PROCEDURE FOR PERFORMANCE MEASUREMENT AND CONTINUAL IMPROVEMENT

Quality Management System (ISO 9001:2015)
Occupational Health & Safety Management System (ISO 45001:2018)
Environmental Management System (ISO 14001:2015)

FALCON MIDDLE EAST CONTRACTING AND GENERAL MAINTENANCE – SOLE PROPRIETORSHIP L.L.C.

Mussafah MW4, Plot 100 Abu Dhabi, United Arab Emirates

Document & Record Control

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Review and Approval

Task	Author	Designation	Signature
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1.0 PURPOSE

The purpose of this procedure is to ensure that FALCON MIDDLE EAST continually monitor, measure, analyse and evaluate the performance of its integrated management system.

2.0 SCOPE

This procedure is implemented and applicable to all departments of FALCON MIDDLE EAST

3.0 ROLES AND RESPONSIBILITIES

The **General Manager** is responsible for;

- Creating a culture of "Performance-driven" organization
- Planning, organizing, and facilitating the Performance Measurement and Improvement process
- Providing adequate resources for implementing Performance Measurement and Improvement, and those which will facilitate achievements of desired performance output of the whole organization
- Including performance measurement results during Management Review Meeting
- Approving the Performance Measurement and Improvement Plans, reports, etc.

Each of the **Department Head** is responsible for;

- Setting departmental objectives and making sure that they are measureable
- Participating in the performance measurement and improvement process
- Identifying and implementing measures for performance improvement within his/her area of responsibility.
- Analyzing data and preparing reports
- Communicating measurement results to Top Management

All Employees are responsible and encouraged to identify areas for an improvement within the organization.

4.0 TERMS AND DEFINITION

Terms	Definition
Performance Measurement	The process of collecting, analyzing and/or reporting information on the organization's output based on established performance objectives, targets, and key performance indicators (KPI), etc.
Performance Improvement	Measuring the output of organizational processes and procedures, then modifying the processes or procedures to increase the output, efficiency, or the effectiveness of the process or procedure.
Key Performance Indicator (KPI)	Set of quantifiable measures used to compare performance in terms of meeting performance goals.

5.0 PROCEDURE

5.1 GENERAL REQUIREMENTS

Measuring and analyzing process performance is conducted twice a year.

The performance is measured based on pre-set objectives and KPIs of each Department. Necessary review and approval shall be done to ensure measurability of the objectives/KPIs.

Reports and results generated from this procedure shall be included in the Management Review Meeting.

5.2 PERFORMANCE MEASUREMENT AND ANALYSIS

Each Department shall establish SMART quality objectives for their respective departments at the beginning of each year and communicate them to all concerned.

The General Manager in coordination with Departments shall evaluate the objectives/process measurement parameters for all functions across the organization.

Each Departments shall monitor and document the actual performance against set objectives, targets and KPIs and track the trends of the processes in order to monitor the effectiveness of the system implemented.

Where required, appropriate Correction, Corrective/Preventive Actions shall be initiated.

Department performances will be summarized and presented during the Management Review meetings.

5.3 CONTINUAL IMPROVEMENT

Continual improvement is achieved by evaluating performance against the company policy, objectives and targets on a continuous basis.

Continual improvements are identified across the organization relevant to their department based on the following objectives:

- Improving customer satisfaction
- Improving organizational performance

All employees are encouraged to identify opportunities for improvement or make suggestions in related to his work function. The improvements may be identified in the following manner:

- Progressive upgrading the company policies and objectives on routine basis
- Performance improvements
- Initiating actions on recurrent problems
- Initiating actions on potential non-conformities
- Giving suggestions for improvement

6.0 REFERENCE DOCUMENTS

- FALCON-PRO-29-FRM 01 IMS Performance Report

Performance Appraisal Form

Employee Name:	Ravinder Singh	Ref:	HR-FM-PAF-00
Job Title:	HSE Manager	Employee Code:	F191
Reporting Manager:	GM / Perojects Manager	Department:	HSE Department
Date of Appraisal:	01/10/2025	Appraisal Period:	Third Quarter

