

Job Description and Job Specification

(This Chapter discusses the formulation and objectives of the Job Description. This provides a framework for an individual's role within the department and the organisation)

Purpose Identifying Activities

Key Objectives

A job description should be written so that key objectives complement the primary responsibilities and tasks. These objectives can be expressed in behavioural terms so that it is evident what skills are required for successful performance.

A job specification should be written so that it will be helpful to identify the main qualifications and skills/competencies required for the job holder. This approach is also beneficial for performance management, and once developed at the start of the period of employment, it can be used during the recruitment and modified as circumstances. This develops the skills of the postholder

Responsibility

The department head is responsible for drafting the JDs and JSs for the job roles under their preview, and HR shall assist in the same.

References

Annexure 3

Form 6.1

Job Description

Form 6.2

Job Specification

Performance Review

The KPI based PMS is adopted when reviewing key objectives at annual performance appraisal. The objectives and frequency of a performance review are given in the overview for management and all Executives and Estate Staff employees at EPP who are on the permanent cadre. The team is required to be thoroughly conversant with the KPI based Performance Management System.

Reviews for Estate staff and trainees are based on PR (performance Review) and carried out by their superior in an open discussion with the jobholder in PMS. The competencies are indicated and performance evaluated whilst recommending training required to develop their skills further.

Objectives

- Create a performance-driven environment with a precise alignment of individual performance with functional and organisational goals. (Goal Setting)
- Create a framework where performance is recognised and rewarded.
- Establish a system where there is an objective measurement of performance.
- Provide a uniform and consistent process across the company

Frequency

A job holder's performance needs to be reviewed informally on an ongoing basis and formally twice a year. (Mid-year review and Final review)

However, respective supervisors/superiors need to ensure that periodical feedback on the progression of the objectives is given to be made.

Performance Review for Management and Executive Employees

Key Roles of PM

360° PM Approach will be followed – Suggestion

Three parties are engaged in Performance Management. The key stakeholders describe the various people who will interact to manage and drive the performance management process.

The parties are: -

APPRAISEE - An Appraisee would play the most significant role in the performance management framework. Planning performance, soliciting feedback, and requesting a development opportunity will all need to be initiated and driven by the appraisee

APPRAISER The Appraiser is the person the appraisee directly reports to; the appraiser is typically the immediate manager.

REVIEWER- The reviewer is the appraiser's appraiser. The reviewer will also provide their input at the end of the performance discussion between the appraiser and the appraisee.

	Phase 1 April - June	Phase 2 September	Phase 3 March	Phase 4 March
Timeline	Initiate and complete Goal Setting	Mid-year review process	Initiate year-end process. Promotions and salary adjustments to be captured	Communication of rating promotions and other rewards

Eligibility Criteria for Rewards

Annual increment; those who are confirmed in employment with one-year completion of service by the 31st of March will be entitled to a yearly increment based on performance.

Performance Review for Estate Staff

Introduction

The Associate and Staff grade employees are appraised by a system known as the Performance Appraisal. This consists of a review at the confirmation. At the end of the financial year, the appraisee is given a performance rating for each employee.

The jobholder and their superior have an open discussion, and both employee and the company expectations are discussed.

Objectives

To facilitate an open discussion between the employee and their superior, focusing on objectives, training & development needs and reviewing pre-determined core competencies.

Approach

The performance appraisal is Threefold. They are as follows,

1. Goal Setting
2. Mid-Year Review.
3. Annual Performance Appraisal (Final Review).

At the beginning of each financial year, the goal-setting will be done for all permanent employees. The HOD must identify the goals of each subordinate and discuss and agree with each other and forward the same to the HR department.

During the month of September, the mid-year review has to be conducted for permanent employees by the Head of the division. The subordinate's progress towards the pre-identified goals must be reviewed,

and any deviations or improvements to be informed and instructed to take necessary corrective actions by the Head of the division.

The year-end appraisal is to be completed during April and forwarded to the HR department before the end of April.

Eligibility

Only the confirmed employees and employees who have completed one year of service are eligible as of the 31st of March.

PR Review Guidelines

The Performance Planning & Review guidelines are set out and are available to the relevant executives, departmental managers, and the HR department. The HR department shall conduct refresher programs as appropriate.

Special Appeals

Any employee who has justifiable reasons for No Pays or increments shall forward an appeal with all appropriate correspondence attached with the appraisal, which shall be submitted to the HR department (Head of HR)

Deputy Managers/Executives and Estate Staff – appeals to be given to AMHR subsequently evaluate each appeal through a special committee representing HR and the respective department's heads.

The final decision for such cases shall be at the management's discretion.

