

WELCOME

ePAD Update & Timelines

**Global Planning Meeting
11 February 2013**

Hector V Hernandez

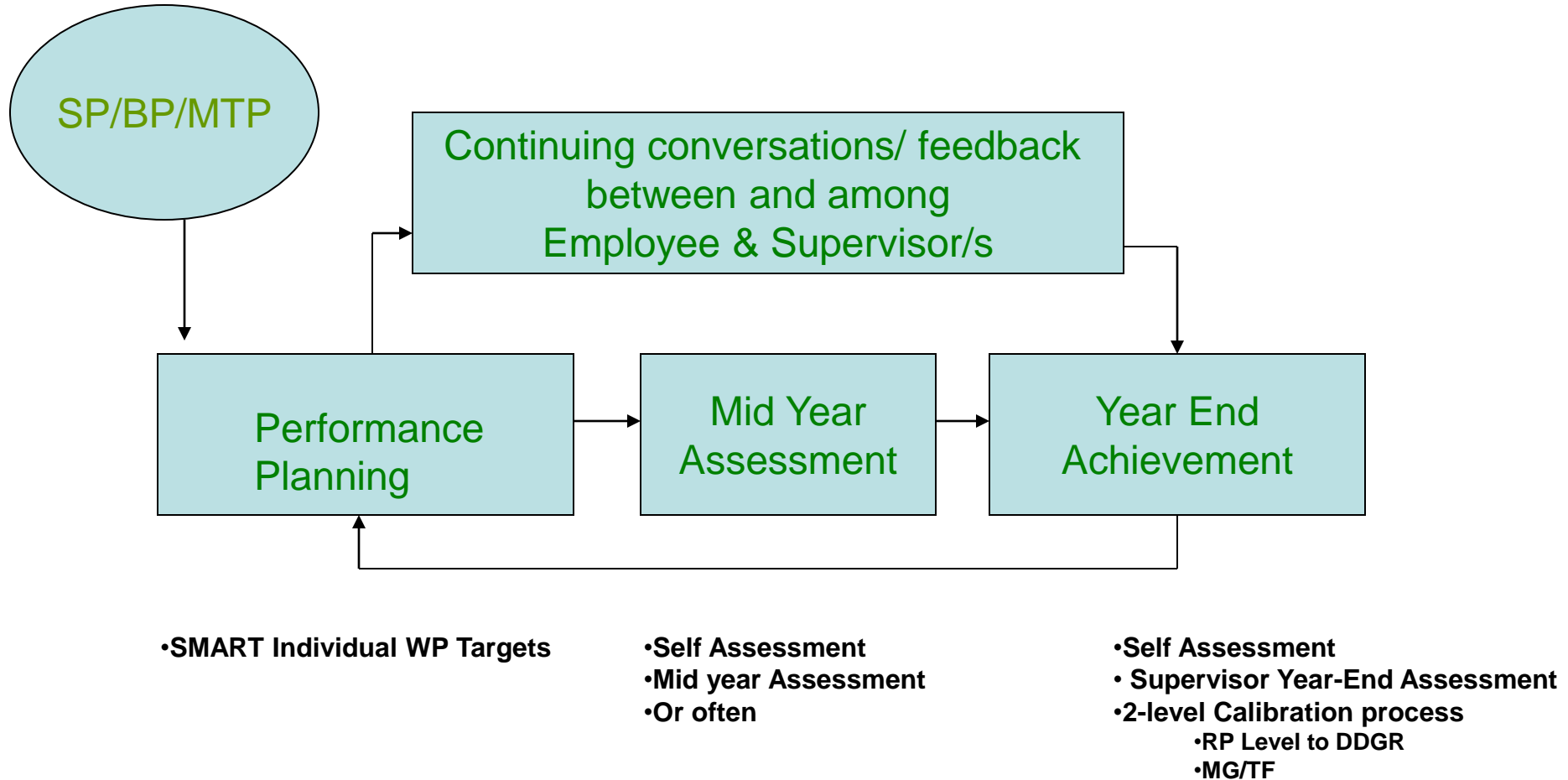
MAIN IDEAS FOR ePAD

- Employee performance centric
- Capture SMART individual Work Plan targets
- More conversations (increased feedback interactions)
 - ✓ Mid Year Assessment (you are not limited to 2x a year; you can do it periodically with your supervisor/s)
 - ✓ Year End Achievement

MAIN IDEAS

- ❑ Now on-line
- ❑ Responsibility of scientist assessment lies on the Director of Region & Research Program Director (in case of WCA and ESA based scientists)

