

VALUED EMPLOYEES



THE RITZ-CARLTON

MILLENNIA SINGAPORE

PERFORMANCE & DEVELOPMENT REVIEW

NAME:

DIVISION:

DEPARTMENT:

POSITION:

REVIEW DATE:

JOIN DATE:

TYPE OF REVIEW:

☐ SEMI-ANNUAL

☐ ANNUAL

OVERALL RATING:

- 1 = UNACCEPTABLE PERFORMANCE: Goals and objectives are continuously not meeting the standards of performance; current level of performance is not acceptable in their present position; does not exhibit The Ritz-Carlton Philosophy even marginally. **Work improvement plan must be determined with specific timetable within the next 3 months.**
- 2 = INCONSISTENT QUALITY PERFORMANCE: Goals and objectives are frequently not meeting the standards of performance; current level performance is to be improved in their position; does not consistently exhibit The Ritz-Carlton Philosophy as it relates to guest service and employee relations. **Work improvement plan must be determined with specific timetable within the next 6 months.**
- 3 = QUALITY PERFORMANCE: Often fulfils The Ritz-Carlton standards of performance in their position. Is viewed as meeting all requirements necessary to succeed in their position. Regularly exhibits The Ritz-Carlton Philosophy as it relates to guest service and employee relations.
- 4 = HIGH QUALITY PERFORMANCE: Consistently fulfils The Ritz-Carlton standards of performance in their position. Is viewed as meeting all requirements necessary to succeed in their position. Consistently exhibits the Ritz-Carlton Philosophy as it relates to guest service and employee relations and is considered a respected valuable member of the team.
- 5 = EXCEPTIONAL QUALITY PERFORMANCE: Consistently achieves the highest expectations on The Ritz-Carlton standards of performance in their position. Is viewed as exceeding all requirements to succeed in their position. Consistently exhibits The Ritz-Carlton Philosophy and looks for new ways to improve guest service and employee relations; is considered an exceptional member of the team/role model.

* BASED ON BRAND STANDARDS (BS), OPERATIONAL EXCELLENCE (OE) OR TASKLIST						Rating
A) JOB KNOWLEDGE:	1 Does not meet OE and BS requirements at all.	2 Falls short of meeting OE and BS standards.	3 Meets OE and BS standards at work and follows accordingly.	4 Meets OE and BS standards at work and follows accordingly with no mistakes made.	5 Exceeds OE and BS standards and made no mistakes.	
Employee's understanding of all phases of work assignments and related functions (see Operational Excellence Certification/Job Description for specific tasks). Explain areas required for improvement and/or areas of excellence.						
* BASED ON COMPLAINTS, GUEST COMPLIMENTS, COMMENTS ON SOCIAL MEDIA, WOW STORIES AND DEPARTMENT SPECIFIC MEASUREMENTS						
B) ABILITY OF WORK:	1 Has received Final Warning.	2 Has received > 5 complaints, no compliments and has a written warning.	3 Has received ≤ 5 complaints ≤ 5 compliments and has no written warning.	4 Has not received any complaints, no written warnings and has received > 5 compliments and WOW Stories.	5 Has not received any complaints, no written warnings and has received > 8 compliments and WOW	
Accuracy and attention to details; lack of errors in work; observance of high standards in work procedures (see Operational Excellence Certification/Job Description for specific tasks). Explain areas required for improvement and/or areas of excellence.						
* BASED ON TASKS ASSIGNED AND DEPARTMENT SPECIFIC DEADLINES						
C) QUANTITY OF WORK:	1 Never meets deadlines.	2 Inconsistent. Does not always meet deadlines.	3 Always completes task on time.	4 Always completes Task on time and is occasionally ahead of deadline.	5 Always completes tasks ahead of deadline.	
Amount of work done, speed of work, consistency of productivity, meeting deadlines (see Operational Excellence Audit/Job Description for specific tasks). Explain areas required for improvement and/or areas of excellence.						
* BASED ON EMPOWERMENT, THREE STEPS OF SERVICE, GUEST INCIDENTS, GUEST COMPLIMENTS AND COMMENTS ON SOCIAL MEDIA						
D) JUDGEMENT:	1 Does not apply LEARN in solving guests' problems at all and receives complaints.	2 Occasionally apply LEARN in solving guests' problems and occasionally receives complaints.	3 Knows how to apply LEARN in solving guest problems and does not receive complaints.	4 Makes good use of LEARN to solve and engage guests, receives compliments, and does not receive complaints.	5 Makes good use of LEARN to solve and engage guests, exceeds guests' expectations, receives compliments and does not receive complaints.	
Ability to make sound decisions, appropriate use of Three Steps of Service, employee empowerment, First Person Problem Resolution, suitable and timely follow-up. (Guest Incident Action Forms, Internal Incidents Report etc). Explain areas required for improvement and/or areas of excellence.						

