



EMPLOYEE APPRAISAL

(Executive & Above)

Purpose of Appraisal
(Annual Appraisal / Promotion / Renewal of Contract / Confirmation / Contract to Permanent, Others, pls specify)

Appraisal Period from (month / year) **to**

EMPLOYEE PARTICULARS

Employee Name :

Employee No : NRIC :

Duration in present position / designation :

Department / Division :

Current Employment Location : HQ..... Project : Vessel :

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

- To motivate & encourage employees performance.
- Improve current performance by providing feedback / action plans.
- Provide a two-way channel of communication between Management and employees for employee development

Guidelines:

1. Appraise the employee using the standard ratings below. *
2. Comments are essential for the appraisal and performance assessment & evaluation report. Comments, when required, should be used to explain the ratings and should not be limited to one-word replies.
3. Section 1 & 2 are to be completed SEPARATELY by the employee appraised, followed by the Appraiser/Head of Division (HOD), General Manager (GM), HODivision) and Executive Director (ED), Director (DIR) in that order; based on assessment and evaluations.
4. Section 6 is to be completed by the Executive Chairman upon completion of Sections 1,2,3,4 & 5.
5. All employees who score a total rating of more than 85 points or less than 40 points, may be subject to an 'Audit Review' and thereafter to be endorsed by the Executive Chairman.

* RATING	DEFINITION
4	EXCELLENT : Employees performance consistently exceeds the company's expectations.
3	AVERAGE : Performance commensurates with job description and responsibilities. Overall meets basic requirements.
2	BELOW AVERAGE : Overall performance does not meet company's expectations Target, not met. Room for improvement.
1	POOR : Unsatisfactory performance.

SECTION 1**Self Evaluation & Assessment Questions (To be completed by the Employee)**

Please answer the following questions:

1. Have you produced or recommended or in any way contributed positively to IKSB beyond your normal job functions? If yes, please give details

Yes ☐ No ☐

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2. What are your main strength and weaknesses?

Strengths	Weaknesses

3. Please select the appropriate column to commensurate with what you feel best describes your performance to date :

(i) I deserve a promotion

Yes ☐ No ☐

(ii) I am satisfied with my current work performance

Yes ☐ No ☐

(iii) My skills and potential are not fully utilised

Yes ☐ No ☐

(iv) I am not contributing to the growth and efficiency of IKSB

Yes ☐ No ☐

SECTION 2

Overall Self-Assessment & Evaluation rating and to be completed by the Employee and Appraiser/HOD/GM/ED/DIR

Section A	JOB KNOWLEDGE	RATINGS (1 - 4)				
		EMPLOYEE	APPRAISER /HOD	GM	ED	AVERAGE RATING
1	Theory: Understand the job components, purpose & objectives?					
2	Practical: Applies acquired knowledge and skills to the job?					
3	Knowledge: Awareness of new technology, new systems, practices and methods/procedures relevant to current job?					
	SUBTOTAL:					

Section B	PRODUCTIVITY & EFFICIENCY	RATINGS (1 - 4)				
		EMPLOYEE	APPRAISER /HOD	GM	ED	AVERAGE RATING
1	Quality of Work: <i>Degree of accuracy, attention to detail and ability to produce minimal error in work.</i>					
2	Productively & Efficiency: <i>Speed and time taken, sense of urgency, volume of work handled and datelines.</i>					
	SUBTOTAL:					

Section C	SKILLS & CAPABILITIES	RATINGS (1 - 4)				
		EMPLOYEE	APPRAISER /HOD	GM	ED	AVERAGE RATING
1	Adaptability & Flexibility : <i>Learns quickly, conforms to set policies and procedures, acceptance of changes, and positive reaction to overcome obstacles</i>					
2	Self Improvement: <i>Aware of own weaknesses, positive and willing to continuously improve.</i>					
3	Time Management & Schedule: <i>Planning, implementation and control of work.</i>					
4	Report & Information: <i>Effective preparation of report and information, ability to develop and convey information both written and orally.</i>					
5	Handles IKSB property/assets/facilities with love, care and due diligence.					
6	Capable & knowledgeable to access necessary information from relevant sources.					
7	Posses the potential to excel within IKSB.					
	SUBTOTAL:					

Section D	LEADERSHIP & INTEGRITY	RATINGS (1 - 4)				
		EMPLOYEE	APPRAISER /HOD	GM	ED	AVERAGE RATING
1	Decision-making & Problem Solving Skills: <i>Open to new ideas, suggestions and work improvement and decision-making skills.</i>					
2	Leadership Skills: <i>Ability to work as a fluid team, and develop / guide others.</i>					
3	Diplomacy & Conflict Management: <i>Manage to handle critical problems effectively and professionally.</i>					
	SUBTOTAL:					

