

**ACCOUNTABILITY POLICY**

JKSFC is committed to providing employees with the reasonable resources needed to be successful in their jobs. Employees must demonstrate commitment to their jobs through at least satisfactory performance. In addition to performing the functions of the job, employees are also expected to demonstrate professional attitude while performing their legitimate duties.

The accountability policy outlines the process for helping employees improve inadequate or inconsistent performance and the steps that are to be taken if sufficient improvement does not occur in a timely manner. Corrections to unacceptable behavior shall be addressed under this policy, depending on the individual circumstances and the nature and extent of correction that is needed. This process addresses failure to meet performance standards that may not be governed by procedures, policies and laws.

**Examples of Inadequate Performance Covered by This Policy:-**

- Lack of professionalism in delivering the legitimate responsibilities.
- Pattern of inaccuracy in performance of duties
- Frequent complaints from the clients.
- Failure to meet reasonable deadlines
- Lack of team work

**PROCESS:-**

Following steps shall be initiated to improve the output of the employees and strengthen the accountability process of the Corporation:

The steps below are designed to help employees develop and improve performance while maintaining accountability. The time given to each step should take into account the complexity or newness of the position or tasks, workplace circumstances, and organizational impact.

Success in demonstrating and maintaining the necessary improvement will require a commitment by the employee to make the improvements.

In most cases, addressing the performance problems will start with coaching and then progress, if needed. There may be situations where the severity or impact of the unacceptable performance will warrant moving immediately to a written plan, a final plan or the termination of employment.

**STEP 1 – REORGANIZATION**

The reorganization of the Corporation has already been proposed in the plan. The reorganization will ensure that the right kind of people are given the right place and are assigned the responsibilities in tune with their ability and the cadre. The jobs as such shall be well defined to them so as to ensure their optimum output.

**STEP 2 – SETTING UP OF BENCH MARKS:**

The restructuring shall be followed with setting of the bench marks which will act as performance indicators with an aim to improve the productivity of an employee. Through this process the employee will get sense of belonging by getting to understand that his success in the position is directly proportional to the goal of the Corporation.

**STEP 3 – FINAL PERFORMANCE ACCOUNTABILITY AND COMMITMENT PLAN:**

If the above instructions do not lead to improvement in a timely manner, or an issue is too pressing to undertake the above actions, the Section Head/ District Head shall work closely with the Personnel Section of the Corporation to determine next steps, including a more time-specific written document about consequences, up to and including termination of employment. The document as such shall state the problem(s), options, expectations, timeframe for assessment and consequences, etc.

**TIME FOR IMPROVEMENT AND SUSTAINING THE IMPROVEMENT**

The duration of the Performance Accountability and Commitment Plan will depend on many factors, including type of position, clarity or severity of the issue and assessment of likelihood of improvement. In the Written Performance Accountability and Commitment Plan, employees will be given at least 30 days to demonstrate the required improvement. The Final Performance Accountability and Commitment Plan will generally provide no more than 30 days to demonstrate and sustain improvement. While the plan will include a timeframe, employment may be ended during the plan if there is no demonstrated improvement and goals are not met.

Even when an employee succeeds in substantially meeting expectations within the defined timeframe, and extra supervision and oversight are no longer required, the content of the performance feedback remains relevant into the future. The improvements made during the performance improvement process must be sustained by the employee going forward. Should the same problems persist, typically the timeframe for improving performance will be shorter than the first time the problem was addressed.

**IMPACT OF WRITTEN OR FINAL PERFORMANCE ACCOUNTABILITY AND COMMITMENT PLAN**

**Annual Increments/promotions** – Employees on a final Performance Accountability and Commitment Plan shall be linked to an annual increment as well as promotion of an employee. At the Management's discretion and in consultation with the Section/District Head increment for an employee who has been on a Written Performance plan shall be considered provided they have significantly met and sustained performance expectations.

**STEP 4 – WEEDING OUT NON-PERFORMERS**

In the event of performance not improving to meet expectations, the employee shall be provided an option of exit through VRS in the first instance which shall be followed with the other exit routes including CRS.

**INCENTIVIZATION:-**

The policy also proposes to recognize the employees who show up excellent performance (achievement of 90% above of the business targets) by providing non-cash incentives to enhance commitment in performance and get the maximum of their capabilities. This may include a commendation certificate and increasing the responsibilities of the employee with an important designation. Employees with exemplary performance where an employee exceeds all his work targets within the prescribed timelines can be considered for an award of advance increment or out of turn promotion.

The above incentives can help on bringing motivation and zeal to work in the Corporation.



