



JOB AID

PERFORMANCE APPRAISAL FORMS (PA-01, PA-02 & PA-03)

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Individual Goal setting forms process:

Step 1: Enter the Employee Name & Number

Individual Goal Setting Form Template PA 01			
Employee Name:	x	Employee no:	11
Division:		Department:	
Position Title:		Grade:	
Location:		Appraisal Period From:	To:
Others:			

Step 2: Select the Division from the drop down

Individual Goal Setting Form Template PA 01			
Employee Name:	x	Employee no:	11
Division:		Department:	
Position Title:	Corporate Division Finance and Procurement Division Human Resources and Administration Division Information Technology Division Logistics Division Quality and Risk Management Division Sales and Marketing Division SMSA Freight Division	Grade:	
Location:		Appraisal Period From:	To:
Others:			

Step 3: Select the Department

Individual Goal Setting Form Template PA 01			
Employee Name:	x	Employee no:	11
Division:	Transportation Operations Division	Department:	
Position Title:		Grade:	Fleet Department Gateway and Clearance Department Hub and Linehaul Department Planning and Engineering Department Transportation Operations Management
Location:		Appraisal Period From:	
Others:			

Step 4: Select the Position Title

 Individual Goal Setting Form Template PA 01			
Employee Name:	x	Employee no:	11
Division:	Transportation Operations Division	Department:	Gateway and Clearance Department
Position Title:			
Location:	<input style="background-color: #0070C0; color: white; border: none; padding: 2px 5px; margin-right: 5px;" type="button" value="Clearance Agent"/> <input style="border: none; padding: 2px 5px; margin-right: 5px;" type="button" value="Clearance Coordinator"/> <input style="border: none; padding: 2px 5px; margin-right: 5px;" type="button" value="Clearance Manager"/> <input style="border: none; padding: 2px 5px; margin-right: 5px;" type="button" value="Clearance Supervisor"/> <input style="border: none; padding: 2px 5px; margin-right: 5px;" type="button" value="Customs Liaison Manager"/> <input style="border: none; padding: 2px 5px; margin-right: 5px;" type="button" value="Forklift Operator"/> <input style="border: none; padding: 2px 5px; margin-right: 5px;" type="button" value="Gateway Supervisor"/> <input style="border: none; padding: 2px 5px; margin-right: 5px;" type="button" value="Handler"/>		
Others:	<input style="border: none; padding: 2px 5px; margin-right: 5px;" type="button" value="Grade:"/> <input style="border: none; padding: 2px 5px; margin-right: 5px;" type="button" value="Appraisal Period"/> <input style="border: none; padding: 2px 5px; margin-right: 5px;" type="button" value="From:"/> <input style="border: none; padding: 2px 5px; margin-right: 5px;" type="button" value="To:"/>		
	<input style="border: none; padding: 2px 5px; margin-right: 5px;" type="button" value="Key Performance Indicators (KPIs)"/>		

Step 5: Select the Appraisal Period:

- Existing employees from 1st Jan 20xx to 31 Dec 20xx
- For New employees (For the particular financial period) from Date of join to 31 Dec 20xx

 Individual Goal Setting Form Template PA 01			
Employee Name:		Employee no:	
Division:		Department:	
Position Title:		Grade:	
Location:		Appraisal Period	
Others:		From:	To:

Step 6: Type the Key Performance Indicators (KPI) Details:

 Individual Goal Setting Form Template PA 01			
Employee Name:		Employee no:	
Division:		Department:	
Position Title:		Grade:	
Location:		Appraisal Period	
Others:		From:	To:
Key Performance Indicators (KPIs)			
Performance Objectives		Performance Measures	Weightage
1	Targeted Objective (Dept KPI/JD) to be achieved for the particular financial year		Assigned weight for achieving the objective
2	Related supporting source for the measure of Targeted Objective (Dept KPI/JD)		
3			
4			
5			

Step 7: Select the Technical Competencies (As mentioned in the Job Description) (NOT Required for Middle & Senior Management level)

Individual Goal Setting Form Template PA 01		
Employee Name:	Employee no:	
Division:	Department:	
Position Title:	Grade:	
Location:	Appraisal Period From:	To:
Others:		
Competencies		
Functional /Technical Competencies (NOT Required for Middle & Senior Management level)		Required Position Competency Level
1	MS Office (Excel, word, powerpoint, visio, outlook) Knowledge	▼
2	SMSA System (IP telephony, CORE, ERP, SDM, INFINITY, SPOT, POS, ...)	^
3	Language Proficiency knowledge(English)	
4	Language Proficiency knowledge(Arabic)	
	Compliance Management Knowledge	
	Database Management Knowledge	
	Investigation Knowledge	
	Learning & Development Knowledge	

