

CLINICAL RESEARCH CENTRE

PERFORMANCE / CONFIRMATION APPRAISAL - EXECUTIVE

PURPOSE OF REVIEW

(Please tick one)

- Confirmation due on _____ Annual Review for Year _____
- Others _____ Promotion
- (Please specify)

VENDOR / COMPANY OF EMPLOYMENT _____

PARTICULARS OF STAFF

Name of Staff : _____

Department/Unit : _____

Designation : _____

Commencement Date : _____

Years/Months in Service : _____

Current Salary : _____

APPRAISAL OF PERSONAL ATTRIBUTES AND CONTRIBUTION

APPRAISAL FACTOR	DEGREE OF CAPABILITY AND COMPETENCY	POINTS	PERFORMANCE RATINGS
1. Planning and Organizing Ability to set and agree objectives, performance standards, priorities and actions. Ability to formulate appropriate strategies and plans. Ability to manage and utilize resources effectively.	Exceptional ability in utilizing resources in planning and setting priorities. Quality and timeliness in activities are continuously monitored and improved.	9- 10	
	Activities and resources are systematically organized and critiqued to keep them moving forward.	7- 8	
	Requires help in planning and organizing work; offers feedback when it is solicited.	4-6	
	Poor planner, seldom delegates work, rarely critiques the work of others or self.	0-3	
2. Leadership and Decision Making Ability to influence people towards corporate objectives through setting a good example, counseling, giving direction, adopting consultative and participative approach and encouraging team spirit. Ability to make sound decisions based on facts, data and logic.	Exceptional ability in obtaining effective and enthusiastic effort from his/her staff, making sound decisions based on facts, data, logic clarity of goal and direction.	9-10	
	Gives clear, concise and easily followed instruction and direction. Places high value on arriving at sound decisions.	7-8	
	Drives rather than leads his/her staff or searches for workable decisions that others find acceptable.	4-6	
	Unable to lead; let others make decisions or else leaves it to fate	0-3	
3. Development of Subordinates(s) / Team Members Ability to arouse subordinate(s) /team members' interest in their work, encourage their development through effective advice, guidance training and education.	Exceptional ability in advising, helping and developing skills and competencies of subordinates / team members.	9-10	
	Ability and willingness to train and delegate work with appropriate follow-up action.	7-8	
	Obtains some measures of work from subordinates / team members.	4-6	
	Lacks ability in training and obtaining effective work from subordinates / team members.	0-3	
4. Initiative and Creativity Tendency toward self-initiated action; ability to identify and introduce unusual and practical solutions to problems and opportunities.	Extremely resourceful and enterprising, continually reaches beyond routine job. Ability to identify and introduce unusual and practical solutions.	9-10	
	Seeks and accepts responsibility, attempts to improve self and job, sometimes steps beyond his/her basic job responsibilities.	7-8	
	Seldom demonstrates originality or assumes greater responsibility.	4-6	
	Makes no attempt to improve in work. Puts out enough to get by, generally in response to requests from others.	0-3	

APPRAISAL FACTOR	DEGREE OF CAPABILITY AND COMPETENCY	POINTS	PERFORMANCE RATINGS
5. Communication and Inquiry Ability to present facts and ideas both orally and in writing. Searches for and seeks to verify information in order to test the soundness of his/her thinking.	Exceptional ability to receive and present ideas/information clearly, accurately and systematically. Continuously tests the soundness of his/her own thinking by getting inputs from others.	9-10	
	Ability to present and receive facts and ideas accurately; invites and listens to ideas different from his/her own.	7-8	
	Finds some difficulty in communication his/her thoughts simply, clearly and directly; not incline to challenge what others say.	4-6	
	Vague and incoherent, inarticulate; goes along with whatever others say so.	0-3	
6. Dependability and Contribution Ability to work with accuracy, thoroughness and reliability. Contribution to the performance of the department/company.	Exceptionally dependable and reliable in every way. A major contributor.	9-10	
	Timeliness accuracy and thoroughness in completing assignments with minimum supervision. Make considerable contribution.	7-8	
	Generally dependable, but occasionally needs some direction. Average contributor.	4-6	
	Not dependable, requires constant supervision; hardly contribute towards the department/company.	0-3	
7. Inter-Personal Relations and Team Work Ability to work harmoniously with others in the interest or overall organisation efficiency. Ability to contribute towards team effectiveness by relating personal goals to organizational goals and encourage inter-department/company cooperation. Ability to confront differences in a straightforward manner to clarify thinking and seek sound course of action.	Very cooperative and helpful, displays long range interest in the success of the Company and always promote inter-personal, department and company cooperation. When conflict arises, confronts the issues to clarify underlying causes and seeks sound course of action.	9-10	
	Cooperative, quick to assist others in the interest of overall company efficiency. Participates in team project and activities. When conflict arises, identifies underlying causes and solves it.	7-8	
	Has some difficulty in getting along with colleagues and seldom participates in team project and activities. When conflict arises, seeks an approach that everyone can live with.	4-6	
	Neither cooperative nor helpful, friction develops in contact with others or tries to stay out of conflict altogether.	0-3	
8. Knowledge and Skills Familiarity with all phases and details of job, takes into consideration of numeric skills, problem solving skill, business management and analytical ability.	Expert knowledge and skills of all aspects of work.	9-10	
	Has thorough knowledge of almost all phases of his/her work, seldom needs instruction and assistance.	7-8	
	Knows some specific details and able to learn in a reasonable period.	4-6	
	Insufficient knowledge and skills to carry out his normal duties, requires assistance and coaching regularly.	0-3	

APPRAISAL FACTOR	DEGREE OF CAPABILITY AND COMPETENCY	POINTS	PERFORMANCE RATINGS
9. Advocacy and Adaptability Expresses conviction, listens to others' opinions in an effort to explore, rationalize and determine the soundest course of action. Ability to adjust oneself to new duties, methods, rules, theories and situation in general. Ability to deal with number of projects at any one time.	Expresses opinions candidly in an effort to determine the soundest course of action. Extremely effective in varying environments, tasks, responsibilities or with different people. Capable of switching strategy and tactic in negotiation and management.	9-10	
	Expresses convictions but accepts opinions sounder than his/her own. Learns easily and able to put soundest ideas and methods into practice.	7-8	
	Expresses convictions in a tentative way and tries to meets others halfway. Able to learn new duties and methods and adjust to new situation gradually.	4-6	
	Hardly expresses conviction and very slow to learn, has difficulty in accepting new and sound ideas.	0-3	
10. Punctuality	Always punctual and never late for work.	9-10	
	Occasionally late for work.	7-8	
	Frequently late for work.	4-6	
	Habitually late for work.	0-3	
T O T A L			

LEVEL OF PERFORMANCE

LEVEL OF PERFORMANCE COMPARISON SCORE	BELOW AVERAGE 39 & BELOW	AVERAGE 40 - 69	GOOD 70 - 89	OUTSTANDING 90 - 100
Previous Appraisal				
Current Appraisal				

1. List in order of importance, the staff's strengths

A.

B.

C.

2. Areas for improvement

A.

B.

C.

3. What course of action do you recommend to improve the staff/s present job and prepare him/her for possible advancement in the organization.

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The staff appraised is to give their comments below after being evaluated by the appraiser.

4. Staff's comments :

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Signature of Staff

Date

RECOMMENDATIONS

1. Salary Adjustment Recommended

No increment
Increment (RM) (%)
Merit Increment (RM) (%)

2. Promotion Recommended

New Job Title :
New Monthly Salary : (RM) (%)

Justification for the above recommendation

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Signature of Appraiser
Name :
Date :

Signature of Head of Unit
Name :
Date:

Comments by Manager of CRC

Comments by Head of CRC

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Authorised by

Approved by

Manager of CRC
Date :

Head of CRC
Date :