



Policy Owner:	Vice President Finance and Administration			<div><div>جامعة حمد بن خليفة HAMAD BIN KHALIFA UNIVERSITY</div><div></div><div>عضو في مؤسسة قطر Member of Qatar Foundation</div></div>
Responsible Unit:	Human Resources Directorate			
Policy Name:	Performance Management Policy			
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## Performance Management Policy

Ver.	Approval Date	Effective Date	Type of Change	Approved by
00	04/11/2025	09/11/2025	Initial Release	President

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## 1. Purpose

Hamad Bin Khalifa University (HBKU) is committed to fostering a high-performance culture. The purpose of this policy is to ensure that the management of Employee performance is conducted in a consistent, timely and effective manner throughout the University and that performance expectations and standards are defined, performance is monitored, and Employees are given appropriate feedback, training, supervision and support to meet these standards.

## 2. Scope

This policy applies to all individuals working at HBKU under the permanent, fixed term, and rolling term employees employment categories as defined in the Employment Categories Policy.

This policy does not apply to Faculty (individuals holding the Assistant/Associate/Full Professor, or equivalent titles) as performance management for these Employees is governed by the Faculty Performance Management Policy.

Also, this policy does not apply to limited term employees, honorary employees, freelancers, short term employees, service workers, visiting faculty and scholars, adjuncts, affiliates, postdoctoral scholars, graduate assistants, student employees, volunteers, trainees and interns, and independent contractors as defined in the Employment Categories Policy.

## 3. Terms, Abbreviations, and Definitions

The following terms and abbreviations used in this policy shall have the meanings defined below:


Term/Abbreviation	Definition
Employee	Any person engaged to perform work for HBKU under HBKU's direction and supervision and covered in the scope of this policy.
Line Manager	The person to whom the incumbent reports directly.
Professional Development and Training	Professional development and training is defined as activities and learning undertaken by Employees to maintain and advance their skills, knowledge and competencies, specifically as they relate and add value to their job. It is a dynamic process and may be achieved not only through participation in programs and courses but also through professional experience, collaboration, mentoring, participation in activities of professional organizations, and through independent study and research.
Performance Management System	HBKU system where HR tracks the performance of Employees in a manner that is consistent and measurable.
Performance Improvement Plan (PIP)	A structured process designed to help Employees who are struggling to meet job expectations. PIPs typically involve setting specific goals and timelines for improvement, providing support and resources, and outlining consequences if performance doesn't improve within the specified timeframe.
Researchers	For the purpose of this policy, Researchers refer to Employees holding the scientist, senior scientist, or principal scientist titles or their equivalent.
Self-Assessment	An assessment by an Employee of their own performance
University or HBKU	Hamad Bin Khalifa University

## 4. Policy

### 4.1. General Principles

4.1.1. It is the policy of HBKU to implement an annual performance management system for HBKU Employees to identify Employee performance objectives in alignment with the University's mission and strategic objectives and to evaluate Employees' performance and accomplishments toward these objectives.

4.1.2. Employee performance objectives shall be developed based on their unit and entity's

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strategic objectives and priorities, the Employee's position and individual development plans, and the University's mission, strategic objectives, and priorities.

4.1.3. The appraisal of an Employee's performance is intended to achieve the following:

- Assess the Employee's performance against key job responsibilities, demonstration of skills and competencies, and achievement of the Employee performance and developmental objectives.
- Analyze and discuss the strengths and weaknesses of the Employee's performance.
- Discuss and decide on actions required for the improvement of work performance.
- Identify the Employee's professional development and training needs.
- Facilitate effective communication between Employees and their Line Managers or supervisors.
- Ensure Employees provide, as well as receive, input into the development of objectives as well as professional development and career plans and objectives.
- Ensure alignment of Employee performance objectives with their job duties and responsibilities, their unit mission, and the University's mission, strategic objectives, and priorities.
- Ensure Employees have a clear understanding of expected performance and behaviors.

4.1.4. Performance appraisals shall be objective focusing on work performance rather than subjective and/or focusing on personal attributes.

4.1.5. The Human Resources Directorate shall establish and implement procedures and guidelines to ensure the effective and consistent implementation of the Employee Performance Management System throughout the University.

4.1.6. The Employee's individual performance shall be the basis for rewards within HBKU including Employee salary progression, bonuses, and promotions as defined in the HBKU Compensation policy.

4.1.7. Employees who have not undergone performance appraisal during the annual performance management process are not eligible for a potential merit-based increase during the subsequent budget cycle.

4.1.8. Employees who are rated at the lowest performance-rating category shall be placed on a Performance Improvement Plan which will include a clear identification of the problem(s) to be corrected or the standards to be met, and a list of remedial actions and expected time frame for improvement.

4.1.9. An Employee's repeated failure to meet established performance standards and expectations may result in remedial actions or employment termination.


## 4.2. The Performance Management Process

4.2.1. The Performance Management Process and the appraisal process timeline shall be defined in the Performance Management procedure document associated with this policy.

4.2.2. Performance management shall be a continuous and ongoing process where Line Managers strive to provide feedback about performance throughout the year.

