



We Care



Our People



Team Work



Commitments



Self Improvements



## Performance Review in BKGH

BKGH proudly shows consistent initiatives in developing new ways to improve company performance, as employees growth remains the topmost priority. Therefore, a great significance is associated with the Performance Review process which is thoroughly conducted to mirror the company's core values. Whether it comes down to **delivering on our commitments, empowering, and listening to our people, or maintaining the continual self and work improvements**, Performance Reviews go beyond assessment and evaluation, as their main objective is to design effective strategies that pay off through bringing managers and employees closer, while strengthening our organization's performance and improving operational efficiencies to better reflect on BKGH's vision.

// The Performance review serves as a checkpoint to assure him/her about a job well-done. //

### Importance of the Performance Review Cycle and its Business Impact.

The main goal of this process is to outline the framework between the manager and the employee, and to set a formal communication channel to discuss performance and expectation. For the employee, the performance review serves as a checkpoint to assure him/her about a job well-done, as well as the areas of potential improvement, in addition to help prepare them for future responsibilities while providing the opportunity for them to voice any concerns or suggestions they might have. As for the managers, on the other hand, it is their chance to identify ways to retain employees and improve performances, recognize the high potentials that can be ready for more advanced roles, and pinpoint training needs.

### At BKGH our 'Performance Evaluation & Development Forms are Composed of 5 Sections:

In the first section, we evaluate the **Technical Competencies**, which are the knowledge and abilities required to apply technical knowhow and information in specific

a job function or role. In the second segment we tackle the **Behavioral Competencies** which correspond to the behaviors, attitudes, or personality traits that help identify how an employee is adapting to his/her current job and in the overall organization. Third, we showcase our guiding principles/**Values**, and we assess how our fundamental beliefs guide our employees' actions. In the fourth section, our aim is ultimately to improve overall operational efficiencies, thus, the **Training and Development needs** are identified and listed. Lastly, we require the **Final Rating Acknowledgement**; this entire exercise will be futile if both the manager and the employees aren't aligned on the strengths, areas of development, and the necessary steps to be taken forth.

### Common Errors in Rating Employees:

The following are some common pitfalls that some managers unintentionally fall into while evaluating:

#### o Leniency Tendency

The tendency to be too easy on employees and not be as direct as they should be.

#### o Stringency Tendency

The tendency to rate employees too harshly and be a tough grader.

#### o Central Tendency

The tendency to give average marks to most employees because they are concerned about the consequences for giving employees high or low ratings.

#### o Halo vs. Horn Effect:

**Halo:** The tendency to rate the employee High on all factors (the) if the employee is generally good.

**Horns:** The tendency to rate the employee Low on all factors (the) if the employee is generally not a strong performer.

#### o Contrast Effect:

The tendency to compare employees to each other or to themselves. Rating employees should be against the standards and job requirement and not in comparison to each other.

### Keys to a Successful Performance Review Meeting:

The meeting between employees and their respective managers is the central piece of

the entire performance review. It's crucial that both parties go in with the spirit to have a constructive discussion that will result with clear outcomes and understanding. In order to fulfill this objective, try to keep the following in mind:

- Understanding that the review is for the employees benefit and is solely directed toward helping them develop and improve their performance.
- Honesty goes a long way! Be honest in your review and don't "sugarcoat" your comments.
- Discuss in detail all improvement recommendations for each "Unacceptable" and "Needs Improvements" rating.
- Give each review meeting the time it deserves.
- Encourage dialogue and two-way communications.
- Provide specific examples of good performances & behaviors.
- Discuss development plan and outcomes.

### On-Going Feedback

Lastly, it is very important to stress that we should not wait until review time to provide feedback to employees.

A recent study conducted by PWC had shown that "60% of employees want feedback on a daily or weekly basis". It is imperative to check in on a regular basis to provide direct, timely, and honest feedback to help an employee improve his performance and recognize great efforts.

Afterall, "our people are the source of our strength" and there should be no compromise in ensuring they reach their full potential.



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