

## Shipboard Performance Appraisal

### 1.0 - 2.5 Stripes (Officers)

AZAMARA Club Cruises® Celebrity® Cruises™ Royal Caribbean International®

Ihor Kychak  
Employee Name  
P2PR  
Current Position  
Explorer Of The Seas  
Ship  
Sep-16  
Sign-on Date

757749  
Employee ID  
Financial Operations  
Division  
Samet Bayrak  
Direct Supervisor Name  
Apr-17  
Date of Review

**Rating Scale:** Please use the following scale to rate the employee on the competencies listed below. \*\*\*\*Please click on each box for a complete definition of the competency rating\*\*\*

	5 Exceptional	4 Highly Effective	3 Effective	2 Below Expectations	1 Unsatisfactory
Job Skills/Results	Competency Rating				
Business Acumen		3 Effective		Ihor has a great knowledge of his position and the division as a whole. He understands how we interact with other business areas and works to promote the company as a whole	
Cultivates Customer First		4 Highly Effective		Ihor start providing costumer service with the position of p2pr. However it's impressive to see his passion and communication skills to provide costumer services. He ensures each crew member comes to payroll office receive professional and friendly service.	
Drives Profitable Growth		3 Effective		Ihor continually seeks to limit waste and protect the company's assets,	
Acts with Integrity		3 Effective		Ihor embodies the company's commitment to acting at the highest ethical standard. He knows he should be keeping himself away from any position that would compromise himself or his division	
Attracts and Develops Talent		4 Highly Effective		Ihor is naturally curious. Always seeking new opportunities to improve the quality and accuracy of the service. He knows how to combine his curiosity and motivation to learn every aspect of the operation which brings him up to one of the most talented payroll purser around the fleet.	
Cross Team Collaboration		4 Highly Effective		Ihor works extremely well with other division, in particular F&B and Housekeeping team. He offers assistance and guidance to whole ship anything related to payroll operations and especially when it comes to T&A policies and procedures.	
Leads with Passion, Drive and Energy		4 Highly Effective		Ihor arrived into the position with little preparation and receiving training from a p2pr who had himself only just learnt about the operation. Nevertheless, he was very quick to learn and brought himself up to speed in a short period of time. He has taken it upon himself to ensure that the functions are compliant in all areas and has brought in controls that were not fully in place before.	
Overall Rating:		4			

Development Plan		
What does this employee do well?	Ihor is well focused his job. He ensures all tasks he has been assigned are completed in a timely manner. He is a quick learner and can adapt easily to changes when it comes to external and internal changes within the financial operations. He continually seeking new ways of simplifying complicated tasks which results quicker and more accurate results.	
First thing this employee can do to improve?	Ihor can look for opportunities to join any course where it may help him to increase his communication skills such ALPS. If he can improve and combine these skills he may be a strong candidate for any raising opportunities.	
Target Date:	Insert Date Here.	Ongoing
Second thing this employee can do to improve?	Ihor should extend his knowledge about the policies such as SQM, Brand Quality and other policies related to RCCL. This will be very useful when he will be questioned by any crew.	
Target Date:	Insert Date Here.	Ongoing

Employee Comments		
Insert Comment Here.		

Required Signatures		
Please sign and date the appropriate section.		
Employee**  Employee Signature	Date 04/12/2017	
Direct Supervisor  Signature	Date 04/12/2017	
** By signing this performance appraisal, I acknowledge that the results were explained to me by the evaluator. My signature does not necessarily constitute my consent with the result of the evaluation and I reserve the right to comment on this review under separate cover.		
 * Isabelle Gauthier Path JDEMI/7718 Financial Controller Human Resources Manager Date <i>G. Sharman</i>		

# Shipboard Performance Appraisal

## 1 - 2.5 Stripes (Officers)



Ihor Kychak

Employee Name

Guest Account Purser

Current Position

IN

Ship

10/24/17

Sign-on Date

757749

Employee ID

Finance

Department

Giuber Sanchez

Direct Supervisor Name

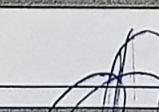
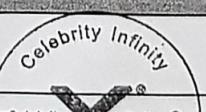
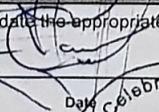
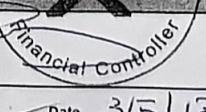
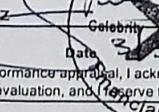
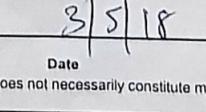
3/3/18

Date of Review

**Rating Scale:** Please use the following scale to rate the employee on the competencies listed below. \*\*\*\*Please click on each box for a complete definition of the competency rating\*\*\*\*

	5 Exceptional	4 Highly Effective	3 Effective	2 Below Expectations	1 Unsatisfactory
	<b>Competencies</b>				
Job Skills/Results	Business Acumen	4 Highly Effective	3 Effective	2 Below Expectations	1 Unsatisfactory
Leadership Skills	Cultivates Customer First	3 Effective	4 Highly Effective	4 Highly Effective	4 Highly Effective
	Drives Profitable Growth	4 Highly Effective	4 Highly Effective	4 Highly Effective	4 Highly Effective
	Acts with Integrity	4 Highly Effective	4 Highly Effective	4 Highly Effective	4 Highly Effective
	Attracts and Develops Talent	3 Effective	3 Effective	3 Effective	3 Effective
	Cross Team Collaboration	3 Effective	3 Effective	3 Effective	3 Effective
	Leads with Passion, Drive and Energy	4 Highly Effective	4 Highly Effective	4 Highly Effective	4 Highly Effective
	Overall Rating:	4			

Development Plan		
What does this employee do well?	Ihor is very knowledgeable, fast learner and works well with minimal supervision. With great potential, he possesses good working skills and has the ability to analyzed the business in a different perspective	
First thing this employee can do to improve?	Ihor needs to seek more for a team work rather than individual performance, it is needed to understand that overall results are joined efforts of a team members. Keep calm and develop his management side is also an advice for his future development	
Target Date:	Insert Date Here.	Outgoing
Second thing this employee can do to improve?	Important to be tactful when dealing with other employees including head of departments, colleagues and crew. be mindful and consider to provide feedback only when needed. keep working and focusing on areas of leadership and study himself well to help him develop his emotional intelligence.	
Target Date:	Insert Date Here.	Ongoing

Employee Comments		
     		
Required Signatures		
<p>Please sign and date the appropriate section.</p> <p>Ihor Kychak Employee** Date 3/5/18 Giuber Sanchez Direct Supervisor Date 3/5/18</p> <p>Gluber Sanchez Department Head Date 3/5/18 Steward Deporta</p> <p>Human Resources Manager Date Financial Controller Date 3/5/18 HR Manager</p>		
<p>** By signing this performance appraisal, I acknowledge that the results were explained to me by the evaluator. My signature does not necessarily constitute my consent with the result of the evaluation, and I reserve the right to comment on this review under separate cover.</p>		

# Shipboard Performance Appraisal

## 1.0 - 2.5 Stripes (Officers)

AZAMARA Club Cruises® Celebrity® Cruises® Royal Caribbean® INTERNATIONAL

Kychak, Ihor  
Employee Name  
P2AD  
Current Position  
Explorer of the seas  
Ship  
Jan-16  
Sign-on Date

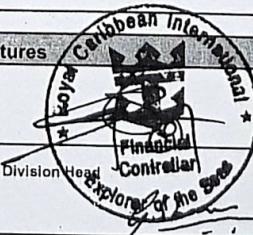
757749  
Employee ID  
Financial Ops.  
Division  
Alex Garcia  
Direct Supervisor Name  
Aug-16  
Date of Review

**Rating Scale:** Please use the following scale to rate the employee on the competencies listed below. \*\*\*\*Please click on each box for a complete definition of the competency rating\*\*\*\*

	5 Exceptional	4 Highly Effective	3 Effective	2 Below Expectations	1 Unsatisfactory
Competency	Rating		Comments		
Business Acumen		4 Highly Effective		Ihor has very strong knowledge of his position and he always strives to be better at his job. His attention to detail as well as the follow up with any issues is very good which it can be noted in the smoothness of the operation.	
Cultivates Customer First		3 Effective		Ihor has a very approachable personality however in some occasion he can come across a little bit to forward towards some of his colleagues, this is understandable as he needs to maintain a strong sense of integrity to follow the various SOPs required to perform his duties.	
Drives Profitable Growth		4 Highly Effective		Ihor has a great work ethic and he sets high standards in his job, this qualities are noted when he identify issues on regular basis from the various complementary and business accounts, which assist to prevent any losses in said areas.	
Acts with Integrity		4 Highly Effective		Ihor is trustworthy, honest and reliable, he continuously brings up points that can improve the operation. His level of integrity is key to manage the various SOP that his job required	
Attracts and Develops Talent		4 Highly Effective		Ihor excellent training & development abilities were noted when he was training a GSO for the P2AD position, he was dedicated and committed to set his trainee for success.	
Cross Team Collaboration		3 Effective		Ihor will be taking the roll of P2PR when he comes back from vacation, this is prove that he is keen to learn and develop his knowledge in one more area within the financial division.	
Leads with Passion, Drive and Energy		4 Highly Effective		Ihor has great sense of pride in the job he perform, he commitment is noted constantly noted with all the improvement in his area, he also created one of the most detail and easy to understand P2AD instruction hand over notes, which prove his enthusiasm and passion to his job.	
Overall Rating:	4				

