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KPJ HEALTHCARE BERHAD

STAFF PERFORMANCE APPRAISAL REVIEW (SPAR) FOR EXECUTIVE

FOR THE YEAR: _____

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	15%				
2. Customer perspective	20%				
3. Internal Process perspective	35%				
4. Employee Development Perspective	15%				
5. Hospital KPI	10%				
6. Other	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**			
	TOTAL SCORE (B): **Score** x **40%** =				**TOTAL SCORE (C) :** **Score** x **60%** =			
	Appraisee's Signature	Date			Appraiser's Signature	Date		
	Appraiser's Signature	Date			Appraiser's Signature	Date		
	Final Total Weighted Score = Score (B) + Score (C) =							

Appraisee's Signature		Date
Appraiser's Signature		Date

` ***Score : Rate x Weight (%)***

SECTION 3.0: KPJHB's 360 Assessment - EXECUTIVE

SECTION 3.1: COMPETENCIES ASSESSMENT

3.1	Safety	**How well does this staff adhere and comply to HSE standards and guidelines:**							
		Identifies possible solution and make recommendations for change/improvement	Highlight unsafe practices & monitors safety aspects	Internalize safety rules & standards	Clearly aware & practice safety rules and standards	Understands & practice the safety rules & standard			
		5	**4**	**3**	**2**	**1**	Appraisee	Appraiser	Joint Agreement
3.2	Customer Service	**How does this staff interact with both internal and external customers:**							
		Strong customer engagement & makes recommendation for better customer service	Going beyond expectation & identifies opportunity for improving customer service	Internalize customer service practices and ensuring good customer relations	Understand customer service concepts and practices in daily work	Some understanding of customer service concepts & displays basic courtesies			
		5	**4**	**3**	**2**	**1**	Appraisee	Appraiser	Joint Agreement
3.3	Integrity	**Displays alignment with KPJ values and code of ethics. Honesty, forthrightness, transparency, trustworthy, professionalism:**							
		Able to influence others in practicing KPJ values and code of ethics. Highlights non-compliance for action.	Seen as an example in practicing the values	Consistently display behaviours associated with integrity	Sometimes displays behaviours associated with integrity	Understands integrity but does not practice			
		5	**4**	**3**	**2**	**1**	Appraisee	Appraiser	Joint Agreement
3.4	Teamwork	**How well does this employee gives cooperation to others:**							
		Recommends/suggest projects and leads the implementation	Works at keeping the team strong and builds cohesive team	Consistently able to obtain cooperation of team members and others	Gives and receives assistance, has a sense of cooperation, satisfactory as a team member	Cooperation must be solicited, seldom volunteers.			
		5	**4**	**3**	**2**	**1**	Appraisee	Appraiser	Joint Agreement
3.5	Accountability	**How does this employee accept all the responsibilities of the job and shows commitment :**							
		Maintains higher than expected level of accountability including ideas/suggestions for improvement	Shows a higher level of accountability than expected at times	Responsibilities are discharged at a competent level	Accepts responsibility within job scope but not up to expected commitment level	Accepts limited responsibility within job scope			
		5	**4**	**3**	**2**	**1**	Appraisee	Appraiser	Joint Agreement
3.6	Job knowledge	**How well does this employee understand the requirement of job to which assigned :**							
		Expert on the job, is often asked to resolve more difficult problems for other employees	Knowledgeable and able to train others.	Job knowledge as expected for own work area	Needs improvement in job knowledge for some work areas	Insufficient knowledge in some work areas			
		5	**4**	**3**	**2**	**1**	Appraisee	Appraiser	Joint Agreement
3.7	Innovation (Initiatives)	**How well does this employee begin an assignment without direction and recognize the best way of doing it :**							
		Makes innovative recommendations to review existing work processes	Always coming up with new ideas/ initiatives, learning from successes and failures	Initiates new ways of doing work assignments	Display some initiatives in completing work	Completes work and relies on suggestions/ initiatives from others			
		5	**4**	**3**	**2**	**1**	Appraisee	Appraiser	Joint Agreement
3.8	Quality	**How accurate, neat and complete is the work :**							
		Recommends quality initiatives	Standards of work often exceeds job requirement	Quality of work is good – meet standards set	Requires close supervision	Needs improvement to meet standards			
		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 & CONSULTANTS REVIEW

(Please detach this sheet to be given to Consultants, SRN and the staff's peers in another Department & then submit the evaluation form to the Appraiser)

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3.2.1 CONSULTANT'S REVIEW (NURSING & ALLIED HEALTH)

Name of Staff:		Department:	

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. **Interpersonal Skills**

☐ Communicate information pertaining to patient care clearly, effectively and timely.

