employee's performance has not met expectations. Providing constructive feedback without diminishing the employee's confidence is essential.
- The appraiser must ensure that the evaluation process adheres to legal, ethical, and organizational standards. They should avoid any form of discrimination or bias and ensure that all employees are evaluated equitably.
- If the appraiser has any conflicts of interest or biases towards the employee being evaluated, these should be disclosed to HR or the appropriate authority to ensure the process remains impartial.

2.1.4 **Before the Evaluation**: Employees should be informed in advance about the evaluation process, the criteria used for evaluation, and the timeline. This helps set expectations and encourages a proactive approach to self-improvement.

2.1.5 **Notice Period**: HR should inform employees at least one month before the performance evaluation begins to give them time to prepare.

2.1.6 **Acknowledgment of Receipt**: After the review meeting, employees must acknowledge in writing that they have discussed and received the evaluation, even if they disagree with the assessment. This documentation ensures that there is a record of the process.

2.1.7 **Employee Access to Documentation**: Employees have the right to access their performance evaluations, including feedback and supporting documentation, which should be stored confidentially in their HR file.



2.1.8 Review Meeting:

- A one-on-one meeting between the employee and the appraiser is mandatory and shall take place to discuss the results of the performance review. The meeting should focus on:
  - Reviewing strengths and areas for improvement.
  - Discussing developmental goals.
  - Addressing any concerns or feedback.
  - Creating an action plan for the upcoming evaluation cycle.

2.1.9 Documentation:

- All evaluation results and feedback will be documented and kept in the employee's personnel file.
- Both the appraiser and the employee will sign an acknowledgment that the evaluation was completed and discussed.

2.1.10 Appeal of Performance Evaluation Decision

Employees have the right to appeal their performance evaluation if they believe the evaluation was inaccurate, unfair, or biased; did not reflect their actual performance; and there were procedural errors or violations of the evaluation policy.

Appeals must be submitted in writing to the appeal committee or the HR Manager within 10 working days; Late appeals may not be considered unless there are exceptional circumstances. The appeal letter should include: the reason for the appeal, specific areas of disagreement, any supporting evidence or documentation, desired outcome (e.g., revised evaluation, second review). The review committee or the HR Manager shall assess the appeal through interviewing the employee or the appraiser, reviewing performance records and relevant documentation, and examining whether the evaluation process meets the statements and guidelines set in this policy. After the review, the decision shall be to:

- Uphold the original evaluation
- Amend the evaluation
- Perform a new performance appraisal by a committee

The decision shall be made within 30 days and communicated in writing; and shall be final. All appeals and related discussions shall remain confidential. Employees shall not face retaliation for appealing an evaluation.

2.1.11 HR Final Review & Closure:

After the employee's confirmation (or resolution of concerns), HR will conduct a final review to validate the fairness, completeness, and compliance of the evaluation. This includes checking the accuracy of ratings, clarity of feedback, and alignment with performance standards. Once approved, HR will formally close the evaluation in the system, marking the end of the appraisal cycle.



2.2 Performance Evaluation Criteria:

Employees' overall performance is directly aligned with BMC's institutional performance and the strategic objectives of their respective departments or programs. The performance evaluation criteria and weighting distribution shall be reviewed and approved annually by a committee comprising the Head of Human Resources, Chief of Quality, Chief of Academics, and the Chief Operating Officer (COO).

2.2.1 Evaluation Criteria of Teaching Staff

The performance evaluation of teaching staff is conducted annually and is based on multiple weighted components that reflect BMC's academic standards and institutional priorities. The evaluation combines both quantitative and qualitative measures, aligned with the faculty member's core responsibilities in teaching, research, and community engagement.

The overall performance rating is distributed as follows:

- Teaching and Learning (60–65%)
  This component evaluates instructional delivery, student engagement, course management, curriculum contribution, and academic outcomes. The exact percentage may vary based on the faculty member's research and community service responsibilities.

- Behavioral and Competency-Based Evaluation (30%)
  This includes an assessment of BMC's core competencies such as professionalism, commitment to continuous professional development, effective communication, decision-making, teamwork, punctuality, and personal appearance, and alignment with institutional values.

