

Performance Appraisal — Factor Ratings

(Tick appropriate Box)

1 & 2 being poor, 3 being mediocre & 4 being good and 5 excellent

1. ORGANISATION OF WORK

- | | | |
|--|---|--------------------------|
| • Plans and controls work very well | 5 | <input type="checkbox"/> |
| • Tackles job in a direct and orderly manner | 4 | <input type="checkbox"/> |
| • Plans and controls work satisfactorily | 3 | <input type="checkbox"/> |
| • Approach to work haphazard | 2 | <input type="checkbox"/> |
| • Poor organiser | 1 | <input type="checkbox"/> |

2. KNOWLEDGE OF JOB

- | | | |
|---|---|--------------------------|
| • Exceptionally wide knowledge of job | 5 | <input type="checkbox"/> |
| • Above average understanding of job requirement | 4 | <input type="checkbox"/> |
| • Satisfactory; able to cope with most situations | 3 | <input type="checkbox"/> |
| • Fair knowledge of job but requires some help | 2 | <input type="checkbox"/> |
| • Needs a lot of help | 1 | <input type="checkbox"/> |

3. QUALITY OF WORK

- | | | |
|---|---|--------------------------|
| • Constant high standard with no errors | 5 | <input type="checkbox"/> |
| • Good quality work with few errors better than average | 4 | <input type="checkbox"/> |
| • Satisfactory quality, subject to normal check. Average number of 3 errors | 3 | <input type="checkbox"/> |
| • Work requires close check and generally falls short of requirements | 2 | <input type="checkbox"/> |
| • Unsatisfactory in all respects | 1 | <input type="checkbox"/> |

4. INITIATIVE

- | | | |
|---|---|--------------------------|
| • Extremely enterprising and successful in his actions; determined to get ahead | 5 | <input type="checkbox"/> |
| • Self-reliant and competent; attempts to improve self and job | 4 | <input type="checkbox"/> |
| • Sometimes step beyond his basic job responsibility | 3 | <input type="checkbox"/> |
| • Seldom demonstrates originality or assumes greater responsibility | 2 | <input type="checkbox"/> |
| • Does routine jobs with little original thoughts; lacks initiative; shuns responsibility | 1 | <input type="checkbox"/> |

5. NEATNESS OF WORK

- | | | |
|---|---|--------------------------|
| • Always produces very neat and tidy work | 5 | <input type="checkbox"/> |
| • Usually writes neatly and legibly | 4 | <input type="checkbox"/> |
| • Neatness is adequate | 3 | <input type="checkbox"/> |
| • At times write untidily | 2 | <input type="checkbox"/> |
| • Produces untidy and illegible work | 1 | <input type="checkbox"/> |

6. HANDLING OF OFFICE MACHINE (Applicable for clerical/secretarial personnel)

- | | | |
|--|---|--------------------------|
| • Very good at operating office machines | 5 | <input type="checkbox"/> |
| • Handles machines generally well | 4 | <input type="checkbox"/> |
| • Machine-work is satisfactory | 3 | <input type="checkbox"/> |
| • Machine-work not up to standard required | 2 | <input type="checkbox"/> |
| • Manipulation of machines poor | 1 | <input type="checkbox"/> |

7. FIGURE-WORK (if applicable)

- | | | |
|--|---|--------------------------|
| • Very good at all kinds of figure-work | 5 | <input type="checkbox"/> |
| • Generally good at figure-work | 4 | <input type="checkbox"/> |
| • Quite competent at figure-work | 3 | <input type="checkbox"/> |
| • Handling of figures leaves something to be desired | 2 | <input type="checkbox"/> |
| • Poor at figure-work | 1 | <input type="checkbox"/> |

8. RESPONSIBILITY

- | | | |
|--|---|--------------------------|
| • Shows complete dedication. Requires no supervision; very keen to accept responsibilities | 5 | <input type="checkbox"/> |
| • Requires minimum supervision. Accept responsibilities willingly | 4 | <input type="checkbox"/> |
| • Usually trustworthy, but requires supervision occasionally. Accepts fair share of responsibilities | 3 | <input type="checkbox"/> |
| • Need encouragement and supervision to get on with the work sometimes | 2 | <input type="checkbox"/> |
| • Is unreliable and needs constant supervision. Always evades responsibilities | 1 | <input type="checkbox"/> |

9. DRIVE & DETERMINATION

- | | | |
|---|---|--------------------------|
| • Exceptionally keen and energetic; always works hard | 5 | <input type="checkbox"/> |
| • A good industrious worker | 4 | <input type="checkbox"/> |
| • Usually works hard, but could apply himself better | 3 | <input type="checkbox"/> |
| • Wastes time; easily discouraged | 2 | <input type="checkbox"/> |
| • Easily distracted; not enough attention paid to the job | 1 | <input type="checkbox"/> |

