

MTD GROUP OF COMPANIES

PERFORMANCE APPRAISAL FORM (NON EXECUTIVE)



**STRICTLY PRIVATE &
CONFIDENTIAL**

SECTION A - APPRAISEE'S INFORMATION

Appraisee's Employee No		Division / Department	
Appraisee's Name		Company	
Designation		Location	
Grade		Date Joined	
Appraiser's Name		Appraiser's Designation	
Appraisal Period		Grade	

Overall Final Rating

PERFORMANCE RATING GUIDE

Rating	Classification	Marks	Indicators
5	Excellent	85 - 100	<ul style="list-style-type: none"> Performed work extraordinarily well. Finished job well before the deadline with excellent quality and standard. Clearly, stand above the rest.
4	Good	70 - 84	<ul style="list-style-type: none"> Performed more than 100% but not that extraordinary yet. Finished job before deadline with good quality and standards which is higher than the rest of his/her peers. Superior can rely on him/her and no need to monitor his/her performance.
3	Satisfactory	50 - 69	<ul style="list-style-type: none"> Performed at 100% and fulfilled the need of the job without supervision. Finished job on time at the quality required. Superior need not chase or monitor or show how to do the job.
2	Improvement Needed	25 - 49	<ul style="list-style-type: none"> Performed below 100%, often fall short of the desired results. Do not finish the job on time, superior has to chase and monitor. Need to be supervised, trained for the job and to upgrade knowledge, skills and abilities.
1	Unsatisfactory	0 - 24	<ul style="list-style-type: none"> Did not perform 50% of the job, did not finish the job, perhaps new to the job, still learning and unable to deliver what is expected. Require training, re-training and specific supervision. Likely to have attitude issues if performance is consistently at this level.

OVERALL PERFORMANCE SCORE

Item	Weightage	Final Score
Key Results Areas (KRAs) / Key Performance Indicators (KPIs) <small>Page 2 & 3</small>	50.00%	
Behavioral Competencies <small>Page 6-9</small>	50.00%	
Total	100.00%	

The column in Yellow colour is linked to the scores from Page 2 to Page 11



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The column in Yellow colour is auto calculated



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SECTION D - BEHAVIORAL COMPETENCIES : 50%

Section D will contribute 50% of total appraisee's performance evaluation. Before evaluating each competency, understand the narration for each competency and please select the best score that describes the appraisee. The appraiser's ratings and comments should be discussed and completed during the Performance Appraisal Interview session. Please attach additional sheets if necessary.

Note: For ratings 1, 2, 4, & 5, it is COMPULSORY for Appraisee & Appraiser to give their comments in the specified boxes.

1. JOB KNOWLEDGE				
Refers to the demonstration of technical, administrative, managerial, supervisory or other specialized knowledge required for the job. Consider the degree of job knowledge relative to length of time in the current position.				
5	4	3	2	1
Excellent job knowledge. Highly competent. Has used knowledge to generate improvements in processes, procedures and operations.	Wide knowledge of the job and able to train others.	Has good knowledge of the job and able to work independently.	Has adequate knowledge of what is required but still needs guidance.	Little knowledge of the job. Requires constant assistance.

Rating by Appraisee		Rating by Appraiser		Agreed rating by appraiser and appraisee
Comments by appraisee (if any):			Comments by appraiser (if any):	

2. QUALITY OF WORK				
Refers to the ability to achieve high standards and consistently produces accuracy and good quality in all aspects of work.				
5	4	3	2	1
Consistently produces works of high quality and tasks completeness always exceed standard.	On-going focus on accuracy and work outputs always exceed standard. Constantly check to ensure accuracy.	Produces work outputs that meet the standard and are acceptable.	Work outputs are close to the required standard but with errors and often needs correction.	Work outputs are below the standard. Frequently results in errors, omissions or defects and always need correction.