* BASED ON SUPERVISION REQUIRED					
E) DEPENDABILITY:	1 Needs continuous supervision all the time.	2 Needs regular supervision most of the time.	3 Minimal supervision required.	4 No supervision required.	5 Does not require supervision and is able to coach others.
Requires minimal supervision, follow-through with assigned tasks. Explain areas required for improvement and/or areas of excellence.					
* BASED ON PARTICIPATION DURING LINE-UPS, LATERAL SERVICE PROVIDED AND NUMBER OF FIRST CLASS CARDS RECEIVED					
F) ATTITUDE & RELATIONSHIP:	1 Does not attend Line-Up regularly, does not render lateral service and has attitude issues.	2 Attends Line-Up but does not participate, does not render lateral service and has attitude issues.	3 Attends and participates in Line-Up and renders lateral service at least once.	4 Attends and participates actively in Line-Up, renders lateral service more than once and received first class cards.	5 Guides and conducts Line-Up, renders lateral service often and received first class cards.
Demonstrates the Credo and Philosophy of the company, courtesy, co-operation, respectful, teamwork with co-workers and supervisors; follow company guidelines with willingness. Human Relations skills such as sense of urgency, resourcefulness, discretion, diplomacy and tactful, maintaining a pleasant demeanour when rushed, owning complaints, body language and communications skills. Upholding the Motto of Ladies and Gentlemen working together with Ladies and Gentlemen; and offer lateral service. Explain areas required for improvement and/or areas of excellence.					
* BASED ON NUMBER OF UNPAID LEAVE EXCLUDING H&S AND INJURY LEAVE					
G) PUNCTUALITY & TARDINESS:	1 Has taken >8 unpaid leave, reports to work late > 2 times.	2 Has taken 3-7 unpaid leave, reports to work late ≤ 2 times.	3 Has taken 2 unpaid leave, always reports to work on time.	4 Has taken 1 unpaid leave, always reports to work before time.	5 Has not taken any unpaid leave, always reports to work before time.
Record of punctuality and tardiness. Adheres to proper call-in procedures. Explain areas required for improvement and/or areas of excellence.					
* BASED ON SERVICE VALUE 12, ENERGY CONSERVATION AND GREAT IDEA CONTRIBUTIONS					
H) SAFETY & CARE OF EQUIPMENT:	1 Has >1 accident and has not contributed to any great idea on energy saving or safety.	2 Has an accident and has not contributed to any great idea on energy saving or safety.	3 Has no accidents and has not contributed to any great idea on energy saving or safety.	4 Has no accidents and contributed at least one great idea on energy saving or safety.	5 Has no accidents and contributed > 2 great ideas on energy saving or safety.
Actively works to make department safe, maintains neat work area, utilises preventive maintenance. Adheres to all Job Safety Analysis, Operational Excellence and Employee Handbook. Explain areas required for improvement and/or areas of excellence.					

* BASED ON LEARNING ACTIVITIES & QUALITY IMPROVEMENT TEAM MEETINGS (ATTENDANCE & PARTICIPATION)					
I) PERSONAL DEVELOPMENT:	1 Not willing to attend any Learning Activities or be a member of a QIT/ Committee.	2 Does not have 100% attendance in Learning Activities or be a member of a QIT/ Committee.	3 100% attendance in Learning Activities.	4 100% attendance in Learning Activities and a member of at least one QIT/ Committee.	5 Able to coach others, 100% attendance in Learning Activities and a member of more than one QIT/ Committee.
Ability to accept guidance and coaching; demonstrates initiative and displays self-directed learning. Involvement in company Learning programmes and active in Quality Management participation. Explain areas required for improvement and/or areas of excellence.					
* BASED ON GROOMING STANDARDS					
J) PERSONAL APPEARANCE:	1 Requires constant reminder. Does not meet basic grooming standards.	2 Requires reminders to meet basic grooming standards.	3 Meets basic grooming standards.	4 Grooming Ambassador and Role Model.	5 Goes beyond the role of an Ambassador and Role Model. Proactively assists others with grooming.
Appropriate dress, adheres to Ritz-Carlton grooming standards, representative of a professional image (see Grooming Manual/Employee Handbook). Explain areas required for improvement and/or areas of excellence.					
SECTION A (CATEGORY A TO F) If this category is less than 3, this score becomes the Overall Performance Rating.					0.0
OVERALL PERFORMANCE If Section A is 3 or more, the Overall Performance Rating is calculated as follows: CALCULATION 70% OF CATEGORY A TO F = P 30% OF SECTION G TO J = Q 100% = P + Q $\{(P/6) \times 0.7\} + \{(Q/4) \times 0.3\}$					0

LEARNING AND DEVELOPMENT NEEDS

Consider the following solutions:

- Learning course / programme (identify)
- Coaching with colleague / supervisor
- Cross-exposure in department/other department/ other hotel
- Reading a book / other publications
- Special development project (s)
- Revise / review main points of a previous course
- Video / self learning programme
- Distance learning
- Further qualification / college course

PERSONAL DEVELOPMENT PLAN: (To be completed by Leader and Employee)

Determine activities required to bring performance to standard.

Types of Training	Reasons	Target Dates

AGREED ACTION / RESOURCE: (To be completed by Leader and Employee)

Detail the activities and target dates for performance improvement.

Category	Performance Level	Actions	Target Dates

CAREER DEVELOPMENT: (To be completed by Employee)

List your short and long term goals and objectives.

Indicate what action is needed to achieve them.

SHORT TERM GOALS**LONG TERM GOALS****CAREER DEVELOPMENT** (Either to promotable or lateral positions)

- Is the individual interested to be transferred to other Department / Overseas Ritz-Carlton Properties?
☐ YES ☐ NO

- If YES, please state the Department / Overseas Ritz-Carlton Properties in which he/she would work.

Department (1) : Position :

Department (2) : Position :

Overseas Ritz-Carlton Properties (1) : Position :

Overseas Ritz-Carlton Properties (2) : Position :

EMPLOYEE'S SIGNATURE_____
SUPERVISOR'S SIGNATURE

Name:

Title:

NEXT LEVEL MANAGER'S SIGNATURE_____
DIRECTOR OF HR'S SIGNATURE

Name:

Title: