

PERFORMANCE APPRAISAL MANAGER

Name of Appraisee: _____ Designation: _____

Department: _____ Service Start Date: _____

Appraisal Period From: _____ to _____ Purpose of Review: *Confirmation*
Annual Review

Name and Designation of Appraiser: _____

Nature of Relationship: _____



XYZ Copmany seeks corporate value of higher significance, pursuing **innovative quality** in the areas of
Customers, Employees, Society, Products, Technology, Management and Fairness



The purpose of this evaluation is to communicate clearly to the individual evaluated how well he/she is meeting expectations for a person at his/her level. *You are required to support your rating with comments in the spaces provided for each category. For statements that do not apply to the person being evaluated, please mark, "Not Applicable" (NA). Comments should be specific (including examples) and explanatory. If your evaluation and recommendations cannot be adequately covered in the space provided, you should prepare an attachment to this appraisal form. This form should be reviewed by the next level of authority, before discussion with the person being evaluated.

*Please refer to the goals set during the previous appraisal period, as you conduct your assessment.

Performance for each category is graded into the following:

<i>Outstanding</i>	5 points	<i>Performance is exceptional and far exceeds expectations. Consistently demonstrates excellent standards.</i>
<i>Very Good</i>	4 points	<i>Performance is consistent and exceeds expectations.</i>
<i>Good</i>	3 points	<i>Performance is consistent. Clearly meets job requirements.</i>
<i>Fair</i>	2 points	<i>Performance is satisfactory. Meets minimum requirements of the job.</i>
<i>Needs Improvement</i>	1 point	<i>Performance is inconsistent. Meets requirements of the job occasionally.</i>
<i>Unsatisfactory</i>	0 point	<i>Performance does not meet minimum requirements of the job.</i>

Outstanding Very Good Good Fair Needs Improvement Unsatisfactory Not Applicable

PART I- CUSTOMERS

Customer Focus	1. Places high priority on achieving customer satisfaction (both internal and external customers)	5	4	3	2	1	0	NA
	2. Displays effective negotiation skills with both suppliers, customers and internal staff	5	4	3	2	1	0	NA

PART II- EMPLOYEES

Staff Training and Welfare	3. Demonstrates an interest in the career development of staff within the department	5	4	3	2	1	0	NA
	4. Is pro-active in training new hires and less experienced staff	5	4	3	2	1	0	NA

Interpersonal/ Facilitation of Teamwork	5. Strives to develop good relations with other departments	5	4	3	2	1	0	NA
	6. Ensures teamwork and co-operation amongst staff	5	4	3	2	1	0	NA
	7. Displays effective interpersonal skills	5	4	3	2	1	0	NA

Comments

		<i>Outstanding</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Needs Improvement</i>	<i>Unsatisfactory</i>	<i>Not Applicable</i>
Communication Skills	8. Communicates and presents information effectively	5	4	3	2	1	0	NA

PART III SOCIETY

Cost Consciousness	9. Actively promotes practices that save company resources and minimize wastage	5	4	3	2	1	0	NA
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PART IV PRODUCTS AND SERVICES

Job Knowledge/ Technical Skills	10. Keeps current about industry developments	5	4	3	2	1	0	NA
	11. Displays a high level of technical competence in job area	5	4	3	2	1	0	NA

Work Attitude	12. Displays commitment to personal and career development	5	4	3	2	1	0	NA
	13. Plans and organises work effectively	5	4	3	2	1	0	NA
	14. Is proactive and displays initiative	5	4	3	2	1	0	NA

Comments

		<i>Outstanding</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Needs Improvement</i>	<i>Unsatisfactory</i>	<i>Not Applicable</i>
Quality Mindset	15. Ensures that work performed in the department is accurate and of high quality	5	4	3	2	1	0	NA
Safety	16. Ensures careful work habits that comply with safety requirements in his department	5	4	3	2	1	0	NA