2012 ANNUAL PERFORMANCE REVIEW PROCESS CYCLE



THE ePAD Design

Part 1- Section A: Employee Performance Worksheet

Employee Work Plan Targets			MID YEAR ASSESSMENT BY EMPLOYEE & SUPERVISOR/S		YEAR-END ACHIEVEMENT BY EMPLOYEE & SUPERVISOR/S		
Work Plan TARGETS	SMART Work Plan Targets (List in order of priority / Most important first)	Date of Completion	Mid Year Work Plan Targets	Supervisor Feedback	Year End Work Plan Targets	Supervisor Comments	Rating
1							
2							
3							
4							
5							
6							
7	Publications & Institutional Commitments:						

NOTE: Maximum of 10 work plan targets per year

Employee Performance & Development (ePAD) Form

<p>Employee Surname / First Name : <u>Hector V Hernandez</u></p> <p>Research Program/Region/Unit : <u>HR & Operations</u></p> <p>Country : <u>India</u></p> <p>Current Position : <u>Director – HR & Operations</u></p> <p>Start date in current Position : <u>15 April 2008</u></p> <p>No. of Staff Supervised : <u>6 SMG staff/ 1 HR Officer</u></p>	<p>Supervisor 1 Name : <u>William D Dar</u></p> <p>Position : <u>Director General</u></p> <p>Research Program/Region/Unit :</p> <p>Supervisor 2 Name :</p> <p>Position :</p> <p>Research Program/Region/Unit :</p>
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Part 1 - Section A: Employee Performance Worksheet

Section A: Employee Work Plan Targets			MID YEAR ASSESSMENT		YEAR-END ACHIEVEMENT		
WORK PLAN TARGETS	SMART Work Plan Targets (List in order of priority / Most important first)	Date of Completion	Mid Year Work Plan Targets	Supervisor Feedback	Year End Work Plan Targets	Supervisor Comments	Rating
1	A. Morale & Productivity: Run 2 open space discussions with scientists/managers on Work Life (WL) balance to arrive at specific recommendations to improve WL balance;	Aug 2012	1 open space discussion at HQ held 5 May 2011 with 30 scientists attending.	Please provide feedback report on 5 May session	2 Open Space discussions held 5 May and 16 Sept with 98 participating scientists and managers; feedback summary reports submitted.	Met WP target with substantial inputs incorporated into the actual design of the LW Integration Workshop	AE
2	Promote campaign with scientists and managers to use informal recognition more frequently among staff and colleagues;	Continuing in 2012	5,000 Thank You cards distributed to all users at all locations	Provide actual TY Cards used.	198 TY cards used by supervisors; 100 cards used by staff	Good initiative; got feedback from staff that it is working well and making them	ME

Part 1 - Section B: Competency Profile & Critical Incidents

Core & Professional Competencies	Actual Critical Incidents / S-T-A-Rs Observed or Demonstrated	
Innovation & Creative experimentation (L3)	Work life balance has been identified by scientists and managers in the Feb 2012 staff survey as one of the lowest bottom scores. There is a need to validate the same with the group to know exactly what the scientists & managers mean by this low score. An open space discussion methodology was put forward as a new way to capture what the S&Ms were really thinking and perceiving. 2 open space discussions and 1 mini survey for the WCA and ESA S&Ms were conducted in Q2 of 2012. A course design for a 2-day WL Effectiveness Workshop was finalized with MG & RC inputs and was finally approved by MG. A Hyd run was conducted 28-20 September attended by 25 S&Ms. A Bamako run was also conducted 18-19 November attended by 26 S&Ms. The 2 runs were facilitated by Phil Merry of Global Academy. Please see Feedback reports attached with positive remarks.	AE
Continuing dev of self and others (L3)	It is important to identify some development programs for myself and my 6 managers reporting to me. In June, I attended the 58 th Annual Meeting of the Society for Human Resource Management for one week in the US. I focused on the change management process that I am leading for the Institute. To ensure at least quarterly development efforts for the 2 HR managers, 4 quarterly learning sessions were attended by the 2 HR managers in HR intervention processes facilitated by the Hyderabad chapter of the SHRM. Security Manager attended a program in Mumbai on Security Update last October. F&H Manager updated himself on hospitality management at Chennai on latest hospitality paradigms and issues with the Taj Group. Procurement Manager attended the Procurement and Project Management Seminar sponsored by the Asian Institute of Management in Manila sponsored by the World Bank on FG6 guidelines.	AE
Stakeholder Orientation (L2)	With the advent of the 2020 SP, a new Performance Management Process has to be put in place to begin the new process. As time is running out, I initiated to review the current performance appraisal form being used by IRS, SMG and SPS incumbents. A proposal was submitted to the RC and MG for review. Some inputs were considered for the final version of the Employee Performance & Development or EPaD Form to replace the old one. By Feb, a new Form was submitted to the ARM and several briefings were done face to face with scientists and managers as well as telepresence briefings with WCA and ESA scientists and managers. A Handbook was also prepared to be used as reference material for the implementation of the new EPaD system.	AE
Leadership (L4)	Cultural change became the new paradigm for the Institute to reach its aspirations by 2020. A Change Management Team (CMT) was created by DG to drive the cultural changes the Institute wants to happen. As Chair of the CMT, a plan of action was to be drafted as framework for cultural change. After several consultations with MG and RC as well as the scientists and managers in the last ARM, a new Plan of Action with behavioral indicators was finally approved by MG and is now to be the blue print for a successful implementation.	ME
Organizational dev & coaching skills (L4)		