4.2.3. Employees shall have a minimum of three meetings on yearly basis with their Line Manager: One meeting to discuss and set performance objectives for the year; one mid-year meeting to discuss the performance and to adjust the objectives as needed; and the annual appraisal meeting to assess and discuss the Employee performance and the Employee development and training needs.

4.2.4. HBKU shall begin the appraisal process with a self-assessment. A self-assessment provides an opportunity for Employees to assess their own performance and provide feedback to their Line Managers/supervisors. The self-assessment should cover the


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period between the Employee's start date at HBKU or last appraisal (whichever is later) and the current appraisal.

- 4.2.5. Line Managers must ensure that an annual performance appraisal is conducted for every eligible Employee under their direct supervision.
- 4.2.6. Heads of Units and Entities must also ensure that an annual performance appraisal is conducted for all Employees at their Unit or Entity.
- 4.2.7. If a Line Manager/supervisor fails to complete the appraisal process and/or to submit the performance rating for one or more of the Employees under his/her direct supervision, then the next-level manager/supervisor shall ensure that appropriate ratings are assigned in a timely manner. The Line Manager/supervisor's failure to execute their performance management requirements shall be addressed in their annual appraisal and may lead to disciplinary action.
- 4.2.8. If an Employee has transferred or been promoted to a new position during an appraisal period, the Line Manager who supervised the Employee for the greater amount of time during the performance year shall complete the performance appraisal during the annual appraisal process. However, input from the other Line Manager shall be considered. The University HR – Performance Management team shall adjudicate cases which are not clear.
- 4.2.9. Employees should be provided access to their completed performance appraisal and shall acknowledge receipt of their appraisal either through signature or electronic confirmation.
- 4.2.10. The Employee signature or electronic confirmation indicates only that the Employee received the appraisal, and that the evaluation was discussed with the Employee; it does not necessarily indicate agreement with the appraisal itself.
- 4.2.11. The Human Resources Directorate will monitor the process to ensure that all required appraisals are completed. Human Resources representatives will contact relevant stakeholders when it is noted that Employee performance appraisals have not been submitted to Human Resources.

#### **4.3. Performance Ratings**

- 4.3.1. The performance management system shall employ a standard performance rating scale to evaluate Employee performance against all performance objectives.
- 4.3.2. Each performance objective shall be rated using the standard performance rating scale adopted and provided by the Human Resources Directorate.
- 4.3.3. The standard performance rating scale includes the following five performance ratings:
  - Unsatisfactory,
  - Needs Improvement,
  - Meets Expectations,
  - Exceeds Expectations, and
  - Outstanding.
- 4.3.4. The standard performance rating scale shall be consistently used throughout the University to rate Employee performance.
- 4.3.5. To ensure consistent and fair application of performance ratings across similar positions within the same unit or entity, Line Managers and supervisors may be required by the Unit or Entity Head to submit their performance ratings to their Unit or Entity Head for review and validation prior to sharing the final ratings with Employees under their direct supervision.
- 4.3.6. An Employee who receives the lowest performance rating (Unsatisfactory rating) in any of the performance objectives shall not receive a final overall rating higher than "Meets Expectations" regardless of the results achieved on other performance objectives.

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4.3.7. If an Employee has a disciplinary action that was issued during this performance appraisal cycle, then the Employee shall not receive a final overall rating higher than “Meets Expectations” regardless of the results achieved on the performance objectives. The disciplinary action shall be referenced in the annual performance appraisal document.

#### 4.4. Probationary Appraisal

4.4.1. A performance appraisal shall be conducted during the probationary period for all newly hired Employees for whom a probationary period is required.

4.4.2. The Human Resources Directorate is responsible for implementing procedures to effectively conduct the probationary appraisal of newly hired Employees.

#### 4.5. Confidentiality and Retention of Records

4.5.1. Annual Performance appraisals and supporting documentation shall be maintained in the Employee’s personnel file for at least five years and in accordance with the applicable University records retention schedule.

4.5.2. Employees shall have ready access to their annual performance appraisal, either on paper or electronically.

4.5.3. Performance appraisals are strictly confidential. Completed performance appraisals will not be shown to other Employees or supervisors, except on a business need-to-know basis, or with the written consent of the Employee, or in compliance with applicable law and regulations.

4.5.4. Hiring supervisors and managers may inspect and examine during the hiring process the performance appraisals of final job candidates who are current or former university Employees.

#### 4.6. Appeal

4.6.1. An Employee who disagrees with an overall performance rating that is below the rating reflecting a performance that meets expectations may file an appeal to the appraisal decision within five working days of their formal notification of their appraisal result. The appeal should include an itemized list of the Employee’s objections to the appraisal, which he/she believes warrants further consideration. The appeal should be directed to the direct manager of the Employee’s Line Manager and a response should be communicated to the Employee within ten working days following submission of the appeal. The Employee Line Manager should be consulted for clarification.

4.6.2. Appeals and the associated response shall be included in the Employee’s personnel file.

### 5. Associated Procedures, Guidelines, and Supporting Documents

Performance Management Procedure  
Standard Performance Rating Scale

### 6. References and Related Policies

Faculty Performance Management Policy  
Personnel File Policy  
Employment Categories Policy  
Employment Policy  
Compensation Policy

### 7. Source, Responsible Office, Authority

The Human Resources Directorate is responsible for the administration, implementation, and enforcement of this policy.