SECTION 1: QUANTITATIVE PERFORMANCE ASSESSMENT (Based on Job Duties)

Rating Scale: 5 = Excellent, 4 = Very Good, 3 = Good, 2 = Needs Improvement, 1 = Unsatisfactory, N/A = Not Applicable

Duty 1:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Develop and implement HSE management systems and policies. KPI: Policy implementation rate	4	4	5	4.3
2. Ensure compliance with legal and client HSE requirements. KPI: Compliance audit results	4	5	5	4.7
3. Review and update safety procedures and emergency plans. KPI: Number of updated procedures	4	4	4	4.0
Weighted Score for Duty 1				**4.3**

Duty 2:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Conduct regular site inspections to identify hazards and unsafe practices. KPI: Number of site inspections conducted	4	5	5	4.7
2. Ensure corrective actions are implemented and verified. KPI: Closure rate of corrective actions	3	5	5	4.3
3. Monitor risk assessments and method statements (RAMS). KPI: Reduction in incident frequencyn	4	5	5	4.7
Weighted Score for Duty 2				**4.6**

Duty 3:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Organize HSE inductions and toolbox talks for workers and staff. KPI: Number of HSE awareness sessions	4	5	5	4.7
2. Conduct HSE training sessions and safety campaigns. KPI: Training completion rate	4	5	5	4.7
3. Maintain HSE training and certification records. KPI: Employee safety awareness score	4	5	5	4.7
Weighted Score for Duty 3				**4.7**

Performance Appraisal Form

Duty 4:				
Tasks / KPIs	**Quality**	**Timeliness**	**Compliance**	**Score**
1. Investigate accidents, incidents, and near misses. KPI: Incident response time	4	5	5	4.7
2. Prepare detailed incident reports and recommend preventive measures. KPI: ·Root cause analysis quality	4	5	5	4.7
3. Report incidents to management and authorities per company policy. KPI: Repeat incident rate	4	5	5	4.7
Weighted Score for Duty 4				**4.7**

Duty 5:				
Tasks / KPIs	**Quality**	**Timeliness**	**Compliance**	**Score**
1. Prepare weekly and monthly HSE performance reports. KPI: Timeliness of reports	4	5	5	4.7
2. Monitor KPI trends and propose improvements. KPI: Accuracy of HSE KPIs	4	5	5	4.7
3. Participate in management review meetings and audits. KPI: Audit performance improvement rate	4	5	5	4.7
Weighted Score for Duty 5				**4.7**
Total Quantitative Score				**4.6**

SECTION 2: QUALITATIVE ASSESSMENT (Knowledge, Skills, Attitude)

Competency	Rating (1-5)	Comments / Examples
Knowledge of Electrical Codes & Safety Regulations	5	
Proficiency in Reading Designs & Supervision	5	
Team Leadership & Site Pressure Management	5	
Documentation & Inspection Coordination Skills	5	
Communication Skills (English - C1 Level)	5	
Adherence to Safety Protocols on Site	5	
Problem-Solving & Decision-Making	4	
Average Qualitative Score	4.9	

SECTION 3: OVERALL SUMMARY & RECOMMENDATIONS

Summary	Score	
Quantitative Score (80% of Total)	4.6	
Qualitative Score (20% of Total)	4.9	
FINAL OVERALL SCORE	4.6	
Overall Performance Rating	92.67%	

Performance Appraisal Form

Key Achievements:
Areas for Improvement:
Recommendations:

SECTION 4: DEVELOPMENT PLAN

Development Goal	Action Steps	Target Date	Support Required

Employee		Department Head Approval	
Signature:		Signature:	
Date:		Date:	

Performance Appraisal Form

Employee Name:	Mohammed Yousf	Ref:	HR-FM-PAF-00
Job Title:	Testing Engineer / Testing Team	Employee Code:	
Reporting Manager:	QA/QC Engineer / Project Engineer / Project Manager	Department:	Operations
Date of Appraisal:	01/10/2025	Appraisal Period:	Third Quarter

