

MTD GROUP OF COMPANIES

PERFORMANCE APPRAISAL FORM
(HEAD OF COMPANY, DIVISION & DEPARTMENT)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 standards. 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>	70.00%	
Behavioral Competencies <small>Page 6 - 9</small>	30.00%	
Total	100.00%	



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SECTION B - KEY RESULT AREAS (KRAs) / KEY PERFORMANCE INDICATORS (KPIs) : 70%

PERFORMANCE PLANNING / RESULTS (This page is to provide summary of your KPIs and the calculation of your achievements. Please fill up the details of initiatives and achievements on pages 4 & 5 and attach the supporting documents, if necessary.)

PERFORMANCE ASSESSMENT
(To be filled at the end of the assessment period)

BSC	HIGH LEVEL S.M.A.R.T OBJECTIVES	STRATEGY	MEASURES AND DEFINITIONS (Time, Cost, Quality, Quantity)	INITIATIVES (please state the details of the KPI initiatives on pages 4 & 5)	WEIGHTAGE (A)	TARGETS (B)			ACTUAL ACHIEVEMENT (please state the details of the achievements on pages 4 & 5)	RATING (C)	KPI SCORE (A X C)
						BASE	STRETCH 1	STRETCH 2			
FINANCIAL			Time								
			Cost								
			Quality								
			Quantity								
CUSTOMER			Time								
			Cost								
			Quality								
			Quantity								
Sub Total											



MTD GROUP OF COMPANIES

SECTION B - KEY RESULT AREAS (KRAs) / KEY PERFORMANCE INDICATORS (KPIs) : 70%

PERFORMANCE PLANNING / RESULTS (This page is to provide summary of your KPIs and the calculation of your achievements. Please fill up the details of initiatives and achievements on pages 4 & 5 and attach the supporting documents, if necessary.)										PERFORMANCE ASSESSMENT (To be filled at the end of the assessment period)		
BSC	HIGH LEVEL S.M.A.R.T OBJECTIVES	STRATEGY	MEASURES AND DEFINITIONS (Time, Cost, Quality, Quantity)		INITIATIVES (please state the details of the KPI initiatives on pages 4 & 5)	WEIGHTAGE (A)	TARGETS (B)			ACTUAL ACHIEVEMENT (please state the details of the achievements on pages 4 & 5)	RATING (C)	KPI SCORE (A X C)
			Time	Cost			Base	Stretch 1	Stretch 2			
INTERNAL PROCESS			Time									
			Cost									
			Quality									
			Quantity									
LEARNING & GROWTH			Time									
			Cost									
			Quality									
			Quantity									
Sub Total												
YOUR WEIGHTAGE TOTAL							TOTAL SCORE					
REQUIRED WEIGHTAGE TOTAL												

*If Red color appear, please amend your Weightage or Rating.
Total score shall not be more than 100%

TOTAL SCORE (SECTION B)		(Score to be transferred to Section F of this form)							

The column in Yellow colour is auto calculated

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 (D) Competency	Section (E) Individual Development Plan	Section (F) Overall Assessment	Section (G) Overall Final Rating By HOD	Guidelines
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SECTION C - LIST OF INITIATIVES & ACHIEVEMENTS

BSC	HIGH LEVEL S.M.A.R.T OBJECTIVES	STRATEGY	MEASURES AND DEFINITIONS (Time, Cost, Quality, Quantity)		INITIATIVES (Extended form to define and detail out the Action Plan with each row representing each activity)				ACHIEVEMENTS		
			Time								
			Cost								
			Quality								
			Quantity								
			Time								
			Cost								
			Quality								
			Quantity								
			Time								
			Cost								
			Quality								
			Quantity								
			Time								
			Cost								
			Quality								
			Quantity								



SECTION C - LIST OF INITIATIVES & ACHIEVEMENTS

BSC	HIGH LEVEL S.M.A.R.T OBJECTIVES	STRATEGY	MEASURES AND DEFINITIONS (Time, Cost, Quality, Quantity)	INITIATIVES (Extended form to define and detail out the Action Plan with each row representing each activity)	ACHIEVEMENTS
			Time		
			Cost		
			Quality		
			Quantity		
			Time		
			Cost		
			Quality		
			Quantity		
			Time		
			Cost		
			Quality		
			Quantity		
			Time		
			Cost		
			Quality		
			Quantity		



MTD GROUP OF COMPANIES

SECTION D - BEHAVIORAL COMPETENCIES : 30%

Section D will contribute 30% of appraisee's total 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

2. QUALITY OF WORK

Refers to the ability to set high standards and consistently producing an accurate and quality in all aspect of work.

5	4	3	2	1
Consistently produces error-free work that is 100 per cent reliable. Has zero tolerance for mistakes	Has on-going focus on accuracy and emphasizes accuracy on others. Constantly check to ensure accuracy	Consistently produces good quality of work and delivers what is required when required	Pay little attention to details. Final product often needs revision and correction.	Has no regards for accuracy of work. Frequently results in errors, omissions or defects

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):		

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

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)	AGREED RATING D (1-3)



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4. INTEGRITY				
The extent to which appraisee effectively maintains values in conducting business activities with internal and external customers.				
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.

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

5. LEADERSHIP				
Ability to take the role of a team leader who inspires, energizes and motivates team members towards goals and objectives.				
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.

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

6. PROBLEM SOLVING & DECISION MAKING				
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.				
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.

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

APPRaisee D (4-6)	APPRAISER D (4-6)	AGREED RATING D (4-6)



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7. PLANNING AND ORGANIZING				
The extent to which the appraisee plans, organizes and implements tasks, programmes as well as realistic work schedules so as to meet deadlines and objectives.				
5	4	3	2	1
Plans and implements work schedules that improve performance and productivity. Always well ahead of deadlines set.	Plans and implements work schedules that meet deadlines and objectives.	Plans and implements realistic and workable schedules.	Plans and implements work schedules but such plans still need to be revised.	Work schedules are not planned or are poorly planned.

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

8. TEAMWORK				
The degree to which appraisee works in a team setting. Willingness to cooperate, share and help				
5	4	3	2	1
Always promoting, leading and instilling team spirit. Consistently motivating team members, particularly during difficult times.	Always willing to cooperate, interact and exchange ideas. To achieve the target and objective of the team(s).	Team player and willing to be a part of other team when required.	Contributes only on request and not willing to do more.	Individualistic and uncooperative.

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

9. INITIATIVE AND RESILIENCE				
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.				
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.

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

APPRaisee D (7-9)	APPRAISER D (7-9)	AGREED RATING D (7-9)



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SECTION D - BEHAVIORAL COMPETENCIES : 30%

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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.

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

SCORE CALCULATION 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			

APPRAISEE D (10)	APPRAISER D (10)	AGREED RATING D (10)

**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 plans to accomplished	

Appraiser Comments :

Any Behavioral / Functional / Technical Competencies 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	TOTAL SCORE	FINAL SCORE (Weightage X Total Score)
B	Key Results Areas (KRAs) / Key Performance Indicators (KPIs)	70.00%		
D	Behavioral Competencies	30.00%		
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	



MTD GROUP OF COMPANIES

SECTION G- OVERALL FINAL RATING BY HEAD OF DIVISION

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

INITIAL RATING

OVERALL FINAL RATING

Comments by Head of Division

Signature:

Name

Date