Section E	RESPONSIBILITY AND INITIATIVE	RATINGS (1 - 4)				
		EMPLOYEE	APPRAISER /HOD	GM	ED	AVERAGE RATING
1	Cooperation & Teamwork: <i>Has a good working relationship and team-spirit with all other colleagues.</i>					
2	Responsibility					
3	Initiative: <i>Eager to improve, spends spare time to think constructively, observant and initiates actions.</i>					
4	Perceptive: <i>Accepts positive criticisms and improves performance accordingly.</i>					
5	Posses good networking					
	SUBTOTAL:					

Section F	JOB KNOWLEDGE	RATINGS (1 - 4)				
		EMPLOYEE	APPRAISER /HOD	GM	ED	AVERAGE RATING
1	Is aware & prepared for IKSB's advancement					
2	Regard for Discipline & Authority: <i>Adheres to IKSB rules and regulations, safety procedures, policies and all matters prescribed by the Terms & Conditions.</i>					
	SUBTOTAL:					

SECTION 3

Summary of Assessment & Evaluation (To be completed by the EMPLOYEE)

1. Have you been issued with disciplinary letters (such as Reminder / warning / Show cause Letters) or any Disciplinary Inquiry / Counselling pertaining to you or has any disciplinary action been taken against you?

Yes ☐ No ☐

If Yes, please provide details :

SECTION 4

Bonus Points (To be completed by the Appraiser/HOD/GM/ED)

(RATING 1-3 POINTS MAX)

RATING	DEFINITION
3	Recommended for salary increment
2	Amongst valuable employees in IKSB
1	Efficiency/Productivity & Creativity exceeds IKSB's expectation

Section G	JOB KNOWLEDGE	RATINGS (1 - 3)			
		APPRAISER /HOD	GM	ED	AVERAGE RATING
1	<i>Has this employee, over the past 12 months proven to be truly dedicated to their job; satisfied all their responsibilities and duties? IKSB's expectation exceeded.</i>				
2	<i>Has this employee, motivated others and led by example, in terms of being creative, efficient and productive, at all times, within the past 12 months?</i>				
3	<i>Constantly seeks ways to reduce costs and improves productivity with realistic and practical suggestions.</i>				
	SUBTOTAL:				

1. Remarks / Special Achievement (To be completed by the Appraiser only):

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SECTION 5

Summary of Assessment & Evaluation (To be completed by the Appraiser/HOD/GM/ED/DIR)

Estimate of the Employee's overall performance:

PERFORMANCE DESCRIPTION	TOTAL RATING	RESULT BY			
		APPRAISER /HOD	GM	ED	AVERAGE RATING
EXCELLENT: <i>Stands out as being among one of the exceptional IKSB employees.</i>	91 - 100				
EXCEEDS EXPECTATION: <i>Fulfills more than essential requirements & is an asset to IKSB</i>	86 - 90				
COMPETENT: <i>Fulfills essential requirements IKSB</i>	76 - 85				
FAIR: <i>Needs some self-improvement to be more pro-active</i>	66 - 75				
BELOW EXPECTATION: <i>Performance does not meet the minimum requirement. Therefore needs to improve before next Appraisal</i>	56 -65				

Name and Signature of Employee : Date :

Name and Signature of Appraiser : Date :

SECTION 6**Recommendations (To be completed by the Appraiser/HOD/GM/ED/DIR only)**

1. Does the work, productivity and performance commensurate with the employee existing basic salary? (To be completed by the **Appraiser / HOD** only)
- Yes ☐ No ☐ Details :

2. Recommendations and comments by the **Appraiser / HOD**

Signature of Appraiser / HOD : Date :

3. Recommendations and comments by **GM**

Signature of GM : Date :

4. Recommendations and comments by **Director / ED**

Signature of ED : Date :

SECTION 7**Declaration by Appraisee**

I have read and discussed this evaluation with my superior and I understand the contents. My signature means that I have been advised of my performance status, the action plans discussed to improve them based on agreed targets and standards.

Signature of Employee:

HUMAN RESOURCES DEPARTMENT USE ONLY

- ☐ For performance review records only
- ☐ To confirm Employee with effect from
- ☐ To extend probation for a further months
- ☐ To terminate service with effect from
- ☐ To revise salary%

SECTION 8
Executive Chairman's Overall Review

EXECUTIVE CHAIRMAN USE ONLY

- ☐ Endorsed
- ☐ Reject
- ☐ Audit Team to Review

Recommendation and/or comments:

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DATO' CAPTAIN GULZAR MOHAMAD
Executive Chairman

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Date

SECTION 9
Audit Review

We hereby agree the contents and recommendations of this report are correct, fair and genuine.

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Auditor Name :
Designation / Position :
Date :

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Auditor Name :
Designation / Position :
Date :

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Auditor Name :
Designation / Position :
Date :

Auditors' overall Evaluation

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DATO' CAPTAIN GULZAR MOHAMAD
Executive Chairman

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Date