- Academic Research (5%)
  Reflects scholarly contributions including research publications, conference participation, funded projects, and other academic output.

- Community Service (5%)
  Evaluates faculty participation in community outreach, institutional representation, and activities that contribute to the broader societal impact of BMC.

2.2.2 Evaluation Criteria of Administrative and Technical Staff:

The annual performance evaluation for administrative and technical staff is designed to reflect both behavioral competencies and job-specific requirements, aligned with BMC's institutional values and operational effectiveness.

The overall performance rating is distributed as follows:

- Behavioral and Competency-Based Evaluation (20%–30%):
  This component assesses core professional behaviors such as professionalism, commitment to development, communication skills, decision-making, teamwork, punctuality, and personal appearance. The weighting may vary between 20% and 30%, depending on the nature of the role and whether the position holds managerial responsibilities.

- Job-Specific Performance (70%–80%):
  This component focuses on technical proficiency, job knowledge, and functional competencies tailored to each job title. It includes performance in assigned tasks, operational efficiency, problem-solving, adherence to role expectations, and the achievement of job-specific objectives.

2.3 Performance Rating Scale:

Appraisers shall evaluate employee performance based on the following rating scale, which is determined by the overall percentage achieved through the evaluation components:

- Outstanding (90% and above):
  Performance is exceptional. The employee consistently exceeds all performance expectations and demonstrates high levels of reliability, initiative, and impact. An employee at this level is considered a strong candidate for promotion, provided no individual score falls below "2" in any evaluated area.

- Very Good (80% – 89%):
  Performance exceeds expectations in several areas. The employee demonstrates strong capabilities, consistent reliability, and the ability to add value beyond assigned responsibilities.

- Good (70% – 79%):
  Performance is solid and consistently meets expectations. Minor areas may require enhancement, but overall contributions align well with role requirements.

- Satisfactory (60% – 69%):
  Performance meets most expectations. It is generally acceptable, though some areas require improvement. Focus should be placed on a targeted training or development plan to strengthen performance.

- Needs Improvement (50% – 59%):
  Performance meets some expectations but has noticeable gaps. An improvement plan should be developed. In such cases, contract extension may be considered with clear performance goals before deciding on contract renewal or termination.

- Unsatisfactory (Below 50%):
  Performance is significantly below expectations. Major performance issues must be addressed, and a contract conclusion is recommended.

2.4 Outcome of the Evaluation

The performance evaluation aims to create a structured and transparent process for assessing employee performance, and therefore, the following actions should be taken after the performance evaluation is completed:

1. Recognition and Rewards:
   High performers may be considered for salary increases, promotions, and other rewards as per BMC policies. Exceptional performance may also be recognized in formal ceremonies or public acknowledgment.
2. Development and Training:
   Employees who require development in specific areas will be provided with appropriate training, mentorship, or resources. Developmental goals will be discussed, and follow-up evaluations may be scheduled to track progress.
3. Corrective Action:
   If performance is rated below satisfactory, the supervisor and HR will work with the employee to create a performance improvement plan (PIP). The PIP will outline clear expectations, support measures, and timelines for improvement. If there is no significant improvement after the PIP period, further action, such as reassignment or termination, may be considered.

2.5 Performance Improvement Plans (PIPs)

1. **Triggering a PIP:**
   A Performance Improvement Plan (PIP) will be initiated if an employee receives a rating of "Needs Improvement" or "Unsatisfactory" in any core area of their evaluation. It will also be considered if there are patterns of consistent underperformance over multiple evaluation cycles. Supervisors must discuss concerns with the employee as soon as they arise, ensuring that the employee is aware of areas that need improvement before the formal PIP process begins.

2. **Developing a PIP:**
   A PIP is a formal written document that outlines specific areas of performance that need improvement, along with a timeline for achieving the set goals. The PIP should include:

   - Clear, measurable goals and performance expectations
   - Regular check-ins (e.g., quarterly or monthly) to track progress
   - Support or resources (e.g., training, mentorship) that will be provided to help the employee succeed.
   - A deadline for improvement (typically 60-90 days, depending on the severity of the issue).
   - Follow-up meetings to assess whether the goals have been met, and to decide whether the employee has made satisfactory progress.