Step 8: Select the Technical Competencies required level (As mentioned in the Job Description) (NOT Required for Middle & Senior Management level)

Individual Goal Setting Form Template PA 01		
Employee Name:	Employee no:	
Division:	Department:	
Position Title:	Grade:	
Location:	Appraisal Period From:	To:
Others:		
Competencies		
Functional /Technical Competencies (NOT Required for Middle & Senior Management level)		Required Position Competency Level
1		▼
2		Beginner
3		Intermediate
		Advanced

Step 9: Select the Behavioral Competencies (As mentioned in the Job Description)

Professional / Behavioral Competencies		Required Position Competency Level	Required Level
1	Adaptability		
2	Continuous Learning		
3	Communication		
4	Organizational & Environmental Awareness		
5	Creative Thinking		
6	Networking/Relationship building		
7	Conflict Management		
8	Resource Management		
9			

Please refer to Position Job description in the GUIDE

Step 10: Select Behavioral Competencies required level (As mentioned in the Job Description)

Professional / Behavioral Competencies		Required Position Competency Level	Required Level
1		Level 1	
2		Level 2	
3		Level 3	
4		Level 4	
5		Level 5	
6			
7			
8			
9			

Please refer to Position Job description in the GUIDE

Employee Performance Review Process:

Step 1: Enter the Employee Name & Number (As mentioned in the goal setting)

Employee Performance Review				
Employee Name:	x	Employee no:	11	
Division:	Department:			
Position Title:	Grade:			
Location:	Appraisal Period	From:	To:	
Review (MID YEAR / END YEAR)				
A) Performance Objectives:				
Performance Objectives		Assigned Weight	Percentage of Actual Target Achieved	Actual % of weightage achieved (For PAS)
				Actual % of weightage achieved (For Incentive)

Step 2: Select the Division from the drop down (As mentioned in the goal setting)

Employee Performance Review				
Employee Name:	x	Employee no:	11	
Division:	Department:			
Position Title:	CORP	Grade:		
Location:	EOPS FD HRA IT LOG MRM OPS	Appraisal Period	From:	To:
A) Performance Objectives:				
Performance Objectives		Assigned Weight	Percentage of Actual Target Achieved	Actual % of weightage achieved (For PAS)
				Actual % of weightage achieved (For Incentive)

Step 3: Select the Department (As mentioned in the goal setting)

Employee Performance Review				
Employee Name:	x	Employee no:	11	
Division:	OPS	Department:		
Position Title:	Grade:			
Location:	Appraisal Period	From:		
Review (MID YEAR / END YEAR)				
A) Performance Objectives:				
Performance Objectives		Assigned Weight	Percentage of Actual Target Achieved	Actual % of weightage achieved (For PAS)
				Actual % of weightage achieved (For Incentive)
<div style="border: 1px solid black; padding: 5px; display: inline-block;"> OPS - GW - Gateway Clearance - Airports OPS - GW - Gateway Management OPS - HUB - Hub Maintenance OPS - HUB - Hub Management OPS - HUB - Hub Processing - Combined OPS - HUB - Hub Processing - Priority OPS - LH - Line Haul - Domestic Combined OPS - LH - Line Haul - Domestic Deferred </div>				

Step 4: Select the Position Title (As mentioned in the goal setting)

Employee Performance Review			
Employee Name:	x	Employee no:	11
Division:	OPS	Department:	OPS - LH - Line Haul - Domestic Combined
Position Title:	Grade:		
Location:	Fleet Coordinator Heavy Duty Driver - Combined	Appraisal Period	From: _____ To: _____
Review (MID YEAR / END YEAR)			
A) Performance Objectives:			
Performance Objectives		Assigned Weight	Percentage of Actual Target Achieved
			Actual % of weightage achieved (For PAS)
			Actual % of weightage achieved (For Incentive)

Step 5: Select the Appraisal Period: (As mentioned in the goal setting)