Development Plan		
What does this employee do well?	Attention to detail, follow up on issues and prompt response to discrepancies or requests from shoreside or manager.	
First thing this employee can do to improve?	It is advisable for Ihor to be more open with his ability to cope with some protocols and procedures set by the company.	
Target Date:	Insert Date Here.	Next Contract
Second thing this employee can do to improve?	Ihor has a lot of potential to grow in the company and to achieve that it is advisable that Ihor work in developing his supervisory skill and knowledge in the company policies in general.	
Target Date:	Insert Date Here.	Next Contract

Employee Comments	
<p><i>[Handwritten comments]</i></p>	

Required Signatures	
Please sign and date the appropriate section.	
<i>[Signature]</i>	<i>08/05/16</i>
Employee**	Date
<i>[Signature]</i>	<i>08/05/16</i>
Direct Supervisor	Date
<p>** By signing this performance appraisal, I acknowledge that the results were explained to me by the evaluator. My signature does not necessarily constitute my consent with the result of the evaluation and I reserve the right to comment on this review under separate cover.</p>	
	
Human Resources Manager	Date
<i>08/04/16</i>	
<i>5 Aug 16.</i>	

## Shipboard Performance Appraisal

### 1.0 - 2.5 Stripes (Officers)

AZAMARA Club Cruises® Celebrity Cruises® 

Ihor Kychak  
Employee Name  
2nd Purser Admin  
Current Position  
Explorer of the Seas  
Ship  
May 4th, 2015  
Sign-on Date

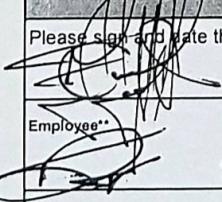
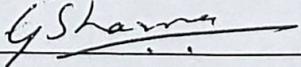
757749  
Employee ID  
Financial Operations  
Division  
Patricia Cunha  
Direct Supervisor Name  
14/8/2015  
Date of Review

Rating Scale: Please use the following scale to rate the employee on the competencies listed below. \*\*\*\*Please click on each box for a complete definition of the competency rating\*\*\*\*

	5 Exceptional	4 Highly Effective	3 Effective	2 Below Expectations	1 Unsatisfactory
	Competency		Rating	Comments	
Job Skills/Results	Business Acumen		4 Highly Effective	Ihor is timely and understands the job and his role in the department. His reporting is accurate. He requires zero supervision in this area.	
	Cultivates Customer First		4 Highly Effective	Ihor is approachable to his internal guests, has improved in communicating with his co-workers and has established a good working environment with others.	
	Drives Profitable Growth		3 Effective	Ihor sets his own goals and accomplishments and has improved in holding others accountable and communicating this to them.	
	Acts with Integrity		4 Highly Effective	Ihor demonstrates consistent accuracy in his work and acts with integrity to the team and has come to terms with his limits and his leverage in where he can make a difference in his job as they are set by the company standards and policies. He cares to use 'common cents' and offers suggestions for change.	
	Attracts and Develops Talent		3 Effective	Ihor provides honest feedback when training of the GSO's and dedicates his time to such. He has worked on being more open to others opinions and has broadened his mindset and accepts constructive criticism that is being given to his benefit.	
	Cross Team Collaboration		4 Highly Effective	Ihor has bettered himself on being more of a team player, by offering assistance to his team members and not waiting to be asked. When asked, he gladly obliges.	
	Leads with Passion, Drive and Energy		3 Effective	Ihor is committed to his job, and has worked on being more committed to his team. He is punctual on his reporting and voyage closing.	
Overall Rating:			4		