3. **Consequences of PIP:**
   If performance does not improve after the PIP timeline, further actions may be considered, including reassignment, a change in duties, additional training, or in extreme cases, termination of employment. Documentation of the entire process will be maintained by HR, and all decisions will be based on clear evidence of the employee's performance.

2.6 Training and Development:

Based on evaluation feedback, HR will work with employees to develop an Employee Development Plan (EDP) tailored to the individual's career goals, performance gaps, and institutional needs. The plan shall specify the training needs for the employee based on the evaluation. If an employee's evaluation indicates gaps in skills or knowledge, HR will offer targeted professional development opportunities. This may include:

- **In-House Training**: Seminars, workshops, or courses offered by the institution.
- **External Training**: Sponsorship or funding for external courses, certifications, or conferences related to the employee's role.
- **Mentorship Programs**: Assigning an experienced mentor to guide the employee's professional growth.



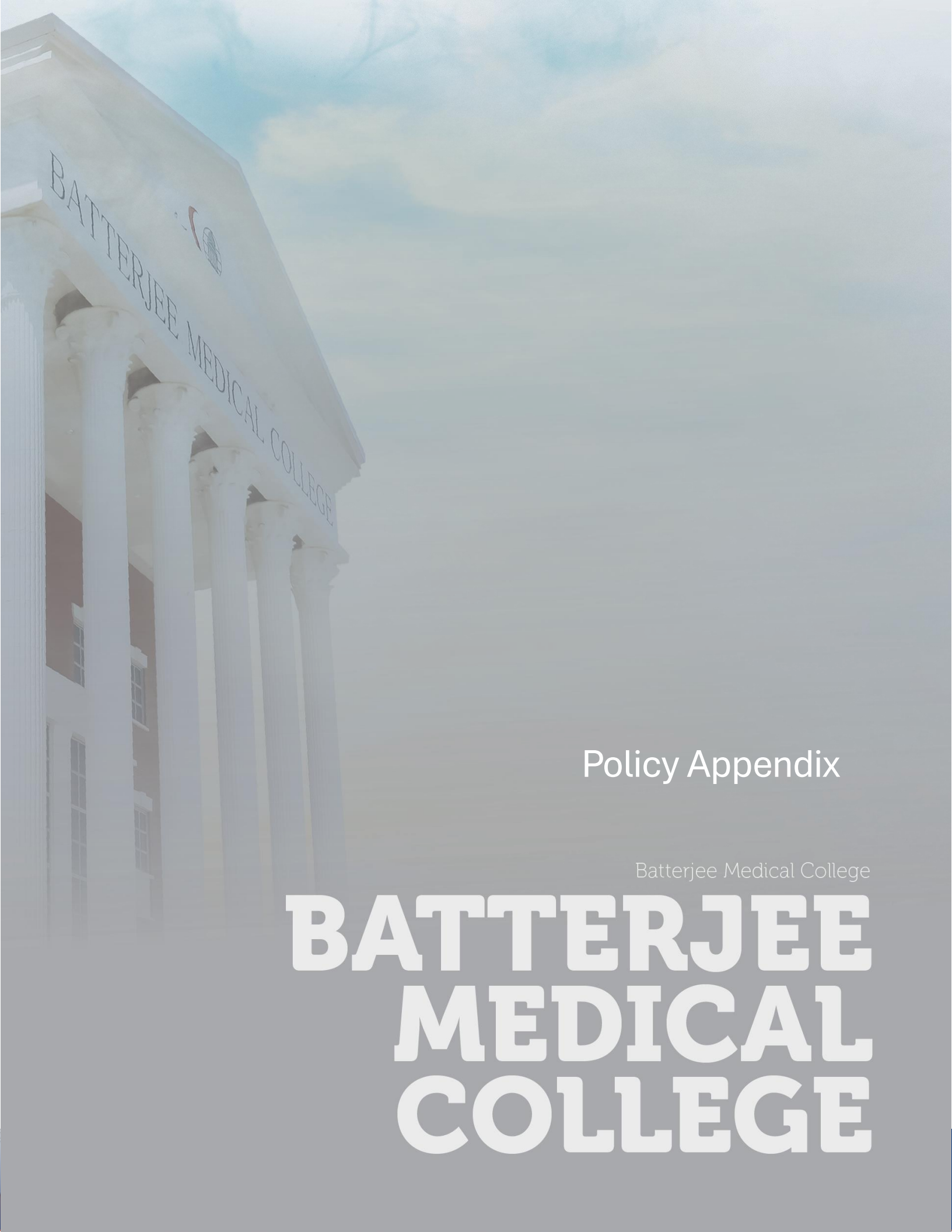
2.7 Confidentiality

All performance evaluations will be confidential and shared only with the employee, the supervisor, and authorized HR personnel. Any information disclosed during the performance review process will be handled in accordance with institutional privacy policies.

*End of Policy.

Policy Reference				
Policy Code: ADM-HR-009	**Effect Date**	01/01/2025	**Review Date**	01/01/2027

Policy Approvals			
Name	**Job Title**	**Signature**	**Date**
Mrs. Nada A. Alghamdi	HR Manager		04/27/2025
Mr. Ghaze I. Al-Nasairi	COO	Ghaze Alnasairi	04/27/2025
Dr. Osama A Kensara	CAEO		04/28/2025



Policy Appendix

Batterjee Medical College

BATTERJEE MEDICAL COLLEGE

Performance Management Procedure	
Procedure	**Responsibility**
1. Appraisal Period Notifications and Initiation: 1.1 The Human Resources Department shall issue a notification to all employees eligible for evaluation at least one month prior to the commencement of the evaluation period, serving as a formal reminder of the upcoming appraisal cycle 1.2 Upon the commencement of the appraisal period, the Human Resources Department will send an official announcement to all employees and appraisers confirming the start of the evaluation process.	Human Resources
