

Specification of Competency Standards of the Insurance Industry

**Unit of Competency**

**Functional Area: Sales & Distribution Management**

Title	Conduct performance appraisals to drive for performance
Code	105527L5
Range	This unit of competency is applicable to those who are responsible for conducting performance appraisals and evaluating staff potentials. It involves analyzing staff performance to prepare for appraisals. It also requires reviewing performance, identifying areas for improvement, and developing action plans with staff during appraisal process.
Level	5
Credit	3 (for reference only)
Competency	<p>Performance Requirements</p> <ol style="list-style-type: none"> <li>1. Possess knowledge of performance appraisal <ul style="list-style-type: none"> <li>• Familiar with company's performance appraisal mechanism</li> <li>• Comprehend performance expectation for individual positions, team and organization</li> </ul> </li> <li>2(a). Plan for performance appraisal <ul style="list-style-type: none"> <li>• Gather performance records e.g. sales records, of staff members</li> <li>• Analyze performance against expectation</li> <li>• Assess reasons for success and failure</li> <li>• Prioritize discussion areas for appraisal</li> </ul> </li> <li>2(b). Conduct performance appraisal <ul style="list-style-type: none"> <li>• Review performance records with staff members</li> <li>• Identify areas out-performing expected levels</li> <li>• Identify areas requiring improvements</li> <li>• Obtain consensus on agreed performance standards, capability requirements and measures</li> <li>• Develop action plans with staff members to reinforce strengths and rectify problems</li> <li>• Follow up with coaching and mentoring if necessary</li> <li>• Monitor staff performance from time to time</li> </ul> </li> <li>2(c). Improve performance appraisal process continuously <ul style="list-style-type: none"> <li>• Review effectiveness of performance appraisal process in light of staff performance</li> <li>• Adjust process based on review findings.</li> </ul> </li> <li>3. Conduct effective performance appraisal to drive staff performance <ul style="list-style-type: none"> <li>• Review performance with staff based on analysis of performance records, including areas of success and failure</li> <li>• Develop mutually agreement on performance standards, capability requirements and measures</li> <li>• Establish action plans to address different strategies in boosting performance</li> <li>• Monitor sales performance and supplement with necessary training programmes</li> <li>• Evaluate the effectiveness of appraisal policy based on staff performance.</li> </ul> </li> </ol>
Assessment Criteria	<p>The integrated outcome requirements of this unit of competency are:</p> <ul style="list-style-type: none"> <li>• Able to evaluate records for performance appraisal</li> <li>• Able to communicate with staff to establish mutually agreed action plan for performance enhancement</li> <li>• Able to monitor staff performance and provide supplementary assistance</li> <li>• Able to revise performance appraisal process based on staff performance.</li> </ul>
Remark	This unit of competency is also applicable to general insurers, life insurers and broker.