Employee Performance Review			
Employee Name:	x	Employee no:	11
Division:	OPS	Department:	OPS - LH - Line Haul - Domestic Combined
Position Title:	Grade:		
Location:	Appraisal Period	From: _____	To: _____
Review (MID YEAR / END YEAR)			
A) Performance Objectives:			
Performance Objectives		Assigned Weight	Percentage of Actual Target Achieved
			Actual % of weightage achieved (For PAS)
			Actual % of weightage achieved (For Incentive)

Step 6: Select the Appraisal Period: (As mentioned in the goal setting)

Employee Performance Review			
Employee Name:	x	Employee no:	11
Division:	OPS	Department:	OPS - LH - Line Haul - Domestic Combined
Position Title:	Grade:		
Location:	Appraisal Period	From: _____	To: _____
Review (MID YEAR / END YEAR)			
A) Performance Objectives:			
Performance Objectives		Assigned Weight	Percentage of Actual Target Achieved
1			0
2			0.00
Targeted Objective (Dept KPI/JD) to be achieved for the particular financial year (As mentioned in the Goal setting)		Achieved Target for the particular financial year	
Assigned weight for achieving the objective (As mentioned in the Goal setting)			

Competency Review forms process:(Middle Managers Competency form)

Step 1: Enter the Employee Name & Number (As mentioned in the goal setting)

Middle Management Competencies Review PA-03-01			
Employee Name:	X	Employee no:	11
Division:		Department:	
Position Title:		Grade:	
Location:		Appraisal Period	From: To:

Step 2: Select the Division from the drop down (As mentioned in the goal setting)

Middle Management Competencies Review PA-03-01			
Employee Name:	X	Employee no:	11
Division:	OPS	Department:	
Position Title:	CORP EOPS	Grade:	
Location:	FD HRA IT LOG MRM OPS	Appraisal Period	From: To:

Step 3: Select the Department (As mentioned in the goal setting)

Middle Management Competencies Review PA-03-01			
Employee Name:	X	Employee no:	11
Division:	OPS	Department:	
Position Title:		Grade:	
Location:		Appraisal Period	From:
Competencies:		OPS - GW - Gateway Clearance - Airports OPS - GW - Gateway Management OPS - HUB - Hub Maintenance OPS - HUB - Hub Management OPS - HUB - Hub Processing - Combined OPS - HUB - Hub Processing - Priority OPS - LH - Line Haul - Domestic Combined OPS - LH - Line Haul - Domestic Deferred	

Step 4: Select the Position Title (As mentioned in the goal setting)

A	B	C	D	E	F	G	H	I
Middle Management Competencies Review PA-03-01								
Employee Name:	X		Employee no:	11				
Division:	OPS		Department:	OPS - HUB - Hub Processing - Priority				
Position Title:			Grade:					
Location:	Courier - Cold Chain Services Courier Priority - LHL Data Encoder - Hub Export Coordinator - Express Heavy Duty Driver - Priority Manager - Hub, Linehaul Gateway Supervisor - Hub Linehaul		Appraisal Period	From:		To:		
Competencies:								

Step 5: Select the Behavioral Competencies (As mentioned in the goal setting)

A	B	C	D	E	F	G	H	I
Middle Management Competencies Review PA-03-01								
Employee Name:			Employee no:					
Division:			Department:					
Position Title:			Grade:					
Location:			Appraisal Period	From:		To:		
Competencies:								
	Behavioral Competencies		Required Position Competency Level	Employee Competency Level	Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justificationn has to be written)			Rating Scale
1								1. Poor Performance
2	Adaptability							
3	Continuous Learning							
4	Communication							
5	Organizational & Environmental Awareness							
6	Creative Thinking							
	Networking/Relationship building							
	Conflict Management							
	Resource Management							

Step 6: Select the Required Position Competency Level (As mentioned in the goal setting)

A	B	C	D	E	F	G	H	I
Middle Management Competencies Review PA-03-01								
Employee Name:			Employee no:					
Division:			Department:					
Position Title:			Grade:					
Location:			Appraisal Period	From:		To:		
Competencies:								
	Behavioral Competencies		Required Position Competency Level	Employee Competency Level	Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justificationn has to be written)			Rating Scale
1								1. Poor Performance 2. Below Expectations
2	Level 1							
3	Level 2							
4	Level 3							
5	Level 4							
6	Level 5							
7								

Step 7: Mention Employee Competency Level (As per Rating Scale highlighted)