SECTION 1: QUANTITATIVE PERFORMANCE ASSESSMENT (Based on Job Duties)

Rating Scale: 5 = Excellent, 4 = Very Good, 3 = Good, 2 = Needs Improvement, 1 = Unsatisfactory, N/A = Not Applicable

Duty 1:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Conduct insulation resistance, continuity, and polarity tests on LV/MV cables. KPI:Test completion rate	4	4	5	4.3
2.Perform high-voltage pressure tests (VLF, DC, AC) using calibrated testing sets. KPI: First-time pass rate	4	5	5	4.7
3.Test transformer ratios, earthing resistance, switchgear functionality, and control circuits. KPI: NCR frequency	4	4	5	4.3
Weighted Score for Duty 1				**4.4**

Duty 2:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Prepare detailed testing reports with readings, calibration certificates, and test results. KPI:Accuracy of test records	3	4	5	4.0
2.Maintain proper test logs and submit reports to QA/QC Engineer or Consultant. KPI: Timely report submission	4	4	5	4.3
3.Support final testing documentation for ADDC / DEWA approval. KPI:Approval success rate	3	4	5	4.0
Weighted Score for Duty 2				**4.1**

Duty 3:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Follow lock-out/tag-out (LOTO) and isolation procedures during testing. KPI: Safety compliance rate	4	4	5	4.3
2. Ensure all team members use PPE and safety barriers during live tests. KPI:Zero incident record	4	4	5	4.3
3. Conduct toolbox talks before high-voltage testing. KPI: Audit compliance	4	4	5	4.3
Weighted Score for Duty 3				**4.3**

Performance Appraisal Form

Duty 4:				
Tasks / KPIs	Quality	Timeliness	Compliance	Score
1.Verify calibration certificates for all testing instruments. KPI: Calibration compliance	4	4	5	4.3
2.Maintain testing kits and report any malfunctions. KPI: Equipment downtime rate	4	4	5	4.3
3. Coordinate with calibration agencies for periodic verification. KPI: Test equipment availability	4	3	5	4.0
Weighted Score for Duty 4				**4.2**

Duty 5:				
Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Coordinate with the site team for testing schedules and isolation points. KPI: Coordination efficiency	4	4	5	4.3
2. Liaise with consultants and ADDC inspectors for witnessing tests. KPI:Delay response time	4	4	5	4.3
3. Report site issues or non-conformities immediately to the QA/QC Engineer. KPI: Inspection feedback rating	4	4	5	4.3
Weighted Score for Duty 5				**4.3**
Total Quantitative Score				**4.3**

SECTION 2: QUALITATIVE ASSESSMENT (Knowledge, Skills, Attitude)

Competency	Rating (1-5)	Comments / Examples
Knowledge of Electrical Codes & Safety Regulations	5	
Proficiency in Reading Designs & Supervision	5	
Team Leadership & Site Pressure Management	5	
Documentation & Inspection Coordination Skills	5	
Communication Skills (English - C1 Level)	5	
Adherence to Safety Protocols on Site	5	
Problem-Solving & Decision-Making	4	
Average Qualitative Score	4.9	

SECTION 3: OVERALL SUMMARY & RECOMMENDATIONS

Summary	Score	
Quantitative Score (80% of Total)	4.3	
Qualitative Score (20% of Total)	4.9	
FINAL OVERALL SCORE	4.4	
Overall Performance Rating	**88.05%**	

Performance Appraisal Form

Key Achievements:
Areas for Improvement:
Recommendations:

SECTION 4: DEVELOPMENT PLAN

Development Goal	Action Steps	Target Date	Support Required

Employee		Department Head Approval	
Signature:		Signature:	
Date:		Date:	