Development Needs

Development needs of the individual are built upon based on what is ascertained at the appraisal.

Completion of Appraisal Forms

The immediate superior fill the appraisal form, signs off together with the appraisee and forwards it to the Head of Department.

The Head of Department shall sign off the appraisal and forward the same to the HR department on or before the deadline.

The HR Department will organise and forward the same to the /MD/CEO and get the Director's approval (Chairman). Before finalising the final performance ratings, the department heads shall be asked to justify the ratings granted, which have exceeded the percentage of the stipulated increment for the department.

Responsibility

The immediate superior and the department manager shall ensure that these appraisals are carried out accurately on a timely basis.

Reference

Annexure 4

<i>Form 7.1</i>	<i>PMS Policy</i>	-	<i>Executive</i>
<i>Form 7.2</i>	<i>PMS Form</i>	-	<i>Executive</i>
<i>Form 7.3</i>	<i>PMS Guidelines and Criteria</i>		
<i>Form 7.4</i>	<i>PMS Form</i>	-	<i>Staff</i>
<i>Form 7.5</i>	<i>PMS</i>	-	<i>Associates (Creepers)</i>
<i>Form 7.5. A</i>	<i>PMS Form Production</i>		
<i>Form 7.5 B</i>	<i>PMS Criteria Production</i>		
<i>Form 7.5 C</i>	<i>PMS Form Stores</i>		
<i>Form 7.5 D</i>	<i>PMS Criteria Stores</i>		
<i>Form 7.5 E</i>	<i>PMS Form Engineering</i>		
<i>Form 7.5 F</i>	<i>PMS Criteria Engineering</i>		

Remuneration

(Explains how the company views material remuneration and how it is linked to the performance, which in turn covers the achievement of objectives and the employee's contribution towards the company's productivity and growth.

The company's policy on management and executive employees, the core elements in salary reviews, the salary structure, and the performance ratings decide individual increments and how they are communicated to the employees.

Policy on trainees based on Collective Agreement, the process of their salary review is also explained. It also covers salary placements for recruits ending with the process of payroll administration.

Background

Being a responsible corporate employment provider, EPP always ensures that a reasonable and appropriate remuneration is made to its employees based on the following factors.

For the point of recruitment,

- Market rate/ Group Policy
- Experience
- Past performance
- Service
- Cost of living

The company subscribes to the view that performance is an expression of personal competencies and skills, and the satisfaction that comes with achievement is its reward. Nevertheless, material remuneration has also been linked to performance.

Performance covers more than the achievement of objectives. It also encompasses the employee's positive initiative, voluntarism, innovative spirit, and contribution to the company's productivity and growth, amongst many other attributes.

General Principles

The company maintains a progressive and realistic salary structure taking into consideration four main factors – namely:

- Group/Company Policy
- Performance
- The Cost of Living
- Market Rate

A recruit will usually be placed at the minimum point of recommended salary range related to their job grade. In exceptional cases, they may be placed in a higher position based on their qualifications and experience.

Core Elements in Salary Review

The elements involved in management salary review are as follows:

- Forecasting the structure of salary increase for budgetary purposes.

- Performance Ratings of employees as agreed in the PMS process.
- Computing the individual increments.
- Communicating increments.

Computing the Salary Structure

The fundamental considerations that decide the increase in the structure of the salary are:

- Estimating the market movement in salaries [including the cost of living, performance and economic factors].
- Proposing the overall increase in the salary budget as a percentage.

Deciding on Individual Increments

The performance rating will be considered in deciding the increment. This will be derived from the Performance Management System.

Increments are communicated as follows:

- Employees will be informed of the new salary through a memo.
- The personal file will be updated with a copy of the letter.
- The Corporate Finance Division will be informed directly through the Board Members about the new salaries & the effective date via memo and individual salary increases.

Salary Review Process (Managers and Executives)

- Managers & executives' salaries are reviewed annually – i.e. annual increase in July each year.
- The Remuneration Committee calculates the new salaries based on the annual increments. The Board Members will make the final approval of the new wages.
- The Corporate Finance Division will be informed directly through the Board Members about the new salaries & the effective date via memo and individual salary increases.
- The Corporate Finance Division informs the outside company to do the necessary salary changes since EPP does not internally handle this type of remuneration.

The new salaries are paid to employees on the effective date

Salary Review Process (Estate and Labours)

- The Estate Staff & Labours salaries and increments will be reviewed strictly per the Collective Agreement every three years.

