Performance Management System
2023– 2024
Frequently Asked Questions (FAQ)

Performance Management FAQ

Inquiry	Answer
What are the main changes in the Performance Management Policy that I need to be aware of?	A total weight of 100% is distributed among performance objectives and competencies sections, which has been changed depending on Job Grade as follows:

Job Grade	Career Band	Section A: Performance Objectives %	Section B: Behavioural Competencies %
AD-12 to AD-15	Executive Management/ Management	80%	20%
AD-10 to AD-11	Heads/Professional Staff	70%	30%
ACS-2 & ACS-3	Heads/Professional Staff	70%	30%
AD-6 to AD-9	Administrative/ Technical Support	60%	40%
ACS-1	Administrative/ Technical Support	60%	40%
AD-1 to AD-5	Business Support	50%	50%

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Is there a limit to number of Objectives set for the year?	Yes, across all grades, the minimum number of objectives is three (3), and the maximum is Eight (8).
Is there a certain range of weight assigned to each Objective?	Yes, minimum weight of each objective can be entered as 5% and maximum weight can be entered up to 40%, depending on the significance of each objective
Do I distribute the weightage between Objectives and Competencies as per job grade?	No, this year the system is designed to grant that you are distributing 100% weight on objectives and 100% on competencies. The performance form automatically multiplies the total calculated weight of objectives and competencies and generates overall weighted score for each category.

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From where can I derive the objectives of the year?	Objectives should be directly or to some extent linked to your College's/Office's performance contracts. They could also involve specific projects and assignments that contribute to the performance contracts.
Who assigns the weight for each objective and on which basis?	The employee initiates the weight in the initial goal setting stage. However, the line manager is responsible to assign and approve the specific weight of each objective based on priority and importance of its impact on the College's/Office's Performance Contract or AU's overall performance.
Why the performance system is designed to assess Objectives and competencies? Why not only Objectives?	The objective measures to (WHAT) extent the performance targets are met, while the competency measures the level of (HOW) the competence is demonstrated to achieve the set objectives, the daily tasks, and the overall job requirements. It ensures the employee is assessed on performing their role throughout the year.
Can I evaluate the objective based on tasks performed to achieve it?	No, objectives are assessed on achievements, not on list or description of tasks performed
Can I assign daily tasks as objectives?	No, daily tasks are assessed through competencies which are required to perform the job. Objectives are linked to AU Strategic goals and objectives as well as College's/Office's Performance Contracts
How can I outperform a target that is impossible to exceed?	There are objectives that are not designed to exceed targets and satisfactory achievement of these targets are critical to the performance of employee, college/office or AU.

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Can objectives targets be set below 100%?	All objectives should be set to 100% satisfaction. Setting targets below 100% has to be justified where known external/uncontrollable factors may lead to not achieving 100%.
What kind of evidence can I provide to prove exceeding performance targets?	Pieces of evidence have to match the metric/measure. e.g. if the metric is survey, survey results with exceeding targets to be supplied. Don't provide evidence of 100% achievement of target as it means the objective was performed to satisfactory level where Target has been achieved and thus actual should be equal to the set target, not more.
How can I select the appropriate competencies to evaluate?	(For Line Managers), competencies are not personalized to the individual employee. They are required to perform the job responsibilities as per the Job Description. If you are struggling in determining which ones are suitable, please ask for the job description to assist you assigning the relevant ones.
How many competencies can I assign for each performance appraisal?	5 competencies can be assigned for each appraisal
How can I assign the weight per competency?	(For Line Managers), It is easier to assign equal weight across all 5 competencies. However, if one or more competencies greatly impact the delivery of the job, you can assign higher weightage of up to 25%.

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How can I evaluate competencies?	(For Line Managers), Based on the job level within the college/office/unit, you will be able to determine the required level of the competency (can range from basic, intermediate, advanced, expert, mastery, etc.).
What kind of evidence can I provide to prove exceeding competency levels?	(For Line Managers), If the employee demonstrated higher level than required, you can evaluate the competency higher and provide solid example(s) or evidence on outperforming in such competency.
Is it a valid assumption that the performance of most AU employees should fall among "Meet Expectations – rating 3?	Yes, meeting expectations is an indication that the University is meeting its set strategic objectives for the year and moving at the right direction where all employees are contributing to its achievements. Exceeding expectations and above rating apply to performances that have made noticeable/ significant impact that exceed all expectations on the short or long term of AU as a whole. Such extraordinary achievements must be supported by verifiable pieces of evidence.

For inquiries, please contact the Office of Human Resources at:
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