Performance Appraisal Form

Employee Name:	Saddam Masood	Ref:	HR-FM-PAF-002
Job Title:	Project Engineer	Employee Code:	
Reporting Manager:	GM / Perojects Manager	Department:	Operations
Date of Appraisal:	01/10/2025	Appraisal Period:	Third Quarter

SECTION 1: QUANTITATIVE PERFORMANCE ASSESSMENT (Based on Job Duties)

Rating Scale: 5 = Excellent, 4 = Very Good, 3 = Good, 2 = Needs Improvement, 1 = Unsatisfactory, N/A = Not Applicable

Duty 1:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Review design, IFC, and shop drawings for LV/MV networks and OHL systems. KPI: Work progress vs. project schedule	4	4	5	4.3
2. Coordinate with consultants (ADDC/ADM) for design approvals and clarifications. KPI: Drawing approval turnaround time	4	5	5	4.7
3. Plan daily and weekly activities based on manpower and material availability. KPI: Material and manpower planning accuracy	4	5	5	4.7
Weighted Score for Duty 1				**4.6**

Duty 2:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Supervise installation of electrical infrastructure: cable laying, duct banks, trenching, earthing, street lighting, and substation works. KPI: Inspection pass rate (ADDC/Consultant)	5	5	4	4.7
2. Ensure compliance with ADDC/ADM standards, specifications, and safety procedures. KPI: NCR frequency	5	4	4	4.3
3. Conduct site inspections and monitor subcontractor performance. KPI: Safety compliance rate	5	5	4	4.7
Weighted Score for Duty 2				**4.6**

Duty 3:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Prepare test plans and procedures for LV/MV networks and street lighting systems. KPI: First-time inspection approval rate	4	5	5	4.7
2. Coordinate with QA/QC and consultants during testing and final inspection. KPI: Handover documentation accuracy	4	5	5	4.7
3. Ensure all as-built drawings and O&M manuals are completed. KPI: Punch list closure rate	4	4	5	4.3
Weighted Score for Duty 3				**4.6**

Performance Appraisal Form

Duty 4:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Prepare RFIs, material submittals, and method statements. KPI: Timely submission of technical documents	4	5	5	4.7
2. Coordinate with Procurement for materials as per approved specifications. KPI: Procurement coordination efficiency	4	5	5	4.7
3. Submit progress reports and updates to the Project Manager. KPI: Report accuracy	4	5	5	4.7
Weighted Score for Duty 4				**4.7**

Duty 5:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Enforce company QA/QC and HSE policies on-site. KPI: Safety incident frequency	4	5	5	4.7
2. Conduct toolbox meetings and ensure PPE compliance. KPI: NCR closure rate	4	5	5	4.7
3. Support internal and external audits and ensure full compliance. KPI: Audit compliance score	4	5	5	4.7
Weighted Score for Duty 5				**4.7**
Total Quantitative Score				**4.6**

SECTION 2: QUALITATIVE ASSESSMENT (Knowledge, Skills, Attitude)

Competency	Rating (1-5)	Comments / Examples
Knowledge of Electrical Codes & Safety Regulations	5	
Proficiency in Reading Designs & Supervision	5	
Team Leadership & Site Pressure Management	5	
Documentation & Inspection Coordination Skills	5	
Communication Skills (English - C1 Level)	5	
Adherence to Safety Protocols on Site	5	
Problem-Solving & Decision-Making	5	
Average Qualitative Score	5.0	

SECTION 3: OVERALL SUMMARY & RECOMMENDATIONS

Summary	Score	
Quantitative Score (80% of Total)	4.6	
Qualitative Score (20% of Total)	5.0	
FINAL OVERALL SCORE	4.7	
Overall Performance Rating	**93.60%**	

Performance Appraisal Form

Key Achievements:
Areas for Improvement:
Recommendations:

SECTION 4: DEVELOPMENT PLAN

Development Goal	Action Steps	Target Date	Support Required

Employee Sadda Masud		Department Head Approval	
Signature:		Signature:	
Date: 1		Date:	