2. Appraisal Execution and Submission Process: 2.1. The system will notify appraisers to Start the evaluation. 2.2. Appraisers must complete and submit evaluations in the HRIS Performance Management System (PMS) within the appraisal schedule. 2.3. After Appraisal is submitted by appraiser, a notification will be sent to the employee to acknowledge and review the evaluation results. 2.4. Appraisers shall conduct a one-on-one performance appraisal interview post system submission & record the interview outcomes. If performance is below satisfactory, the appraiser shall highlight areas of improvement needed & discuss results with employees.	Appraiser HRIS
3. Acknowledgment of Evaluation Completion: 3.1 Following the performance appraisal interview, both the appraiser and the employee shall electronically sign an acknowledgment through the HRIS Performance Management System (PMS), confirming that: ✓ The evaluation has been completed. ✓ The results have been discussed between the appraiser and the employee. 3.2 The electronic acknowledgment will be recorded and stored within the employee's official appraisal record in the HRIS.	Appraiser Employee HRIS

4. HR Final Review and Evaluation Closure: 4.1 Upon employee acknowledgment, the Human Resources Department shall conduct a final review of each submitted evaluation, confirm official submission and closure in HRIS system.	Human Resources HRIS
5. Appeal of Performance Evaluation Decision Procedure: **5.1 Submission of Appeal:** Employee must submit the appeal in writing to the Appeal Committee or the HR Manager within ten (10) working days from the date of notification of the evaluation results. **5.2 Review of Appeal:** The Appeal Committee or the HR Manager shall: ✓ Interview the employee and/or the appraiser, as needed. ✓ Review all relevant performance records and documentation. ✓ Assess compliance with the procedures and guidelines outlined in the performance evaluation policy. **5.3 Appeal Outcomes:** Based on the findings, the Appeal Committee or HR Manager may uphold the original evaluation, Amend the evaluation or Conduct a new performance appraisal through an appointed committee. **5.4 Communication of Decision:** A final decision via appeal committee shall be made within thirty (30) days of receipt of the appeal. The outcome will be communicated to the employee in writing via Human Resources Department	Appeal Committee HR Manager Employee
End of Procedure	

Batteriee Medical College

Medical Education
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BMC

كليـــات البتـــرجي الطبـــية
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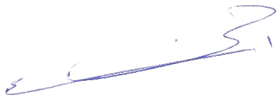

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