Rating by Appraisee		Rating by Appraiser		Agreed rating by appraiser and appraisee
Comments by appraisee (if any):			Comments by appraiser (if any):	

3. DEPENDABILITY AND ACCOUNTABILITY				
The extent to which the appraisee effectively and enthusiastically accomplishes assignments with minimal supervision; monitors project and exercises adequate follow through, adheres to time frames given and willing to be accountable.				
5	4	3	2	1
Constantly work independently. Very reliable and persistent, in spite of difficulties faced. Always willing to take responsibility for his/her teams action and work results.	Capable to work independently and to take on additional responsibilities. Carries through effectively.	Reliable, consistent and follows through work assignments given with reasonable promptness.	Needs direction, monitoring and follow up. Frequently requires prompting.	Unreliable. Does not assume responsibility. Requires close supervision.

Rating by Appraisee		Rating by Appraiser		Agreed rating by appraiser and appraisee
Comments by appraisee (if any):			Comments by appraiser (if any):	

APPRAISEE D (1-3)	APPRAISER D (1-3)	TOTAL D (1-3)



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4. INTEGRITY					Rating by Appraisee	Rating by Appraiser	Agreed rating by appraiser and appraisee
The extent to which appraisee effectively maintains values in conducting business activities with internal and external customers.					Comments by appraisee (if any):	Comments by appraiser (if any):	
5	4	3	2	1			
Maintain the highest standards of personal integrity and displays exemplary behavior in all aspects.	Consistently displays high level of integrity and instill same values among peers and subordinates.	Honest, trustworthy, sincerity and in compliance with the Company's policies and procedures.	Not in full compliance of Company's policies. Needs to be reminded.	Displays unethical and opportunistic behaviours.			
5. LEADERSHIP					Rating by Appraisee	Rating by Appraiser	Agreed rating by appraiser and appraisee
Ability to take the role of a team leader who inspires, energizes and motivates team members towards goals and objectives.					Comments by appraisee (if any):	Comments by appraiser (if any):	
5	4	3	2	1			
Creates environment that guides and inspire others to accomplish goals. Leads with authority and respect.	Able to accomplish results through teamwork. Always willing to guide and assist others.	A capable leader and able to generate results from others.	Has leadership skills but has difficulties in motivating others.	Lacks the ability to lead.			
6. PROBLEM SOLVING & DECISION MAKING					Rating by Appraisee	Rating by Appraiser	Agreed rating by appraiser and appraisee
Degree to which appraisee demonstrates ability to clearly isolate, define and seek solutions to problems. Also refers to ability to make informed and rational decisions.					Comments by appraisee (if any):	Comments by appraiser (if any):	
5	4	3	2	1			
Uses good judgement at all times. Always able to develop well thought out solutions for problems requiring quick decisions.	Effectively identifies and evaluates alternative solutions to the problem. Makes decisions logically.	Able to make decisions on little information gathered. Willing to accept the risks involved in decision making.	Gathers the necessary information for decision making but does not consider options in solving the problem.	Does not gather enough information before making decisions.			
APPRAISEE D (4-6)					APPRAISER D (4-6)		TOTAL D (4-6)

	Section (A) Appraisee's Information	Section (B) KPIs	Section (B) KPIs	Section (C) KPI Initiatives	Section (C) KPI Initiatives	Section (D) Competency	Section (D) Competency	Section (D) Competency	Section (E) Individual Development Plan	Section (F) Overall Assessment	Section (G) Overall Final Rating By HOD	Guidelines										
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<p>Demonstrates drive, persistence and enthusiasm towards work. Looks for solutions on his/her own and demonstrates the ability to be a self starter. Also has the capacity to withstand challenges and stress.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">5</th> <th style="width: 20%;">4</th> <th style="width: 20%;">3</th> <th style="width: 20%;">2</th> <th style="width: 20%;">1</th> </tr> </thead> <tbody> <tr> <td>Persistently strong willed and unaffected in dealing with tough situations.</td> <td>Always anticipating and making suggestions relative to job improvements.</td> <td>Good initiative shown. Undertakes new job when task at hand is completed.</td> <td>Has little initiative to improve work performance.</td> <td>Lacks initiative.</td> </tr> </tbody> </table>					5	4	3	2	1	Persistently strong willed and unaffected in dealing with tough situations.	Always anticipating and making suggestions relative to job improvements.	Good initiative shown. Undertakes new job when task at hand is completed.	Has little initiative to improve work performance.	Lacks initiative.								
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APPRAISEE D (7-9)					APPRAYER D (7-9)								TOTAL D (7-9)									
Page 08/12					GHCD/TDPM/F10A-Rev.1-BI(2019)																	