10. ACCEPTANCE OF INSTRUCTIONS

- | | | |
|---|---|--------------------------|
| • Readily accepts and promptly carries out instructions at all times | 5 | <input type="checkbox"/> |
| • Accepts and promptly carries out instructions | 4 | <input type="checkbox"/> |
| • Generally accepts and promptly carries out instructions | 3 | <input type="checkbox"/> |
| • Tends to give excuses for not accepting instructions or tends to grumble/
fuss when given instructions | 2 | <input type="checkbox"/> |
| • Get things done only when prodded | 1 | <input type="checkbox"/> |

11. PUNCTUALITY & ABSENTEEISM

- | | | |
|---|---|--------------------------|
| • Always punctual and has not been absent from work | 5 | <input type="checkbox"/> |
| • Arrives punctually most of the time | 4 | <input type="checkbox"/> |
| • Occasionally arrives late, but good reasons given | 3 | <input type="checkbox"/> |
| • Occasionally arrives late, no excuse or doubtful reason given | 2 | <input type="checkbox"/> |
| • Habitual late-comer | 1 | <input type="checkbox"/> |

12. STABILITY IN STRESSFUL SITUATION

- | | | |
|---|---|--------------------------|
| • Continues to be very stable and productive under pressure | 5 | <input type="checkbox"/> |
| • Works well under pressure | 4 | <input type="checkbox"/> |
| • Just manages to withstand pressure | 3 | <input type="checkbox"/> |
| • Occasionally fails to withstand pressure | 2 | <input type="checkbox"/> |
| • Wilts under pressure | 1 | <input type="checkbox"/> |

13. PERSONALITY TRAITS

- | | | |
|--|---|--------------------------|
| • Thoroughly dependable; 100% Company man | 5 | <input type="checkbox"/> |
| • Mostly dependable and loyal Company man | 4 | <input type="checkbox"/> |
| • Generally dependable and promotes Company image | 3 | <input type="checkbox"/> |
| • Response not always predictable | 2 | <input type="checkbox"/> |
| • Self-interest uppermost; resorting to destructive criticism of Company | 1 | <input type="checkbox"/> |

14. HUMAN RELATIONS

- | | | |
|--|---|--------------------------|
| • Excellent behaviour. Well liked by all associates and extremely co-operative | 5 | <input type="checkbox"/> |
| • Always gets along well with all associates and works very well with others | 4 | <input type="checkbox"/> |
| • Generally gets along well with most people and is a willing member of the team | 3 | <input type="checkbox"/> |
| • Does not give all possible co-operation; temperamental | 2 | <input type="checkbox"/> |
| • Unsatisfactory/disturb harmony | 1 | <input type="checkbox"/> |

15. ADAPTABILITY

- | | | |
|---|---|--------------------------|
| • Exceptionally able to cope with new situations | 5 | <input type="checkbox"/> |
| • Learns quickly and adapts to change and job enlargement | 4 | <input type="checkbox"/> |
| • Accepts adjustments in reasonable time | 3 | <input type="checkbox"/> |
| • Slow/difficult to adjust; needs extra coaching | 2 | <input type="checkbox"/> |
| • Does not adjust, has difficulty breaking old habits; dislikes changes | 1 | <input type="checkbox"/> |

16. EXPRESSION — ORAL & WRITTEN

- | | | |
|---|---|--------------------------|
| • Outstanding ability to express thoughts and ideas | 5 | <input type="checkbox"/> |
| • Good powers of expression | 4 | <input type="checkbox"/> |
| • Fair ability to express thoughts and ideas | 3 | <input type="checkbox"/> |
| • Less than average skill in speaking and writing | 2 | <input type="checkbox"/> |
| • Unsatisfactory ability in expressing self | 1 | <input type="checkbox"/> |

17. COMMITMENT

- Always highly motivated and dedicated to job and demonstrates a strong sense of responsibility 5
- Usually motivated and dedicated to job and demonstrates sense of responsibility 4
- Sometimes motivated and attempts to show dedication to job with some sense of responsibility 3
- Needs to be motivated, lacks dedication to job with little sense of responsibility 2
- Not dedicated to job and shows no sense of responsibility 1

18. COMMUNICATION

- Effectively communicates with all levels of people in both written and verbal forms 5
- Able to communicate with all levels of people in both written and verbal forms satisfactorily 4
- Communicates with all levels of people in both written and verbal forms satisfactorily only under guidance 3
- Able to communicate with all levels of people only either verbally or in written form 2
- Lacks communication skills 1