Middle Management Competencies Review PA-03-01				
Employee Name:		Employee no:		
Division:		Department:		
Position Title:		Grade:		
Location:		Appraisal Period	From:	To:
Competencies:				
	Behavioral Competencies	Required Position Competency Level	Employee Competency Level	Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justificationn has to be written)
1				
2				
3				
4				
5				
6				
7				
8				
Total Behavioural Competencies Result				0.00

Step 8: If the evaluation of competency level is 1(Poor Performance) or 2 (Below Expectations), Then you have to mention the Failure reason/ criteria as per behavioral dictionary levels Note: if the failure reason /remark is not mentioned in the column then the total results will show error figure

Middle Management Competencies Review PA-03-01				
Employee Name:		Employee no:		
Division:		Department:		
Position Title:		Grade:		
Location:		Appraisal Period	From:	To:
Competencies:				
	Behavioral Competencies	Required Position Competency Level	Employee Competency Level	Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justificationn has to be written)
1			2	
2			1	
3			3	
4				
5				
6				
7				
8				
Total Behavioural Competencies Result				Error **Should be filled Failure

Competency Review forms process:(Staff, Specialist& Supervisors Competency form)

Step 1: Enter Employee Name & Number

 Staff ,Specialist and Supervisors Competencies Review PA-02-01			
Employee Name:	X	Employee no:	11
Division:	Department:		
Position Title:	Grade:		
Location:	Appraisal Period	From:	To:

Step 2: Select Division from the drop down

 Staff ,Specialist and Supervisors Competencies Review PA-02-01			
Employee Name:	X	Employee no:	11
Division:	<div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> OPS </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> EOPS </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> FD </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> HRA </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> IT </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> LOG </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> MRM </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> OPS </div>		
Position Title:	<div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> CORP </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> EOPS </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> FD </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> HRA </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> IT </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> LOG </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> MRM </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> OPS </div>		
Location:	Appraisal Period	From:	To:
Competencies:	<div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> A.1 </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Technical Competencies </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Required Position Competency Level </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Employee Competency Level </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justification has to be written) </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Rating Scale </div>		

Step 3: Select Department

 Staff ,Specialist and Supervisors Competencies Review PA-02-01			
Employee Name:	X	Employee no:	11
Division:	OPS	Department:	<div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> OPS - GW - Gateway Clearance - Airports </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> OPS - GW - Gateway Management </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> OPS - HUB - Hub Maintenance </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> OPS - HUB - Hub Management </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> OPS - HUB - Hub Processing - Combined </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> OPS - HUB - Hub Processing - Priority </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> OPS - LH - Line Haul - Domestic Combined </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> OPS - LH - Line Haul - Domestic Deferred </div>
Position Title:	<div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Grade: </div>		
Location:	Appraisal Period	From:	To:
Competencies:	<div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> A.1 </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Technical Competencies </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Required Position Competency Level </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Employee Competency Level </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justification has to be written) </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Rating Scale </div>		

Step 4: Select Position Title

 Staff ,Specialist and Supervisors Competencies Review PA-02-01			
Employee Name:	X	Employee no:	11
Division:	OPS	Department:	OPS - STN - Pickup Delivery - Priority
Position Title:	<div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Courier - Priority - EXP </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Courier - RSC </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Courier - Vacation </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Dispatcher - Priority </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Handler - Station </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Operations Agent - Station </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> UTL - Agent </div>		
Location:	Appraisal Period	From:	To:
Competencies:	<div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> A.1 </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Technical Competencies </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Required Position Competency Level </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Employee Competency Level </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justification has to be written) </div> <div style="border: 1px solid #ccc; padding: 2px; display: inline-block;"> Rating Scale </div>		

Step 5: Select Technical Competencies (As mentioned in the goal setting)

Staff ,Specialist and Supervisors Competencies Review PA-02-01						
1	STNSC					
2	Employee Name:	x	Employee no:	11		
3	Division:	OPS	Department:	OPS - STN - Pickup Delivery - Priority		
4	Position Title:		Grade:			
5	Location:		Appraisal Period	From: <input type="text"/> To: <input type="text"/>		
6	Competencies:					
7	A.1	Technical Competencies	Required Position Competency Level	Employee Competency Level	Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justification has to be written)	Rating Scale
8						
9	1					
10	2	MS Office (Excel, word, powerpoint, visio, outlook) Knowledge				1. Poor Performance
11	3	SMSA System (COSMOS, CORE, ERP, SDM, SAM, INFINITY, SPOT)				2. Below Expectations
12	4	Language Proficiency knowledge(English)				3. Meets Expectation
13	5	Language Proficiency knowledge(Arabic)				4. Exceeds Expectation
14	6	Compliance Management Knowledge				
15	7	Database Management Knowledge				
		Investigation Knowledge				
		Learning & Development Knowledge				
						5. Outstanding

