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## KPJ HEALTHCARE BERHAD

### STAFF PERFORMANCE APPRAISAL REVIEW (SPAR) FOR EXECUTIVE ASSISTANT

**FOR THE YEAR: 2019**

Type of Appraisal : Annual ☐ Confirmation ☐

#### SECTION 1.0 : PERSONAL INFORMATION

Name			Employee No	
Job Title			Date of Birth	
Date of Joined		Job Grade	Length of Service	
Years in Current Job			Current Basic Pay	
Company / Hospital			Division / Dept	
Performance Appraisal Conducted by	Name		First Joined at Grade	
	Designation		Date of Last Promotion	
Performance Appraisal Reviewed by	Name		Number of Medical Leave / days taken during review period *	Days:
	Designation			

#### COMPETENCY RATING SCALE

To rate each competency, read carefully the definitions and rate the scale that is most descriptive of the staff

Performance Level	Definition
Excellent 4.80-5.00	Outstanding or exceptional performance, showing the best possible results far exceeding the requirements of the position and sustained over the review period. Seen by others as an expert.
Superior 1 4.50-4.79	Above average performance. Accomplishments are very good (superior) and are more than the standards required by the position. Keen to accept changes and has own independent judgement. Minimal guidance required, become increasingly independent.
Superior 2 4.00-4.49	Above average performance. Accomplishments are very good (superior) and are more than the standards required by the position. Minimal guidance required, become increasingly independent.
Competent 3.50-3.99	Performance which meets all expected requirements of the position and Conducted in a comprehensive manner. Accomplishments are clearly in accordance with job demands. Fairly dependant on superiors guidance.
Fair 3.00-3.49	Performance which is below what is normally expected and which requires improvement in one or more basic aspects of the work. Accomplishments are below expectations demanded of the job. Largely seeking superior's guidance.
Poor 0.01-2.99	Inadequate performance which does not meet the normal requirements of the position, and the necessary improvement has not been forthcoming. Consistently fails to meet expectations and standards in most areas. Nil to low level of ability. Requires constant supervision.

\* Note : Please use this information to assess the employee for the **Demerit Points System – Section 6.0**

## SECTION 2.0: SETTING PERFORMANCE OBJECTIVES AND STANDARDS - KRAs

Identify below at least 5 KRAs critical to the job performance in the appraisal period. Line staff should include productivity indicators and other business related objectives.

A. KEY RESULT AREAS (KRAs)		PRIORITY (Weightage) %	Target Date	B. PERFORMANCE MEASURES / INDICATORS		C. PERFORMANCE OBJECTIVES/ TARGETS		D. PERFORMANCE STANDARDS	
1. Finance perspective 2. Customer perspective 3. Internal Process perspective 4. Employee Development perspective 5. Hospital KPI 6. Other		10% 20% 40% 15% 10% 5%							
Appraisee's Signature & Date:	Appraiser's Signature & Date:		Appraisee's Signature & Date	Appraiser's Signature & Date:	Appraisee's Signature & Date	Appraiser's Signature & Date:	Appraisee's Signature & Date	Appraiser's Signature & Date:	

## SECTION 2.1: JOB PERFORMANCE ACHIEVEMENTS - KRAs

A. PERFORMANCE OBJECTIVES (from column C, Section 2.0)			B) PROGRESS REVIEW - (MID-YEAR) Actual achievements-comment on the performance accomplishments in relation to the KRAs defined in Column A, here			C) PROGRESS REVIEW - (END OF YEAR) Actual achievements-comment on the performance accomplishments in relation to the KRAs defined in Column A, here				
				Rate	Weight %	* Score		Rate	Weight %	* Score
			TOTAL				TOTAL			
Appraiser's Signature		Date	<b>TOTAL SCORE (B):</b> <div>Score</div> x <div>40%</div> = <div></div>				<b>TOTAL SCORE (C) :</b> <div>Score</div> x <div>60%</div> = <div></div>			
Appraiser's Signature		Date	Appraiser's Signature		Date		Appraiser's Signature		Date	
			Appraiser's Signature		Date		Appraiser's Signature		Date	
			Final Total Weighted Score = Score (B) + Score (C) = <div></div>							