Development Plan		
What does this employee do well?	Continues to be effective in his procedures and strives to find better ways to improve his work environment.	
First thing this employee can do to improve?	Ihor is leaving us on Medical leave, he was initiating cross training in the 2nd Payroll position he needs to continue this upon his return.	
Target Date:	Upon return to the vessel	
Second thing this employee can do to improve?	Should Ihor move to the 2nd Payroll Position he will need to improve his interaction with crewmembers from different corners of the world.	
Target Date:	Next contract	

Employee Comments	
	

Required Signatures			
Please sign and date the appropriate section.			
 Employee**	08/14/15 Date	 Division Head	8/14/15 Date
 Direct Supervisor	Date	 Human Resources Manager	Date
** By signing this performance appraisal, I acknowledge that the results were explained to me by the evaluator. My signature does not necessarily constitute my consent with the result of the evaluation and I reserve the right to comment on this review under separate cover.			

# Shipboard Employee 90-Day Appraisal



Employee Name: KYCHAK, IHOR Employee ID #: 757749  
 Current Position: CAFA Division: 471-Restaurants  
 Ship: Freedom of the Seas Reviewer Name: Jude Rodrigues  
 Date of Hire: 2/3/2013 Date of Review: April 25, 2013

Directions: Place an X in the box that best describes the Employee's current performance. Use the comments section to provide examples and support of your rating.

Performance Characteristic	Description	Meets Expectations	Does Not Meet Expectations
Understands and Follows GOLD Anchor Standards	Adheres to job specific GOLD Anchor Standards; Greets and Smiles; Owns Problems; Looks the Part; Delivers the WOW.	X	
Job Knowledge/ Skills	Understands all responsibilities and duties; Able to complete tasks and assignments with appropriate supervision; Knows where to get information.	X	
Job Quality	Accurately performs job duties consistently; Is thorough, takes full ownership and follows-up to finish tasks; Takes initiative to solve problems	X	
Guest/ Internal Customer Service	Makes Guests/ Co-workers feel welcome; Resolves complaints quickly; follows-up to ensure satisfaction; Professional with guests and co-workers.	X	
Communication and Teamwork	Speaks, reads, and writes English at a level required to perform job; communicates well with others; Maintains constructive relationships with guests.	X	
Work Ethic	Consistently arrives on-time for work; Handles change and innovation in a positive way; Always looks to improve the efficiency of the operation and reduce waste.	X	
Follows Safety/ Environment and other company policies	Makes safety a priority; Follows and obeys Safety and Environmental Policies; Attends required safety drills; Follows all appropriate company policies.	X	

## Reviewer's Comments:

Ihor is a very hard working team member in Cafe Promenade , he fully understands and correctly set priorities while serving our guests in Cafe Promenade . He always respects to his friends and he is a very good example with his work skills and clear communication with the guest by always delivering the wow and Fallowing the company GOLD standards . Ihor Cafe Promenade job performance meets company's expectations.

New Hire:  Retain  Do Not Retain

Position Change  Promote  Return to previous position

## Employee's Comments:

Required Signatures: Please sign and date the appropriate section

Employee*	Division Head
Reviewer	Human Resources Manager

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To whom it may concern:

This is my personal recommendation letter for Ihor who had been working under my supervision at Hotel and restaurant complex "Ternava" for two years. During his service, I found him trustworthy and devoted. He is skilled in his duties, humble in nature and a favorite waiter of our regular guests.

I strongly recommend Ihor for employment as a member of your interior staff. He has done an excellent job here at Hotel and restaurant complex "Ternava". Ihor was a welcome addition to our staff from day one, and during the five months he has worked here he's distinguished himself as a quick learner, diligent worker and overall bright young man. He was never once late for a shift, and often stepped forward to cover the shifts of other waiters and waitresses who were in a bind.

He was also intuitive in his interactions with our customers, finding just the right balance of friendliness and service without being imposing. Our guests routinely ask for him by name. Ihor has a pleasant, even temperament and keeps his cool in even the most stressful situations.

I, without any reservation recommend Ihor for the position of Assistant Waiter and wish him best of luck for his future job. I am confident he will be a great asset for you. In case of any queries or concerns, do not hesitate to call me at +38(096) 418-51-28.

Sincerely,

F&B SUPERVISOR: Viacheslav Gumeniuk



(Signature)

OWNER: Stetsenko Sviatoslav



(Signature)

L.S.