Step 6: Select Required Position Competency Level (As mentioned in the goal setting)

 Staff ,Specialist and Supervisors Competencies Review PA-02-01											
Employee Name:	x		Employee no:	11							
Division:	OPS		Department:	OPS - STN - Pickup Delivery - Priority							
Position Title:			Grade:								
Location:			Appraisal Period	From: _____ To: _____							
Competencies:											
A.1	Technical Competencies	Required Position Competency Level	Employee Competency Level	Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justificationn has to be written)	Rating Scale						
1					1. Poor Performance 2. Below Expectations						
2											
3											
4											
<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="background-color: blue; color: white; text-align: center;">Beginner</td> <td style="background-color: white;"></td> </tr> <tr> <td style="background-color: white;"></td> <td style="background-color: blue; color: white; text-align: center;">Intermediate</td> </tr> <tr> <td style="background-color: white;"></td> <td style="background-color: blue; color: white; text-align: center;">Advanced</td> </tr> </table>						Beginner			Intermediate		Advanced
Beginner											
	Intermediate										
	Advanced										

Step 7: Mention Employee Competency Level (As per Rating Scale highlighted)

STNSA Staff ,Specialist and Supervisors Competencies Review PA-02-01						
Employee Name:	X		Employee no:	11		
Division:	OPS		Department:	OPS - STN - Pickup Delivery - Priority		
Position Title:			Grade:			
Location:			Appraisal Period	From:	To:	
Competencies:						
A.1	Technical Competencies	Required Position Competency Level	Employee Competency Level	Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justificationn has to be written)		Rating Scale
1						1. Poor Performance 2. Below Expectations 3. Meets Expectation 4. Exceeds Expectation 5. Outstanding
2						
3						
4						
5						
6						
7						
8						

Step 8: If the evaluation of competency level is 1(Poor Performance) or 2 (Below Expectations), Then you have to mention the Failure reason/ criteria as per technical dictionary levels **Note: if the failure reason /remark is not mentioned in the column then the total results will show error figure**

Staff , Specialist and Supervisors Competencies Review PA-02-01					
Employee Name:	x	Employee no:	11		
Division:	OPS		Department:	OPS - STN - Pickup Delivery - Priority	
Position Title:				Grade:	
Location:			Appraisal Period	From:	To:
Competencies:					
A.1	Technical Competencies	Required Position Competency Level	Employee Competency Level	Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justificationn has to be written)	Rating Scale
1			2		1. Poor Performance
2			1		2. Below Expectations
3					3. Meets Expectation
4					4. Exceeds Expectation
5					5. Outstanding
6					
7					
8					
Total Technical Competencies Result					Error <small>**Should be filled Failure</small>

Step 9: Select the Behavioral Competencies (As mentioned in the goal setting)

A.2	Behavioral Competencies	Required Position Competency Level	Employee Competency Level	Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justificationn has to be written)	Rating Scale
1					
2	Adaptability				1. Poor Performance
3	Continuous Learning				2. Below Expectations
4	Communication				3. Meets Expectation
5	Organizational & Environmental Awareness				4. Exceeds Expectation
6	Creative Thinking				5. Outstanding
7	Networking/Relationship building				
8	Conflict Management				
9	Resource Management				

Step 10: Select the Required Position Competency Level (As mentioned in the goal setting)

A.2	Behavioral Competencies	Required Position Competency Level	Employee Competency Level	Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justificationn has to be written)	Rating Scale
1					
2		Level 1			1. Poor Performance
3		Level 2			2. Below Expectations
4		Level 3			3. Meets Expectation
5		Level 4			4. Exceeds Expectation
6		Level 5			5. Outstanding
7					
8					
9					
Total Behavioural Competencies Result					0.00

Step 11: Mention the Employee Competency Level (As per Rating Scale highlighted)