` \*Score : Rate x Weight (%)

## SECTION 3.0: KPJHB's 360 Assessment – EXECUTIVE ASSISTANT

### SECTION 3.1: COMPETENCIES ASSESSMENT

3.1	Safety	<b>How well does this staff adhere and comply to HSE standards and guidelines:</b>							
		Integrate & internalized the safety rules & practices and highlights unsafe practices to superior	Clearly aware & practices safety rules/standards	Understands & practice the safety rules & standards	Have some understanding of safety rules & display some practices in the area	Show no level of understanding of safety aspects			
		5	4	3	2	1	Appraisee	Appraiser	Joint Agreement
3.2	Customer Service	<b>How does this staff interact with both internal and external customers:</b>							
		Going beyond customer expectation	Internalize customer service practices	Understand customer service concepts and practices in daily work	Have some understanding of what customer service is & displays basic courtesies	Little understanding of customer service concepts			
		5	4	3	2	1	Appraisee	Appraiser	Joint Agreement
3.3	Integrity	<b>Displays alignment with KPJ values and code of ethics. Honesty, forthrightness, transparency, trustworthy, professionalism:</b>							
		Able to influence others in practicing KPJ values and code of ethics	Seen as an example in practicing the values	Consistently display behaviours associated with integrity	Inconsistent behaviours displayed	Display of honesty, transparency, trustworthiness, forthrightness with others needs improvement			
		5	4	3	2	1	Appraisee	Appraiser	Joint Agreement
3.4	Teamwork	<b>How well does this employee cooperate with others:</b>							
		Goes out of the way to help other team members and encourages cooperation in team activities.	Offer assistance to colleagues and others, react positively to additional work assigned	Cooperates consistently with team leader and colleague, whenever necessary	Cooperative depending on team activities, some of the times	Tends to be non-cooperative, difficult to handle and need cajoling/ coaching			
		5	4	3	2	1	Appraisee	Appraiser	Joint Agreement
3.5	Accountability	<b>How does this employee accept all the responsibilities of the job and shows commitment :</b>							
		Volunteers for additional responsibilities	Willing to accept additional responsibilities.	Accepts responsibility assigned with expected commitment level	Accepts limited responsibility within job scope only	Hesitant to accept responsibilities, little/no commitment			
		5	4	3	2	1	Appraisee	Appraiser	Joint Agreement
3.6	Job knowledge	<b>How well does this employee understand the requirement of job to which assigned :</b>							
		Seen by others as an expert.	Exceeds job knowledge expectations	Adequate knowledge to meet job expectations	Inadequate knowledge in some work areas	Knowledge does not meet minimum expectations			
		5	4	3	2	1	Appraisee	Appraiser	Joint Agreement
3.7	Innovation (Initiatives)	<b>How well does this employee begin an assignment without direction and recognize the best way of doing it :</b>							
		Always coming up with new ideas or initiatives	Initiates new ways of doing work assignments	Uses initiatives to complete work on time	Display some initiatives in completing work	Display little/no initiative			
		5	4	3	2	1	Appraisee	Appraiser	Joint Agreement
3.8	Quality	<b>How accurate, neat and complete is the work :</b>							
		Work is complete, accurate, thorough and ahead of dateline	Careful worker, seldom needs correction	Quality of work is acceptable – meet standards set and ontime	Needs close checking	Minimal standards in meeting job requirements			
		5	4	3	2	1	Appraisee	Appraiser	Joint Agreement
Excellent		Good		Acceptable		Satisfactory with some corrections		Close monitoring and guidance	
5		4		3		2		1	
Competencies Assessment score		Total Join Agreement score divide by No of competencies				Total Average Score			
		8							

## SECTION 3.2: PEER REVIEW

(Please detach this sheet to be given staff peers in another department & then submit the evaluation form to appraisee's Head of Service)

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#### 3.2.1 PEER REVIEW

Name of Staff:		Department:	
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#### Instruction:

We seek your cooperation to assess the performance of the above staff based on the following criteria (factors). Please use the following scale to rate your evaluation. You can be assured that your evaluation of the performance of the staff will be treated as **confidential**.