19. ASSERTIVENESS

- Highly assertive, always not afraid to speak out his/her mind 5
- Fairly assertive, usually not afraid to speak out his/her mind 4
- Average, sometimes not afraid to speak out his/her mind 3
- Assertive only when he/she is very sure the other party is in the wrong 2
- Not assertive at all - afraid to speak out his /her mind and tries to avoid the issue 1

20. PROBLEM SOLVING

- | | | |
|--|---|--------------------------|
| • Strong analytical skill to identify causes of problems and able to recommend effective solutions | 5 | <input type="checkbox"/> |
| • Good analytical skill to identify causes of problems and usually able to recommend effective solutions | 4 | <input type="checkbox"/> |
| • Able to identify causes of problems and provide solutions only with the help of others | 3 | <input type="checkbox"/> |
| • Unable to identify causes of problems | 2 | <input type="checkbox"/> |
| • Avoids problems by not taking any risk or pushing them to others | 1 | <input type="checkbox"/> |

21. OBJECTIVE SETTING

- | | | |
|--|---|--------------------------|
| • Always sets consistently high standards for the department | 5 | <input type="checkbox"/> |
| • Usually set high standards for the department | 4 | <input type="checkbox"/> |
| • Sometimes sets high standards for the department | 3 | <input type="checkbox"/> |
| • Needs to be reminded on the standards required for the department | 2 | <input type="checkbox"/> |
| • Makes no effort in maintaining standards required for the department | 1 | <input type="checkbox"/> |

22. LEADERSHIP

- | | | |
|---|---|--------------------------|
| • Outstanding leader who inspires others to excel beyond their capabilities | 5 | <input type="checkbox"/> |
| • Good leader who promotes self-development in others | 4 | <input type="checkbox"/> |
| • Capable and competent leader | 3 | <input type="checkbox"/> |
| • Can only lead or control a group under guidance | 2 | <input type="checkbox"/> |
| • Lacks leadership qualities | 1 | <input type="checkbox"/> |

23. TEAMBUILDING

- | | | |
|--|---|--------------------------|
| • Effectively leads, motivates and works closely with the team | 5 | <input type="checkbox"/> |
| • Able to lead, motivate and work closely with the team | 4 | <input type="checkbox"/> |
| • Generally capable to lead, motivate and work with the team | 3 | <input type="checkbox"/> |
| • Can only lead and work with the team under guidance | 2 | <input type="checkbox"/> |
| • Unable to lead, motivate and work together with any team | 1 | <input type="checkbox"/> |

24. DELEGATION

- | | | |
|---|---|--------------------------|
| • Effectively delegates to subordinates with clear directives and guidelines | 5 | <input type="checkbox"/> |
| • Able to delegate to subordinates with clear directives and guidelines | 4 | <input type="checkbox"/> |
| • Can only delegate to subordinates with appropriate directives and guidelines under guidance | 3 | <input type="checkbox"/> |
| • Delegates to subordinates without giving clear directives and guidelines | 2 | <input type="checkbox"/> |
| • Unable to delegate to subordinates | 1 | <input type="checkbox"/> |

25. DEVELOPING SUBORDINATES

- | | | |
|---|---|--------------------------|
| • Constantly discusses career interests, provides advice and feedback to staff and inspires them to strive for the best | 5 | <input type="checkbox"/> |
| • Occasionally holds discussion with staff and encourages self-development of staff | 4 | <input type="checkbox"/> |
| • Attempts to communicate with staff and identify their development needs | 3 | <input type="checkbox"/> |
| • Only communicate with staff and motivate them when necessary | 2 | <input type="checkbox"/> |
| • Makes no effort to understand staff and identify their development needs | 1 | <input type="checkbox"/> |

26. PLANNING

- | | | |
|---|---|--------------------------|
| • Always plan and set realistic goals to achieve | 5 | <input type="checkbox"/> |
| • Usually plans and sets realistic goals to achieve | 4 | <input type="checkbox"/> |
| • Sometimes plans and sets goals to achieve | 3 | <input type="checkbox"/> |
| • Needs to be told to plan and set realistic goals | 2 | <input type="checkbox"/> |
| • Makes no effort in planning and setting goals | 1 | <input type="checkbox"/> |

27. ORGANISING

- | | | |
|--|---|--------------------------|
| • Independently plans and carries out work in proper order | 5 | <input type="checkbox"/> |
| • Plans and carries out work according to expectations | 4 | <input type="checkbox"/> |
| • Systematic in carrying out instructions | 3 | <input type="checkbox"/> |
| • Sometimes requires direction | 2 | <input type="checkbox"/> |
| • Very disorganised | 1 | <input type="checkbox"/> |