



***APPRAISAL FOR EXECUTIVE / MANAGER & ABOVE***

Name	:			
Employee No.	:		Date Joined :	
Position	:		Dept/Division :	
Grade	:		Appraisal Date :	
Appraiser	:			
Appraised for	:	<input type="text"/>	Bonus	<input type="text"/>
		<input type="text"/>	Confirmation / Contract Expiry	<input type="text"/>
				Annual Increment / Annual Performance Review
				Promotion / Special Salary Adjustment / Others

Appraisal is a systematic evaluation of employees performance. An effective appraisal conducted should fulfill the following criteria : -

- Encourage quality performance by rewarding those who do well
- Improve current performance by giving workers feedback
- Provide a channel of communication between Management and subordinates

This appraisal is divided into job knowledge, work performance, management skills, interpersonal skills, communications and others, such as present ability.

### **INSTRUCTIONS FOR COMPLETION**

1. To ensure a uniform standard of rating employee competency level, please read the skills description given below carefully. **Do not use your own standard of rating.**
2. Assess staff according to the following rating :

<b>RATINGS</b>		<b>DESCRIPTION</b>
5	Excellent	This is a key area of competency. Has complete and comprehensive knowledge and consistently exceeds required objectives and produces accurate and thorough work.
4	Commendable	Has job knowledge that exceeds normal expectations. Frequently achieves goals beyond normal expectations.
3	Competent	Good basic understanding of job functions. Meets assigned goals and objectives.
2	Fair	Moderate in understanding of job functions. Needs guidance and training. Minimum standards of work is being met.
1	Marginal	Has little understanding of most phases of the job and has little concern for end result.

3. Add any comments you deem necessary to justify the rating you have given in the column provided. You are encouraged to quote examples.

**A – CORE SKILLS**

NO	FACTORS	RATINGS ( 1 – 5 )	COMMENTS
<b>I. JOB KNOWLEDGE (Maximum 15 Marks)</b>			
1	Ability to understand the components, purpose and objectives of the job.		
2	Applies acquired knowledge and skills to the job.		
3	Awareness of technology, new practices and method/procedures of work.		
	<b>SUB TOTAL</b>	<b>15</b>	
<b>II. WORK PERFORMANCE (Maximum 30 Marks)</b>			
1	Quality of Work – Degree of accuracy, thoroughness and attention to detail displayed in work.		
2	Ability to meet principal job responsibilities with regards to volume of work and assigned goals and objectives.		
3	Ability to work with minimal supervision in meeting dateline.		
4	Ability to apply technical skills in order to complete job and achieve department objectives.		
5	Ability to self start and execute jobs with own motivation; is proactive in carrying out work and shows perseverance and a strong sense of responsibility.		
6	Punctuality in work and appointment.		
	<b>SUB TOTAL</b>	<b>30</b>	

NO	FACTORS	RATINGS ( 1 – 5)	COMMENTS
<b>III. MANAGEMENT SKILLS (Maximum 25 Marks)</b>			
1	Ability to assign work and responsibilities fairly and appropriately to subordinates.		
2	Takes positive leads to initiate changes, improve process, products, services and working climate.		
3	Develops and motivates staff effectively by setting short and long term goals and empowering staff to achieve high levels of productivity.		
4	Ability to assist the department in accepting and managing changes in policies, procedures, market emphasis and organizational direction.		
5	Skilled in diplomacy and conflict management.		
	<b>SUB TOTAL</b>	<b>25</b>	

#### **B – ESSENTIAL SKILLS**

NO	FACTORS	RATINGS ( 1 – 5)	COMMENTS
<b>I. INTERPERSONAL SKILLS (Maximum 10 Marks)</b>			
1	Demonstrates concern for high standards and continuously strives towards maintaining consistency in achieving high quality work.		
2	Possesses strong team spirit, high degree of professional integrity and interpersonally sensitive to group dynamic.		
	<b>SUB TOTAL</b>	<b>10</b>	
<b>II. COMMUNICATION (Maximum 10 Marks)</b>			
1	Ability to develop and convey information in writing and orally.		
2	Listens, understands and responds effectively with people.		
	<b>SUB TOTAL</b>	<b>10</b>	

NO	FACTORS	RATINGS	COMMENTS
<b>III. OTHERS (Maximum 10 Marks)</b>		<b>( 1 – 5)</b>	
1	Presentability and dressing in accordance with work and function.		
2	Displays high levels of commercial acumen through an understanding of cost, risks, prices and competitor standards.		
	<b>SUB TOTAL</b>	<b>10</b>	
<b>OVERALL PERFORMANCE RATING / MARKS</b>		<b>100</b>	

Please tick ( / ) in the below boxes based on the overall performance rating / marks.

<b>Rating / Mark</b>	<b>Description</b>	<b>Comments</b>
85 - 100	Exceptional	<input type="checkbox"/>
70 - 84	Superior	<input type="checkbox"/>
55 - 69	Competent	<input type="checkbox"/>
40 - 54	Fair	<input type="checkbox"/>
Below 40	Marginal	<input type="checkbox"/>

Note : Please refer to **Appendix 1** for detail description of rating / marks.

Appraised by : \_\_\_\_\_  
Head of Department

Date : \_\_\_\_\_

Does the work, productivity and performance commensurate with the existing basic salary ?

☐

Yes

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No

Recommendations and Comments by the Appraiser :

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Recommendations and Comments by **HEAD OF DIVISION** :

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Recommendations and Comments by **MANAGING DIRECTOR** :

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Recommendations and Comments by **GROUP CHIEF EXECUTIVE OFFICER** :

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Proposed Increment : \_\_\_\_\_ RM

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**FOR HUMAN RESOURCE DEPARTMENT USE ONLY**

Present Basic Salary : \_\_\_\_\_  
Present Allowances (if any) : \_\_\_\_\_  
Last Salary Increment : Date : \_\_\_\_\_  
Amount : \_\_\_\_\_  
Remarks : \_\_\_\_\_

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**FOR EXECUTIVE CHAIRMAN USE ONLY**

Salary Increment : \_\_\_\_\_  
New Basic Salary : \_\_\_\_\_  
New Allowance (if any) : \_\_\_\_\_  
Effective Date : \_\_\_\_\_  
If *promotion*, new designation : \_\_\_\_\_

Comments :

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**DATO' GULZAR MOHAMAD NOOR MOHAMED**  
Executive Chairman

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**Date**

## Appendix 1

<b>TOTAL RATING / MARKS</b>	<b>PERFORMANCE</b>	<b>DESCRIPTION</b>
85 - 100	Exceptional	Recognised as a real expert in this job. All work is accurate, thorough and completed in a timely manner. Continually exceeds objectives. Shows unusual initiative and is a self started. Takes the best approach to getting the job done.
70 - 84	Superior	The employee is accomplishing more than expected. Each project or job is done thoroughly and completely. Requires only occasional supervision and follow-up. Does own planning, anticipates problem and takes responsibilities without defaulting in other areas.
55 - 69	Competent	The employee is performing in a full, complete and satisfactory manner. Errors are few and seldom repeated. Requires normal supervision and follow-up. Completes regular work and projects on schedule.
40 - 54	Fair	The employee is meeting the minimum requirements for the position. Needs close supervision. Performance is expected to improve.
39 and below	Marginal	The employee is not meeting the minimum performance requirements. Quality and quantity of work is not what is expected. Performance must improve to be retained.