#### Rating Scale:-

Not Acceptable (not meeting standard)	Acceptable (Partially meeting standard)	Competent (meeting standard)	Superior (above standard)	Excellent (far exceed standard)
1	2	3	4	5

(Please assess via the scale above)

#### 1. Attitude of staff towards others:

- ☐ Demonstrates mutual respect and understanding towards colleagues, patients, consultants and others in the hospital
- ☐ Portrays courtesy, friendliness and helpfulness in accordance with the SPP 10 basic courtesies.

#### 2. Team Effectiveness

- ☐ Work as an effective team member and fulfills commitments made to the team.
- ☐ Discusses and accepts colleagues' opinion concerning quality of service and care to patients in an objective manner.
- ☐ Shows willingness to accept responsibility for mistakes and is forthcoming.
- ☐ Communicates effectively with intra/inter departments concerning patient care. Able to work well with others in improving outcome of patient care and treatment

☐ **TOTAL POINTS**

☐ **TOTAL SCORE** (Derived by dividing Total Points by the number of behavioral indicators completed)

***-Thank you for your feedback-***

## **SECTION 3.3: Service Quality Management Assessment**

### **3.3.1 Individual Assessment – HOS to give rating**

	<b>Head of Service:</b>						
	Date:	Staff's name:				Service	
	<b>Individual</b>	<b>RATING</b>					
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Points</b>
<b>1</b>	Staff personal grooming	Immaculately dressed and groomed.	Pays special attention to smaller details	Neat and clean	No special care in dress and appearance	Unkempt, noticeable lack of neatness	
<b>2</b>	Staff physical appearance	Especially energetic and excellent appearance	Appears fit, alert and energetic	Good physical condition, pleasant appearance	Appears to lack of energy, listless	Unpleasant, unhealthy appearance	
<b>3</b>	Staff body language/ mannerisms	Confident, calm, and exceptionally composed	Appears alerts, free of tension	No noticeable tension	Stiff, uncomfortable, ill at ease	Nervous, embarrassed compulsive mannerisms	
<b>4</b>	Staff voice quality	Sincere and excellent verbal communication	Clear, understandable, and good verbal communication	Routine tone and verbal communication	Verbal communication poorly expressed	Harsh, irritating	
<b>5</b>	Staff professionalism	Demonstrates maturity, confidence and ability to educate others through the use of evidence and strong interpersonal skills.	Confident in assisting others proposing or creating options to fulfil the responsibilities.	Determine when and how to engage in the responsibilities without prompting from superiors	Understand the responsibilities and perform them in a reliable and accountable manner.	Understand the responsibilities, but may perform one or more inconsistently, at times.	
	Total points						
	Surveyor:						
	Service:						
	Hospital:						
	Date:						

**TOTAL SCORE** (*Total Points divide by 5*)

### **3.3.2 Service Assessment Score – to be given by Talent Management to each service**

A. Internal customer survey score

OR

B. External customer survey score

SECTION 4.0: CONTRIBUTIONS BEYOND IMMEDIATE JOB RESPONSIBILITIES

These are contributions made by the employee outside his/her immediate responsibilities which have not been covered under 2.1 KRA Job Performance Achievements and 2.0 Setting Performance Objectives, Measures and Standards during the Review Period. It is also important to describe the value such contributions generate to KPJ Group. (You may also wish to highlight any significant commendations and recognitions received).

Value – Added CONTRIBUTIONS	SCALE (Please rate 1 to 5)	IMPACT TO THE GROUP
Committee involvements		
a) _____		_____
b) _____		_____
c) _____		_____
Other Activities inside KPJ Group		
_____		_____
_____		_____
_____		_____
Other Activities outside KPJ Group		
_____		_____
_____		_____
_____		_____
Total Score		(Total points divided by no. of events participated)

## SECTION 5.0: DE-MERIT POINTS

Name : Department :

Designation : Period covered from :