Salary Placements for New Recruits and Increments

The salary placements for recruits and increments for individual employees will be made based on relevant heads of function recommendations. However, these need to be approved to be valid as given below:

Managers/Executives - Managing Director/CEO/ Board Members and the Remuneration Committee
Trainees/Creepers/ Interns - Recommend by Head of function /Head of HR Approved by the CEO/
Managing Director

Increments will typically be given to employees who have completed over one year of service and are confirmed in their positions by the 31st of March each year. Increments are effective from the 1st of July of the year. On the successful completion of training, the trainees will be placed on the relevant salary scale of that position. Employees promoted to a new post or transferred to a new location with a different payment structure will be placed on a remuneration package. Apart from the above exceptions, salary reviews will be done annually only in July unless to rectify a salary anomaly.

Policy - Head Office / Estate Staff and Trainee Categories

- All trainee categories are subjected to a maximum of one-year training except for Inters. An internship will be offered as per the request made by the university or institute.
- Month probationary period and the salary may be revised with the confirmation on par with the Salary Scale as per the Collective Agreement for the particular year.
- During the training period, a trainee is entitled to a payment of Rs. 15,000.00, Creeper Rs. 3,000.00 and an Intern Rs. 15,000.00 (all payments are subjected to board reviews and top management decisions)
- All staff categories are subjected to a six-month probationary period, and the salary may be revised with the confirmation, on par with the Salary Scale.
- Only employees who have completed service of 1 year will be eligible to receive an annual salary increment in July each year.
- Associates' and the staff's salaries are reviewed annually – i.e. annual increase in January each year.
- Staff - This considers the cost of living adjustment and the individual's performance, attendance and attitude.
- Associate – Annual Salary increases will be done based on the Collective Agreement signed with the Inter-Companies Employees Union and the Management. The Collective agreement will be signed for a period of 3 years. In addition to the collective agreement increase, the management evaluating the employee performance grants second increments for the outstanding performers who have to achieve 80 marks in their Performance Evaluations.
- The salary placements for recruits and increments for individual employees will be made based on the recommendations of the relevant heads of function/ Head of HR in line with the existing salary structure/ guidelines/Collective Agreement. However, these need to be approved to be valid by the group managing director/Group Director/CEO.

Staff - Recommend by Head of function /Head of HR
 Approved by CEO/Group Managing Director.

Associates - Recommend by Head of function/Head of HR approved by CEO.

Training and Development

Process

The training & development process has four components, i.e.

- Identification of needs.
- Agreement of training & development needs and formulation of the development plan.
- Training calendar.
- Feedback and reinforcement.

These are set out in detail below.

Identification of Needs

The training and development process is initiated primarily by identifying training needs.

This identification is made through the respective Performance Appraisal System, the respective supervisors, department heads and employees by themselves through a Training Needs Identification Process.

PMS (Performance Management System) for Managers, Executives, Staff & Associates.

Agree on Needs and Formulate Plan

The training and development needs of the employee are agreed upon and identified at the Performance Appraisal. Once the requirements are identified, the HR Department formulates the plan. After that, the development plan is developed.

Training Calendar

A training calendar will be rolled out by the HR Department at the beginning of each financial year, encompassing the needs identified.

Individual Responsibility

Each employee must have an abiding interest in their competence and update their skills. They will be required to use their initiative to ensure their self-development in their chosen field of work.

The management and executive categories must understand that progressive coaching and counselling of their people is an important part of their role. A more significant part of an employee's personal development will occur "On-The-Job".

Approval Procedure for Training and Development

The Head of Department will recommend identified training. Any training, irrespective of local/international, will be forwarded to the Managing Director or CEO for approval. HR shall raise the training approval form with the necessary recommendations and cost implications.

Technical Training

For Whom

Technical training is imparted to all who need to improve their job skills. Each division plans for and provides unique training requirements for its operational staff in conjunction with the HR department.

Primary Means

The technical training of employees is primarily done through on-the-job (OTJ) training.

Through this, the employee develops proficiency in the job by carrying out work assignments under the guidance of experts.

The company also provides training for employees to fully educate themselves before implementing new technologies and processes, including training overseas when necessary.

Responsibility

Since a substantial proportion of training of an employee will take place on the job, managers and executives must understand their responsibility for on-the-job training of subordinates.

Placement and Evaluation

On-the-job training is imparted to recruit employees, interns and employees promoted to positions of greater accountability. They must be treated as an essential instrument of placement and evaluation.

In-house Training Programs

Overview

The company conducts many in-house training for employees.

These include:

- Functional training.
- Multi-functional / Cross-functional training.
- Team building programmes.
- Managerial skills /Future Leaders Programme
- Employee Education programmes.
- Information Technology Training.
- Language and presentation skills.

Details of these are given below.

Functional Training

The company conducts functional training programs in several disciplines such as Marketing, Production, Quality Assurance, Finance and Accounting, etc.