Performance Appraisal Form

Employee Name:	Ahmed Hassan	Ref:	HR-FM-PAF-00
Job Title:	Site Electrical Engineer	Employee Code:	
Reporting Manager:	Project Manager / MEP Manager	Department:	Operations
Date of Appraisal:	01/10/2025	Appraisal Period:	Third Quarter

SECTION 1: QUANTITATIVE PERFORMANCE ASSESSMENT (Based on Job Duties)

Rating Scale: 5 = Excellent, 4 = Very Good, 3 = Good, 2 = Needs Improvement, 1 = Unsatisfactory, N/A = Not Applicable

Duty 1:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Supervise all on-site electrical works (cable trenching, laying, jointing, terminations, and installations). KPI:NCR Count	4	4	5	4.3
2. Ensure work execution as per approved drawings, specifications, and method statements. KPI: Work quality and compliance rate	4	5	5	4.7
3. Coordinate daily with the Foreman and Supervisor to ensure planned progress. KPI: Daily progress vs. Schedule	4	5	5	4.7
Weighted Score for Duty 1				**4.6**

Duty 2:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Coordinate with civil, mechanical, and OHL teams to avoid work clashes. KPI:Coordination efficiency	4	4	5	4.3
2. Liaise with QA/QC and HSE departments for inspection and safety compliance. KPI: Inspection approval rate	4	4	5	4.3
3. Attend site coordination meetings with consultants and clients. KPI:Communication effectiveness	4	5	5	4.7
Weighted Score for Duty 2				**4.4**

Duty 3:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Ensure all electrical works are carried out under approved safety procedures. KPI: Safety compliance rate	4	5	5	4.7
2. Verify that all electrical materials and tools are approved and calibrated. KPI: Rework / NCR rate	3	4	5	4.0
3. Support QA/QC engineers during inspections and testing. KPI: Quality audit score	4	5	5	4.7
Weighted Score for Duty 3				**4.4**

Performance Appraisal Form

Duty 4:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1.Prepare daily site progress reports and submit to the Project Engineer. KPI: Report accuracy	4	4	5	4.3
2. Maintain updated records of materials used, manpower, and equipment. KPI: Documentation completeness	4	4	5	4.3
3. Support the preparation of as-built drawings and red mark-ups. KPI: Submission timeliness	4	3	5	4.0
Weighted Score for Duty 4				**4.2**

Duty 5:

Tasks / KPIs	Quality	Timeliness	Compliance	Score
1. Assist the Testing Team during insulation resistance, continuity, and functional testing. KPI: Testing approval rate	4	4	5	4.3
2. Ensure corrective actions for punch list items are implemented before handover. KPI:Punch list closure rate	4	4	5	4.3
3. Support consultant inspections and final approvals. KPI: Handover readiness	4	4	5	4.3
Weighted Score for Duty 5				**4.3**
Total Quantitative Score				**4.4**

SECTION 2: QUALITATIVE ASSESSMENT (Knowledge, Skills, Attitude)

Competency	Rating (1-5)	Comments / Examples
Knowledge of Electrical Codes & Safety Regulations	5	
Proficiency in Reading Designs & Supervision	5	
Team Leadership & Site Pressure Management	5	
Documentation & Inspection Coordination Skills	5	
Communication Skills (English - C1 Level)	5	
Adherence to Safety Protocols on Site	5	
Problem-Solving & Decision-Making	4	
Average Qualitative Score	4.9	

SECTION 3: OVERALL SUMMARY & RECOMMENDATIONS

Summary	Score	
Quantitative Score (80% of Total)	4.4	
Qualitative Score (20% of Total)	4.9	
FINAL OVERALL SCORE	4.5	
Overall Performance Rating	89.83%	

Performance Appraisal Form

Key Achievements:
Areas for Improvement:
Recommendations:

SECTION 4: DEVELOPMENT PLAN

Development Goal	Action Steps	Target Date	Support Required

Employee	AHMAD	Department Head Approval	
Signature:	AHMAD	Signature:	
Date:		Date:	