### De-Merit Points



NO	FACTOR	- 20	- 10	Details	Demerit Points
1.	<b>Punctual Attendance</b>	Always recorded late for work (more than 3 times a month)	Recorded for late coming (less than 3 times a month)		
2.	<b>Medical Leave</b>	Sick leave exceeding annual entitlement by more than 12 days	Sick leave exceeding annual entitlement by 1 – 12 days		
3.	<b>Emergency Leave</b>	Exceed more than 12 days	Emergency leave for total 6 -12 days		
4.	<b>Recorded warning (on any issues other than the above 3 factors)</b>	Written warning of discipline / attitude behavior problems	Recorded verbal warning of discipline / attitude behavior problems		
<b>TOTAL DEMERIT POINTS</b>					
Range	Rating	No	Please tick one	Action (Transfer to Page 13)	
(-71) & above	Demerit	5		Deduct 10% from total score	
(-51) – (-70)	Demerit	4		Deduct 8% from total score	
(-31) – (-50)	Demerit	3		Deduct 5% from total score	
(-10) – (-30)	Demerit	2		Deduct 3% from total score	
0	Merit	1		Staff to be awarded merit points: 100 quality points (transfer points to QAP)	
Signature of Appraisee		Date		Signature Head of Department (Appraiser)	
..... Certified by General Manager / Head of Business Unit					



## SECTION 7.0: SUMMARY OF PERFORMANCE RATINGS

					Weight (%)		
Section	Performance Area	Refer from page	*Total Score	For Support service	MO, Nursing & Allied Health		**Total Weighted
2.1	Achievement of KRAs	3		X 50 %		➔	
New 360 degree assessment							
3.1	Competency Assessment	4		X 15 %		➔	
3.2.1	a) Peer Review	5		X 15%	X 15%	➔	
3.2.2	b) Consultant Review	6		nil		➔	
3.3.1	Service Quality Management Departmental	7		X 10%		➔	
3.3.2	Service Quality Management Individual	7		X 5%		➔	
4.0	Contributions Beyond Immediate Job Responsibilities	8		X 5%		➔	
** Total Weighted = Total Score x Weight (%)				100%		Total (A)	
[*Please Transfer Your Score Calculated Previously From Relevant Pages Onto The Score Column Above]							
DEMERIT POINTS					To be used if the staff has demerit points		
Section	Refer from page	Action		Calculation (%) x (A)	Total Demerit Score (B)	Total Score (A) – (B)	
		No	Description				
5	12		e.g Deduct %				

### PERFORMANCE RATING STANDARD

1	2	3	4	5	6
Poor ( 0.01 to 2.99 )	Fair ( 3.00 to 3.49 )	Competent (3.50 to 3.99)	Superior 2 ( 4.00 to 4.49 )	Superior 1 ( 4.50 to 4.79)	Excellent ( 4.80 to 5.00)

### RATING ANALYSIS – LINKING TO REWARD



## KPJ HEALTHCARE BERHAD

(Please detach these sheets 11,12,13 & 14 submit to Human Capital Management, KPJHB)

### SECTION 8.0 : DEVELOPMENT REVIEW AREAS FOR IMPROVEMENT

Staff Name :  
Hospital/ Company :  
Division :  
Designation :

Describe what should be done in the coming year to improve skills in the current job such as on-the job and off-the-job training /education programmes. Also describe what the superior can do to help the development of this individual through activities such as coaching, counseling, frequent feedback and delegation

Action To Be Taken	By Whom	Timing

### SECTION 8.1 : CAREER DEVELOPMENT

Describe what should be done in the coming year to further grow and develop the employee's skills. Explore the following possibilities:-

**Reasons for deployment:-**

Career progression /promotion	<input type="checkbox"/>
Job broadening (lateral)	<input type="checkbox"/>
To improve correct performance	<input type="checkbox"/>
Cross functional training	<input type="checkbox"/>
Special projects assignment	<input type="checkbox"/>
Job enhancement (redefine /expand responsibilities)	<input type="checkbox"/>
Job sharing ( 2 or more people sharing responsibilities)	<input type="checkbox"/>
Job rotation	<input type="checkbox"/>
Transfer ( to another department or function ).	<input type="checkbox"/>

**SECTION 9: FUTURE JOB-PERSON MATCH-UP PROFILE**  
*(Based on Competency Demonstrated and Projected Potential)*

**POSSIBLE SHORT-TERM DEVELOPMENT** (Possible options over next few years)

1. **EMPLOYEE'S WISHES** (What are the employee's own interests and career expectations? What guidance / advice has he/she been given?)

