

**Performance Management System (PMS)**  
**REVISED COMPETENCIES**  
**MMC**  
**(Middle Management Cadre)**

## Definition

Extend to which one's knowledge, skills, abilities, personal characteristics, and other "worker-based" factors help differentiate superior performance from average performance under specified circumstances. Competencies are identified to clearly define the essential functions of the job.

## RATING SCALE

### **POOR (1) -**

Observed Occasionally/Rarely

### **GOOD (2)-**

Observed on 1-2 instances in a year.

### **VERY GOOD (3)-**

Observed on 3-4 instances in a year.

### **EXCELLENT (4)-**

Observed on 4-5 instances in a year.

### **ROLE MODEL (5)-**

Observed on more than 5 instances in a year.

*\*\*While Rating the employee and Manager should mention specific instances of the events.*

## Meaning /Description

How an individual utilizes one's Skills and competencies to achieve an assigned goal or task in a stipulated timeframe in a professional manner.

## Definition

The ability to have a constant evaluation of one's values, strengths and weaknesses, interests and ambitions and to take action in order to develop one's competencies and skills to take on more responsibilities. While encouraging others to also undergo Self-development.

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## Meaning /Description

Acquires and applies the gained - technical expertise or business information/knowledge to practical use on the job. Seeks feedback from others and uses other sources of information (e.g., professional organizations, publications) to identify appropriate areas for learning. Shows interest and pursues appropriate learning activities that fulfill self-development/learning needs.

## Definition

Extend to which one shows integrity has strong ethical and moral principles and adheres to these even when not under public scrutiny and while collaborating with colleagues or attending to the requirements of the clients and customers. Model and lead, train, and motivate at all levels of personnel to have a high level of trustworthiness. Ensure high integrity and ethical practices within the scope or escalate the same to higher authority in case of breaching of any ethical practices.

## Meaning /Description

A person with integrity when they have strong ethical and moral principles and adhere to these even when they are not under public scrutiny. Ensure and escalate the nonconformity through the right channel.

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## Definition

Extend to which one assesses the effectiveness of functions and systems as well as current practices; streamlines standards and processes and suggests innovative ways to approach and coordinate the development and implementation of the system with the intent to save cost and time.

## Meaning /Description

Understands the existing systems and their features and evaluate/assess their effectiveness and suggest an improvement or suggest a more efficient alternative system to achieve the expected output.  
Ensure the systems/process are fully utilized within the scope effectively.

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## Definition

To the extent to which one displays Leadership qualities having the strengths and abilities that individuals demonstrate not only guides but also takes initiative and steer their employees towards the achievement of goals through effective delegation. Empowering others to make a decision /perform tasks/ take responsibility for completing a team's goal with clear communication about the scope of delegation.

## Meaning /Description

Provides direction, guidance, and clarity on roles and responsibilities. This involves the process of overseeing the training, development, motivation, and day-to-day management and proper work delegation to the team, and timely review. Provide clear communication - clarity, context, consistency, courage, and commitment. Articulate thoughts and express ideas effectively using oral, written, visual, and non-verbal communication skills, as well as listening skills to gain an understanding of others' viewpoints.

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**Definition**

Extend to which one creates or participates to work in inter/intra teams towards achieving the organizational goal or tasks based on the need for proper collaboration with cross-functional teams. Ensure smooth collaborative participation. A cross-functional environment includes teams with individuals of different experiences, ages, gender, location, skills, seniority, and engagement but working towards a common goal.

**Meaning /Description**

Cross-functional teams are groups consisting of people from different functional areas of the company – for example, marketing, product, sales, quality, etc. work together to achieve organizational goals or improve or smooth coordination across functional areas. Increased innovation in product and process or Reduced cycle times for key customer touch points.

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## Definition

The extent to which one anticipates the need for change (developmental, Transitional, and Transformational) dedicates the required resources and fosters innovation and creativity. Facilitate and lead change management initiatives and monitor their implementation.

## Meaning /Description

Identifying the deploying new cost-effective, optimized resources and ways of executing the task/work. Focus on improving manpower, cost, and time efficiency by changing the way we function.

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### Definition

The extent to which one evaluate client plans and develops services and options to support ongoing customer relations within the organization. Speculate the future needs of customers and exceed customer satisfaction.

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### Meaning /Description

Where one actively caters to the needs of the client and advice mutual beneficial solutions for maintaining a long-term relationship with them. Also ensures that the client's needs are met in an efficiently and effectively and beyond.

**Thank you**