12, Krasinsky Str, Dunaevtsi,  
Khmelnytsky region, 32400 Ukraine

# Shipboard Performance Appraisal

## 1.0 - 2.5 Stripes (Officers)

Ihor Kychak

Employee Name

2nd Purser Admin

Current Position

Explorer of the Seas

Ship

757749

Employee ID

Financial Operations

Division

David Warren

Direct Supervisor Name

**Rating Scale:** Please use the following scale to rate the employee on the competencies listed below. \*\*\*\*Please click on each box for a complete definition of the competency rating\*\*\*

	5 Exceptional	4 Highly Effective	3 Effective	2 Below Expectations	1 Unsatisfactory
	Competency		Rating	Comments	
Job Skills/Results	Business Acumen		4 Highly Effective	Ihor is reliable and on time for his tasks. Understands the job and his role in the division. His reporting is accurate. His attention to detail is very much evident and it is good to see a lot of follow up through his clear objective to keep the operation running smoothly and in compliance with all processes.	
	Cultivates Customer First		3 Effective	Ihor is approachable to his peers and it is normal in his position to maintain a strong integrity to the various protocols we have in place. Has smoothed his interactions and is respected by his colleagues. Encouraged to continue and deliver a strong bond with his colleagues and peers in order to make his job and results easier to achieve.	
	Drives Profitable Growth		4 Highly Effective	Ihor sets high standards and is credited with identifying issues on a regular basis, from the various complimentary and business accounts, to gratuity balancing processes and various audits that are performed in relation to SFO procedures. Has helped prevent various losses through his diligence in the areas of his responsibilities.	
	Acts with Integrity		4 Highly Effective	Ihor is honest, reliable and forthright. He speaks up about any issues that have the potential to affect the operation. He also effectively manages the processes as they should be and with the same level of integrity. Very much aware of the business protocols and requirements placed on his position.	
	Attracts and Develops Talent		3 Effective	Ihor provides honest feedback when training of the GSO's and dedicates his time to such. Will be tested further with the training and development of a new 2nd Admin who comes to the division from Guest Services. However, Ihor is very much aware of the importance placed on working well with others and developing their talents through patience and virtue	
	Cross Team Collaboration		4 Highly Effective	Ihor will be training in the role of 2nd Purser Payroll as he looks forward to opening another door to his career in Financial Operations. To his credit, he is very keen to learn more and develop himself and with his training in payroll as well as his own training of a new 2nd Admin, Ihor will be busy in the coming weeks.	
	Leads with Passion, Drive and Energy		3 Effective	Ihor is committed to his job, has a great deal of passion and it is evident in his work ethics. Has improved on his communication with his peers and should focus on his ongoing communication with the team and fellow shipboard peers	
Overall Rating:			4		

Development Plan	
What does this employee do well?	Ihor is very attention to detail orientated and has did very well in managing the accounts and keeping a very busy operation running smoothly with little to no issues. I have been very happy with his contribution to the ship and his efforts in keeping the ship ready for a successful financial review in his area
First thing this employee can do to improve?	Ihor can always learn to continue to be more communicative with his peers and truly embrace his commitments while channeling his energy to get the best from others. He will be further tested in his new role in payroll and this will determine his suitability when working more in collaboration with the crew.
Second thing this employee can do to improve?	Further develop his supervisory skills and enhance his knowledge of leadership skills, effective communication and dealing with others. Look into courses that are sponsored and procured by HR.

Employee Comments	

Required Signatures			
Please sign and date the appropriate section.			
Employee**	Date	Division Head	Date
Direct Supervisor	Date	Human Resources Manager	Date
** By signing this performance appraisal, I acknowledge that the results were explained to me by the evaluator. My signature does not necessarily constitute my consent with the result of the evaluation and I reserve the right to comment on this review under separate cover.			

# Employee Performance Appraisal



Employee Name: KYCHAK, IHOR Employee ID #: 757749  
 Current Position: 2nd Purser Admin Division: Financial Operations  
 Ship: Explorer of the Seas Reviewer Name: Keith G. D'souza  
 Date of Hire: Dec. 8th, 2012 Date of Review: Monday, May 26, 2014  
 Eval Period: Begin Date: Mar 31st, 2014 End Date: July 12th, 2014

**Rating Scale:** Please use the following scale to rate the Employee on the factors listed below.

Number	Description	Explanation
5	Outstanding	Employee is a top achiever and always goes above and beyond the standards of the behavior. Can be counted on to deliver exceptional results in the competency without fail, a majority of the time.
4	Exceeds Expectations	Employee goes above and beyond the standards of the behavior some of the time, and always meets the standards of the behavior.
3	Meets Expectations	Employee always meets the standards of the behavior. Consistently satisfies the requirements of the job.
2	Needs Improvement	Employee meets the standards of the behavior some of the time. Improvement is required in this area for the Employee to succeed.
1	Unacceptable	Employee fails to meet the standards of the behavior most of the time. Employee requires an unreasonable amount of direction from direct supervisor. Immediate improvement is required by the Employee.