2. **MOBILITY** (EMPLOYEE'S OWN WISHES/MOBILITY)

3. **POTENTIAL** (Based on performance to date and manifestation of competencies, what is the employee's estimated potential i.e. highest job he/she can reach if the opportunities are available? Is he /she suitable for promotion to senior jobs in the future?)

4. **CAPACITY TO HANDLE HIGHER LEVEL JOB** ( Tick in the appropriate box)

IMMEDIATELY

☐

WITHIN NEXT 2 YEARS

☐

WITHIN NEXT 3 – 5 YEARS

☐

OVER 5 YEARS

☐

NONE

☐

**COMMENTS:**

☐

## SECTION 10 : COMPETENCY AND SKILLS ANALYSIS ASSESSMENT FORM

(Course/training attended attached)

Please tick specific current level and training needs that reflect the core skills and competencies that would most improve his/her performance on the current job. Please tick in appropriate box.

NO	KNOWLEDGE, SKILLS & ATTITUDE	CURRENT COMPETENCY LEVEL  5. Extremely competent 4. Competent 3. Fairly competent 2. Minimally competent 1. Not competent at all	TRAINING NEEDS LEVEL  5. Being most urgent to 1. Being least urgent
1.	Knowledge of the job (Job competency) eg. Technical skills, customer service, task i.  ii.  iii.	<div>5 4 3 2 1</div> <div>5 4 3 2 1</div> <div>5 4 3 2 1</div>	<div>5 4 3 2 1</div> <div>5 4 3 2 1</div> <div>5 4 3 2 1</div>
2.	Managerial skills (Managerial / leadership competency) eg. Delegating, coaching, leadership, mutual respect i.  ii.  iii.	<div>5 4 3 2 1</div> <div>5 4 3 2 1</div> <div>5 4 3 2 1</div>	<div>5 4 3 2 1</div> <div>5 4 3 2 1</div> <div>5 4 3 2 1</div>
3.	Behaviour (Personal competencies) eg. Self confidence, sense of belonging, adapt to change, ethical, moral, values i.  ii.  iii.	<div>5 4 3 2 1</div> <div>5 4 3 2 1</div> <div>5 4 3 2 1</div>	<div>5 4 3 2 1</div> <div>5 4 3 2 1</div> <div>5 4 3 2 1</div>

### Appraiser

Name \_\_\_\_\_

Signature \_\_\_\_\_

Designation \_\_\_\_\_

Date \_\_\_\_\_

## SECTION 11 : LESSON LEARNT FOR THE YEAR

Lessons learned should draw on both positive and negative sides that improve effectiveness, efficiency and cost saving. Please provide what have you learnt for the year. (Compulsory to full up all categories)

1.	<b>PERSONAL ACHIEVEMENT</b> (Indicate your achievement in the organization for this year)
2.	<b>NEW LESSON LEARNT (KNOWLEDGE / SKILLS)</b> (New thing you have learned in terms of technical, soft skills in the organization/services)
3.	<b>OPPORTUNITIES FOR IMPROVEMENT</b> (Indicate system / processes for improvement in the workplace)

## SECTION 12: COMMITMENT

<p>1. Appraisee's Comments:</p> <p>Name : ..... Signature &amp; Date : .....</p>	
<p>2. Appraiser's Comments:</p> <p>Name : ..... Signature &amp; Date : .....</p>	
<p>3. Head of Division / GM Comments:</p> <p>Name : ..... Signature &amp; Date : .....</p>	
<p>4. Performance Review Panel (Typically consist of Medical Director, General Manager, Nurse Manager and one or two other Division Heads)</p> <p>Name of Panel Chairman: Job Title: Date:</p>	
<p>5. My signature on this report indicates that I had participated in the Performance Appraisal session with my supervisor , as the Appraiser.</p> <div><p><b>APPRAISEE</b></p><p>Name : _____</p><p>Signature : _____</p><p>Date : _____</p></div>	<div><p><b>APPRAISER</b></p><p>Signature : _____</p><p>Date : _____</p></div>