Part 3: Summary of Performance & Competency Assessment

Section A: Year-end Overall Performance based on Employee Work Plan Targets

Employee's Conclusion	Supervisor/s' Conclusion	Rating <i>(please check)</i>
<p>2012 is a most challenging year as Institute both came up with new Strategic Plan with an accompanying Business Plan plus mandate to complete the 2 CRP submissions. Given my workplan targets for this year, I believe I was able to exceed most if not all expectations.</p>	<p>Incumbent exceeded most of the expectations. I rate him ME or Met All</p>	<p>EE Met all; Exceeded Most or All Expectations AE Met All; Exceeded Some Expectations ME Met All Expectations DE Met Some; Did Not Meet Some Expectations BE Did Not Meet Most or All Expectations</p>

FLOW OF ePAD

SCIENTIST>>>RPD>>>DDGR>>>MG

SCIENTIST>>>RD AND RPD>>>DDGR>>>MG

MANAGER>>>SUPERVISOR>>>NEXT
LEVEL>>>MG

2012 PERFORMANCE RATINGS

- Exceeded most; exceeded all expectations
- EE
- Met all; exceeded some
- AE
- Met all expectations
- ME
- Met some; did not meet some
- DE
- Did not meet most or all expectations
- BE

ePAD TIMELINES

- Complete Year End Achievements (Part 1A & B) and submit to Supervisor
- Discuss YE achievements using Supervisor comments and give rating for each work plan target
- Provide YE Overall Rating based on annual performance in Part 3A and B and send to next level of management
- 15 December 2012
- 31 December 2012
- 16 January 2013

ePAD TIMELINES

- Finalize Individual ePaD Rating based on supervisor's input
- 31 January 2013
- Review and calibrate ePAD ratings of scientists/mgrs across Region/RP/Office and submit to MG for second calibration
- 31 January 2013
- MG/TF reviews, calibrates & recommends to DG all ePAD ratings of scientists/mgrs
- 15 February 2013
- HR consolidates ratings for awarding of annual increments
- 31 March 2013

Thank You....

CORE COMPETENCIES*

- Innovation & Creative Experimentation
- Scientific excellence
- Continuing learning of self and others
- Stakeholder Orientation
- Communication
- Collegial spirit
- Emotional intelligence
- Leadership

EXAMPLES OF PROFESSIONAL COMPETENCIES*

- Crop breeding
- Knowledge of economics
- Knowledge of bioinformatics
- Project management
- Mentoring
- Knowledge of ICT
- Financial Analysis
- Government relations

* **Aka Technical Competencies**

Part 2 - Section A: Employee Development Worksheet

Competency Assessment

← To be completed by Supervisor during the Mid-year Assessment with the employee, with reference to the Institute's Core and Professional Competencies/ Shared Values

Demonstrated Strengths

Identified Developmental Needs

Part 2 - Section B: Employee Development Plan

Employee Development Plan

← Focusing on reinforcing Strengths and Developing required Core and Professional Competencies/Shared Values

<p>EMPLOYEE DEVELOPMENT PLAN <i>(to be completed by the Supervisor/s during the Mid-Year Assessment with the Employee)</i></p>	<p>DUE DATE</p>	<p>PROGRESS REVIEW COMMENTS <i>(to be updated by the Supervisor/s during Year-end and/or Mid-Year Assessment)</i></p>	<p>COMPLETED (Y / N)</p>	
<p>70-20-10 Formula 70% on the job e.g. 20% experiential 10% formal coursework</p>				
<p>Employee Signature :</p>			<p>Supervisor 1 Signature :</p>	
<p>Date :</p>			<p>Date :</p>	
<p>HR Authorized Signature :</p>			<p>Supervisor 2 Signature :</p>	
<p>Date :</p>			<p>Date :</p>	