**Directions:** Enter the rating number that best describes the Employee's current performance. Use the comments section to provide examples and support of your rating and to provide specific ways in which the Employee can improve in the future.

Performance Characteristic		Rating	Remarks
Business Effectiveness	Understands and Follows GOLD Anchor Standards	3	Follows GOLD Anchor standards. Consistently greet guest and crew with a smile and Hello. Wears the proper uniform and is well groomed.
	Job Knowledge/ Skills	3	Ihor displays a strong understanding of current and relevant issues, keeps alert to current practices, demonstrates a comprehensive knowledge of the field.
	Job Quality	3	Ihor will take initiative to solve problems brought to his attention, shows interest in his position and is continuously seeking information to enhance his performance. In the beginning it took Ihor some time to accomplish his work but he gained his own confidence and went on to meet the standards and deadlines required of him.
Interpersonal Effectiveness	Guest/ Internal Customer Service	3	Ihor maintain positive approach in handling Customer problems, he provides responsive follow up service and knows when to seek outside advise when solving problems. His patients and acknowledging the Guest Services team has improved compared to the beginning when he was approached.
	Communication and Teamwork	4	He is a team player and is ready to help his fellow team members. He communicates well with all the different divisions he deals with on a daily / weekly / voyage basis. As always been supportive of all the decisions the Financial Team has taken for bettering the services we offer the Guest
Personal Effectiveness	Work Ethic	4	Exhibits positive attitude and willing to listen and change as the need of the operation demands and focussed on what he does. Clearly understand confidentiality, purposes, objectives, practices and procedures of our department. He is very responsible and displays a strong work ethic.
	Follows Safety, Environment and other Company Policies	3	Ihor is knowledgeable about company procedures regarding safety, environmental, SQM and other shipboard policies.

Overall Rating: 3 Meets Expectations

# Employee Development Plan



The development plan provides the opportunity for future growth for the Employee. Please provide specific, measurable, and realistic objectives that are agreed on by the Employee and person completing the appraisal.

<b>Describe two of the Employee's strengths and abilities.</b>			
Strength #1	Ihor is always willing to give a hand and help the people around him, he is respectful person and an excellent team member. He is a very hard worker.		
Strength #2	Ihor is very open to suggestions made for his growth and improvement, adaptable to change and has a calm positive approach to his work.		
<b>Development Requirements and Expectations:</b> List two specific, agreed-upon developmental objectives and identify the date the activities should be completed			
Objective #1	Recommend Ihor to continue to read SQM further and have indebt knowledge of the operation.	Target Completion date:	Ongoing
Objective #2		Target Completion date:	Ongoing
<b>Reviewer's Comments:</b> Ihor has done well in his position, seeing that this was his 1st contract in this position. He is hard working, focussed and determined to succeed and goes the extra mile to assist the Guest Services Staff and Guests and has displayed very good standards of professional conduct. It has been a pleasure on my part to be able to support and guide him in this learning process. Thank you so much for your dedication and unlimited energy that you put on every thing that you do. It's been great pleasure working with you and hope to have you as part of my team in the future.			
<b>Employee's Comments</b> <i>I'm agree with my evaluation and promise to improve.</i>			
<b>Promotability Assessment</b> I believe that this employee has demonstrated the skills necessary to perform if promoted and is interested in taking on additional responsibility.			
<b>Ready Now:</b> <input type="checkbox"/> <b>Review next contract:</b> <input type="checkbox"/> Use the space below to identify the position they should be promoted to and explain your recommendation. If ready now, why? If not ready, explain what steps should be taken to get ready.			
<b>Required Signatures: Please sign and date the appropriate section</b>			
Employee*	Date <i>05/26/14.</i>	Senior Management Approval	Date
Reviewer	Date <i>26/14</i>	Human Resources Manager	Date

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