These are supplemented by On-The-Job training in the respective functions.

Multi-functional/Cross-functional Training

The company encourages the development of its management staff in multi- functional competencies. Managers are made familiar with other key functions through customised training programs.

Team Building

The company strongly identifies organising work in teams instead of individual job functions at respective work locations as fundamental to modern organisational behaviour.

Hence the company works on the concept that each work team must support the expression of the individual skills of its members and that such enhancement of personal skills, in turn, shall enhance the team performance, which consequently improves the company's productivity.

At such times all employees will be given training on building and maintaining good teams with a positive team spirit.

Managerial Skills (Future Leaders)

Continuous improvement in managerial skills is another fundamental requirement for the Management and Executive staff. These employees are exposed to development programmes to continuously enhance their skill levels and keep them abreast of developments.

The managerial skills are used to develop fundamental management skills such as leadership, effective communications, influencing skills, resource management, and creative problem-solving. These programs are highly interactive and are conducted at external locations.

Managers are also exposed to programs available through external sources and overseas, depending on individual and corporate needs.

External Training

Overview

In situations where in-house training programs cannot meet the individual training needs, the company nominates employees for external training programs from time to time.

These could be in Sri Lanka and abroad institutions depending on individual and corporate needs.

Budget

The budget is based on annual budgetary provisions made by the company.

Feedback

A person who participates in an external programme (in Sri Lanka or overseas) is expected complete and return the Post Training Evaluation/Feedback Form to the HR Department.

Internship

Objective

This scheme aims to assist the interns of external institutes such as universities in developing long-term relationships and carrying out CSR activities.

Scope

NAITA interns & Gov. Universities/ Private Educational Institutes /Diploma students.

Attendance

(Availability for work and punctuality is an essential aspect of self-discipline that entails certain obligations. Here attendance is described as an employee being at their workplace ready to commence work at the starting time applicable to him. The company policy and its principles regarding attendance are given in detail, starting from recording attendance to absenteeism. All the rules and regulations binding it are laid out.)

Company Policy

The company has prescribed working times for all its employees within the framework of the relevant laws. The company upholds required attendance, punctuality and productive performance at work. These are fundamental obligations of every employee who enters into an employment agreement with the company.

The company also upholds the principle that all employees, regardless of their station with the company, may be called upon to perform and shall perform work above their regular working hours when called upon to do so. The company will duly compensate such work in terms of the ratings applicable and/or the nature of work performance.

Timekeeping records concerning all prescribed grades shall be maintained according to the company regulations and statutory requirements. It shall be a legible and accurate record of attendance at all times.

General Principle

Every employee must be at their workplace, ready to commence work at the starting time applicable to him in that workplace. (8.30am to 5.00pm)

Recording of Attendance

Suggestion

A fingerprint scan is used to record the attendance of all employees.

Electronic Finger Scanning machines are installed at the factory and administration building entrance for the same purpose.

All employees must scan their fingerprints on arrival to duty and departure after work.

Any employee reporting to work on their off days shall mark the attendance in case of a business need. The relevant Head shall approve all such entries of the department. The respective managers/departmental coordinators could monitor the team's attendance from the HRIS & it is the responsibility of the employee to correct any improper records. All such records shall be updated through the Head of the function or duly authorised person. The same shall be forwarded to the HR Department within the same month.

Handling of Absentees/Improper Entries

- Any improper recordings not verified within the relevant month will be considered absent.

- An absent employee will automatically be placed on no-pay.
- Disciplinary action will be taken against employees who continuously do not scan in and out.
- Consecutive three days of absence shall be listed as employees sent on VOP.
- To avoid attendance errors, relevant attendance admins should immediately inform HR of all roster changes.

Being Away from Office

Employees who need to be away from the office for official work, foreign travel, training, or working outstation should apply for office leave duty through the HRIS.

Late Attendance

Late attendance will be indicated, except when the provision about the grace period is applicable. Departments will monitor the attendance admin regarding such late attendance, the reasons for this, and the warnings given.

The Respective Department will report habitual instances to the Head of HR/AMHR, who will inquire into these and take appropriate or disciplinary actions as required

Associate/Staff

The respective department head shall approve all Extra working days.

Habitual absenteeism is also monitoring and informing the respective Managers to take necessary action

Monthly absenteeism is also monitored for the Weekly Operational Management Meeting. The relevant attendance admin will submit the unauthorised no-pay and authorised no pay report for the management's attention. After that, HR will take action against unauthorised no-pay employees. (Will follow EPP Disciplinary Procedure)

Executive/Managers

Attendance of executives & managers is also monitored monthly.