A.2	Behavioral Competencies	Required Position Competency Level	Employee Competency Level	Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justificationn has to be written)	Rating Scale
1					1. Poor Performance 2. Below Expectations 3. Meets Expectation 4. Exceeds Expectation 5. Outstanding
2					
3					
4					
5					
6					
7					
8					
9					
Total Behavioural Competencies Result				0.00	

Step 12: If the evaluation of competency level is 1(Poor Performance) or 2 (Below Expectations), Then you have to mention the Failure reason/ criteria as per behavioral dictionary levels **Note: if the failure reason /remark is not mentioned in the column then the total results will show error figure**

A.2	Behavioral Competencies	Required Position Competency Level	Employee Competency Level	Failure remark on non achieve of the target level (If the rating is 1- Poor Performance or 2-Below Expectations the justificationn has to be written)	Rating Scale
1			1	1. Poor Performance 2. Below Expectations 3. Meets Expectation 4. Exceeds Expectation 5. Outstanding	1. Poor Performance 2. Below Expectations 3. Meets Expectation 4. Exceeds Expectation 5. Outstanding
2			2		
3					
4					
5					
6					
7					
8					
9					
Total Behavioural Competencies Result				Error	**Should be filled Failure

Remarks & Comments

Note:Kindly refer the <u>Job aid in GUIDE (Doc #:3118)</u> before you fill All the below sections			
Areas of Strength	Areas of Development		
1	2		
Career Path Requirment : If the employee ready for the next position level, please recommend the job title (position will be filled subject to the availability)			
3			
Long term evaluation : (Please fill the below only if the training attended <u>NOT</u> added value)			
Attended Training Name	Area/s not added value		
	4		
Individual Training Recommendation (Recommend Training Courses /Modules Based on achieved performance results)			
Name of the Course/Module	Recommended date (DD/MM/YYYY)		
	5		
Interested Parties Review : (Please fill the below only if there is any feedback identified during the year by Interested parties)			
Type of Interested Party Internal/External	Name of the Interested Party	Feedback given	
Supervisor's Comments: (Required)		6	Employee's Comments:
Approvals:		7	8
Employee's Name:		Signature:	Date:
Direct Report/Manager Name:		Signature:	Date:
Performance Management section use only:			
Compliance Checked & Verified by Employee Name: _____ Signature: _____ Date: _____			

1. Strength of the employee:

Eg: The staff work always with the positive attitude

Able to deliver assigned tasks on time

Knows how to prioritize one task over the other

Works well with the team

2. Area of development of the employee:

Eg: Needs to develop analytical skills and choose the best way to deal with the situations.

Spends too much time focusing on less important aspects of daily job.

Needs to improve on how to deal with challenges and changes

Communication must be more clear, concise & focused.

3. Career path of the employee:

Based on the appraisal results recommended position of the next level (This may occur as part of the [performance appraisal](#) process and takes into account the interests, knowledge and skills of the employee. Additional education, training or work assignments may be planned as mechanisms to qualify employees for subsequent roles within his career path.) & based on the availability of the position.

4. Attended training feedback (Long term evaluation):

Based on the training attended by employees (Table will be provided to concern managers) the direct manager (Who fills the appraisal) has to mention the **Attended Training Name & Area's not added value, ONLY if the training attended NOT added value.**

5. Training needs of the employees:

Based on the appraisal results recommended trainings & date for the employee

Name of the Course /Module	Recommended Date (DD/MM/YYYY)
Eg: Training on customer relations	01/03/2023
Eg: Training on Time Management	15/04/2023

6. Interested Parties evaluation:

Interested Parties Review : (Please fill the below only if there is any feedback identified during the year by Interested parties)

Type of Interested Party Internal/External	Name of the Interested Party	Feedback given
Internal	Eg:Department (HR)/ (OPS)	
External	Eg:Customer (X company)	

Note: The interested parties to be selected from [Identification of Interested parties document in GUIDE](#) & this has to be filled **ONLY if there is any feedback from Interested Parties**

7. Supervisor's comments:

x Inappropriate Comments	✓ Appropriate Comments
He/She is a very bad employee	Employee Needs to improve his / her attitude and focus more on the assigned tasks.
He/She is too impatient	Needs to be more patient while performing day to day assignments.
Bad communication	Employee Needs to be improving listening skills and focus more on developing oral and written communication skills.
He/She is a terrible performer	It could be more effective if he/she focused on performing the tasks assigned.

8. Comments of the employees:

It should be relevant to the appraisal without any assumptions