☐ Interact professionally with patients, colleagues and superiors at all times.

2. **Competencies**

☐ Possesses competent knowledge and skills in delivering patient care.

☐ Plans, organizes and delivers patient care systematically. All documentations on patient care are readily available and accessible for review whenever requested.

☐ Anticipates problems and acts accordingly. Shows ability to handle unexpected situations calmly and efficiently

☐ **TOTAL POINTS**

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

- Thank you for your feedback -

(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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3.2.2 PEER REVIEW

Name of Staff:		Department:	

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

	Head of Service:						
	Date:	Staff's name:				Service	
	Individual	**RATING**					
		5	**4**	**3**	**2**	**1**	**Points**
1	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	
2	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	
3	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	
4	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	
5	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.	**Punctual Attendance**	Always recorded late for work (more than 3 times a month)	Recorded for late coming (less than 3 times a month)		
2.	**Medical Leave**	Sick leave exceeding annual entitlement by more than 12 days	Sick leave exceeding annual entitlement by 1 – 12 days		
3.	**Emergency Leave**	Exceed more than 12 days	Emergency leave for total 6 -12 days		
4.	**Recorded warning (on any issues other than the above 3 factors)**	Written warning of discipline / attitude behavior problems	Recorded verbal warning of discipline / attitude behavior problems		
				TOTAL DEMERIT POINTS	

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

Section	Performance Area	Refer from page	*Total Score	Weight (%) 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

Section	Refer from page	Action			To be used if the staff has demerit points		
		No	Description		Calculation (%) x (A)	Total Demerit Score (B)	Total Score (A) – (B)
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 ☐
- Job broadening (lateral) ☐
- To improve correct performance ☐
- Cross functional training ☐
- Special projects assignment ☐
- Job enhancement (redefine /expand responsibilities) ☐
- Job sharing (2 or more people sharing responsibilities) ☐
- Job rotation ☐
- Transfer (to another department or function). ☐

SECTION 9: FUTURE JOB-PERSON MATCH-UP PROFILE

(Based on Competency Demonstrated and Projected Potential)

POSIBBLE 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.	5 4 3 2 1	5 4 3 2 1
	ii.	5 4 3 2 1	5 4 3 2 1
	iii.	5 4 3 2 1	5 4 3 2 1
2.	Managerial skills (Managerial / leadership competency) eg. Delegating, coaching, leadership, mutual respect		
	i.	5 4 3 2 1	5 4 3 2 1
	ii.	5 4 3 2 1	5 4 3 2 1
	iii.	5 4 3 2 1	5 4 3 2 1
3.	Behaviour (Personal competencies) eg. Self confidence, sense of belonging, adapt to change, ethical, moral, values		
	i.	5 4 3 2 1	5 4 3 2 1
	ii.	5 4 3 2 1	5 4 3 2 1
	iii.	5 4 3 2 1	5 4 3 2 1

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

SECTION 12: COMMITMENT

1. Appraisee's Comments:

Name : ……
Signature & Date : ……

2. Appraiser's Comments:

Name : ……
Signature & Date : ……

3. Head of Division / GM Comments:

Name : ……
Signature & Date : ……

4. Performance Review Panel (Typically consist of Medical Director, General Manager, Nurse Manager and one or two other Division Heads)

Name of Panel Chairman:
Job Title:
Date:

5. My signature on this report indicates that I had participated in the Performance Appraisal session with my supervisor , as the Appraiser.

APPRAISEE

Name : _____

Signature :_____

Date : _____

APPRAISER

Signature :_____

Date : _____