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10. COMMUNICATION / INTERPERSONAL SKILLS

Refers to the ability to the extent to which the appraisee effectively conveys and receives ideas, information and direction. Also refers to the ability to establish and maintain effective work relationship with others.

5	4	3	2	1
Constantly ensuring that ideas, instructions and consultations are conveyed with precision and efficiency. Excellent interaction skills. Exudes professionalism.	Always seek to clarify and confirm their/other people's understanding of unfamiliar or vague terms/ instructions. Interaction with internal and external customers is commendable.	Able to organize information and to express clearly. Also able to effectively use communication methods. Interact positively with others.	Unable to organize information and to express ideas clearly. Tries hard to understand others but has difficulties in accepting suggestions from others.	Does not communicate or share information with others. Not sensitive to the needs of others.

CALCULATING THE SCORE IN SECTION D

Description	Score by Appraisee	Score by Appraiser	Score Agreed by Appraisee and Appraiser
Total (Section D)			
TOTAL SCORE (SECTION D) ** To be transferred to Section F			

Rating by Appraisee		Rating by Appraiser		Agreed rating by appraiser and appraisee
Comments by appraisee (if any):		Comments by appraiser (if any):		

APRAISEE D (10)	APPRAISER D (10)	TOTAL D (10)



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SECTION E - INDIVIDUAL DEVELOPMENT PLAN

- i. Please list the training program(s) that you have attended in this Financial Year and what have you done to achieve your action plan after completion of the training.
ii. Identify specific functional / skills that you wish to develop. You should focus on a maximum of two competencies in one year performance cycle.

Training or Any Development Program Attended	Date	Action Plan	Results of the Action Plan
		Skills gained or any plan to accomplished	
Appraiser Comments :			

Competency To Develop	Action Plan		Objectives
	Plan / Activity	Timeline	
Appraiser Comments :			



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SECTION F - OVERALL ASSESSMENT

SUMMARY OF RATINGS BY SECTION

SECTION	ITEM	WEIGHTAGE	ACHIEVEMENT	FINAL SCORE (Weightage X Achievement)
B	Key Results Area (KRAs) / Key Performance Indicators (KPIs)	50.00%		
D	Behavioral Competencies	50.00%		
TOTAL				

FINAL RATING				
Unsatisfactory	Improvement Needed	Satisfactory	Good	Excellent
0 - 24	25 - 49	50 - 69	70 - 84	85 - 100
1	2	3	4	5

RATING

Comments by Appraisee		Comments by Appraiser		Comments by Appraiser's Superior	
Signature:		Signature:		Signature:	
Name		Name		Name	
Date		Date		Date	

0	Section (A) Appraisee's Information	Section (B) KPIs	Section (B) KPIs	Section (C) KPI Initiatives	Section (C) KPI Initiatives	Section (D) Competency	Section (D) Competency	Section (D) Competency	Section (E) Individual Development Plan	Section (F) Overall Assessment	Section (G) Overall Final Rating By HOD	Guidelines
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SECTION G - OVERALL FINAL RATING BY HEAD OF DIVISION												
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Unsatisfactory	Improvement Needed	Satisfactory	Good	Excellent								
0 - 24	25 - 49	50 - 69	70 - 84	85 - 100								
1	2	3	4	5								
Comments by Head of Division												
Signature:												
Name												
Date												
Page 12/12												
GHCD/TDPM/F10A-Rev.1-BI(2019)												