PART V TECHNOLOGY

Process Improvement	17. Seeks to continually improve processes and work methods	5	4	3	2	1	0	NA
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PART VI MANAGEMENT

Decision Making	18. Exhibits sound judgement when making decisions	5	4	3	2	1	0	NA
Problem Solving	19. Helps resolve staff problems on work-related matters	5	4	3	2	1	0	NA
	20. Handles problem situations effectively	5	4	3	2	1	0	NA

Comments

		<i>Outstanding</i>	<i>Very Good</i>	<i>Good</i>	<i>Fair</i>	<i>Needs Improvement</i>	<i>Unsatisfactory</i>	<i>Not Applicable</i>
Goal Orientation	21. Sets realistic goals and is responsible for meeting them	5	4	3	2	1	0	NA

Leadership/Motivation of Staff	22. Is a positive role model for subordinates	5	4	3	2	1	0	NA
	23. Motivates staff to perform better in all areas	5	4	3	2	1	0	NA
	24. Delegates responsibilities to subordinates effectively	5	4	3	2	1	0	NA
	25. Ensures staff receive timely feedback	5	4	3	2	1	0	NA

PART VII FAIRNESS

Integrity	26. Demonstrates integrity and good work ethics in the company's best interest	5	4	3	2	1	0	NA
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Dependability/Responsibility	27. Demonstrates ability to assume and discharge responsibility	5	4	3	2	1	0	NA
	28. Is adaptable and willing to accept new responsibilities	5	4	3	2	1	0	NA

Comments

Evaluation

	<i>Formula</i>	<i>Score</i>
<i>Total Score</i>	$\frac{\text{Total Scores}}{\text{Number of Questions Answered}} \times 5$	

Grading

<input type="checkbox"/> 90%- 100%	<p>Outstanding Performance is exceptional and far exceeds expectations. Consistently demonstrates excellent standards in all job requirements.</p>
<input type="checkbox"/> 76%-89%	<p>Very Good Performance is consistent, and exceeds expectations in all situations.</p>
<input type="checkbox"/> 60%-75%	<p>Good Performance is consistent. Clearly meets essential requirements of job.</p>
<input type="checkbox"/> 45%-59%	<p>Fair Performance is satisfactory. Meets requirements of the job.</p>
<input type="checkbox"/> 31%-44%	<p>Needs Improvement Performance is inconsistent. Meets requirements of the job occasionally. Supervision and training is required for most problem areas.</p>
<input type="checkbox"/> 0%-30%	<p>Unsatisfactory Performance does not meet the minimum requirements of the job.</p>

Growth and Development

(i) List the appraisee's strengths

(ii) List the areas for improvement

(iii) What specific plans of action, including training, will be taken to help the appraisee in their current job or for possible advancement in the company?

Achievement

(i) Describe the appraisee's areas of additional responsibilities and/or other work-related achievements

Review with Staff

My immediate superior and I have discussed my performance review.

- () I agree with the appraisal
- () I disagree with the appraisal

Comments:

Signature of Employee

Date

Recommendations

- | | |
|--|---|
| <input type="checkbox"/> Termination | <input type="checkbox"/> Consider for merit increment |
| <input type="checkbox"/> Extension of probation | <input type="checkbox"/> Transfer to other types of work |
| <input type="checkbox"/> Suitable for confirmation
(w.e.f. _____) | <input type="checkbox"/> Ready for promotion |
| <input type="checkbox"/> Normal increment of S\$ _____ | <input type="checkbox"/> Has potential for promotion, but not ready now |
| <input type="checkbox"/> No salary increment | <input type="checkbox"/> Others: _____
_____ |

Other Remarks:

Signature of Appraiser

Date

HUMAN RESOURCE DEPARTMENT'S USE

Present Salary: _____

Date of Last Increment: _____

New Salary: _____

Effective Date: _____

Comments:

Signature of Managing Director

Date