



Official Appraisal Form

Access privileges: [CorpAdmin](#) [Appraiser](#) [Appraisee](#)

[Export to Word](#)

[Return to Normal View](#)

Performance Appraisal: Sarah Lee, 31 Mar 2008

| | | | |
|-----------------------------------|--|------------------------------------|-------------------------------|
| Appraisee Information | | | |
| Name: | Sarah Lee | Job Title: | Business Administrator |
| Location: | Auckland | Unit: | Head Office->Management |
| Appraisal Information | | | |
| Appraiser: | Fred Beare | Appraiser Job Title: | Human Resources Manager |
| Perf Period: | 14 Nov 2007 - 31 Mar 2008 | Appraisal Date: | Mon, 31 Mar 2008 |
| Agreement Preview | Performance Record Notes | Previous Appraisal | General Notes |

Instructions: The Appraiser to enter the result of the appraisal interview (as agreed with Appraisee) onto this Official Appraisal Form.

The Appraisee can only view the contents of the Official Appraisal and Summary/POP Forms once the Appraiser has signed the appraisal off on the Summary/POP Form.

Request approval from Corp- or DivAdmin **APPROVED: Not Yet**

[Show Performance Record Notes](#)

1. A Planned Approach

Weighting: 30

Enter Rating

- 5.** Significantly Above Target/Standard. This competency was demonstrated in a way that sets an exceptional example to others
- 4.** Above Target/Standard. There were some instances where the appraisee consistently demonstrated extra effort and competency beyond the normal call of duty
- 3.** On Target/Standard. The competency was displayed at an acceptable level throughout the performance period. One or two instances of minor non-achievement or over achievement should still be viewed as a 3-rating.
- 2.** Below Target/Standard. There were some examples of poor performance or behaviour that cannot be viewed as mere small negative deviations from standard
- 1.** Significantly Below Target/Standard. There were some serious and/or many deviations from standard

Performance Standards / Behavioural Indicators

- Uses agreed processes in a disciplined manner
- Does what is necessary to meet commitments
- Looks for root causes and implements solutions to prevent re-occurrence
- Thinks before acting
- Translates strategy into practical action plans - has a bias for action and getting things done
- Oversees and maintains existing systems and processes effectively
- Identifies and manages time and resources to effectively deliver plans and overall strategy
- Sets goals and monitors to meet agreed deadlines
- Initiates change in priority, effectively and positively
- Juggles a number of activities and continues to remain effective
- Pushes back unnecessary work and allows focus on the main business
- Communicates in a structured, reasoned way
- Coordinates activities to achieve objectives, forecasting requirements, managing time and resources efficiently and effectively
- Monitors progress and results using appropriate systems / reports
- Identifies potential risks, internally and externally and plans around them, building contingency where necessary
- Keeps sight of and works toward planned objectives which demand great effort over a prolonged period of time

Actual Performance Notes (compared to Performance Standards / Behavioural Indicators)**Performance Optimisation Plan (POP) (incl. Training & Coaching)**

Save Progress

2. Analytical Thinking**Weighting: 10****Enter Rating**

- 5.** Significantly Above Target/Standard. This competency was demonstrated in a way that sets an exceptional example to others
- 4.** Above Target/Standard. There were some instances where the appraisee consistently demonstrated extra effort and competency beyond the normal call of duty
- 3.** On Target/Standard. The competency was displayed at an acceptable level throughout the performance period. One or two instances of minor non-achievement or over achievement should still be viewed as a 3-rating.
- 2.** Below Target/Standard. There were some examples of poor performance or behaviour that cannot be viewed as mere small negative deviations from standard
- 1.** Significantly Below Target/Standard. There were some serious and/or many deviations from standard

Performance Standards / Behavioural Indicators

- Understands and analyses both simple and complex issues
- Appreciates the wider impact of issues on the immediate business environment
- Assimilates data and explores options from different perspectives to make effective judgments
- Reaches objective conclusions about both people and situations
- Reacts quickly basing decisions on facts and reasonable assumptions
- Adopts a questioning approach to find out all the facts - probes to understand the cause
- Able to cope with ambiguity
- Recognises trends and patterns in information
- Presents an unbiased view - remains impartial and objective
- Adopts a systematic approach to analysing volumes of information
- Evaluates all aspects of an argument in reaching a conclusion
- Breaks down issues and problems into smaller parts
- Anticipates and prepares for future potential obstacles
- Understands how current actions will impact on longer term business goals

Actual Performance Notes (compared to Performance Standards / Behavioural Indicators)**Performance Optimisation Plan (POP) (incl. Training & Coaching)**

Save Progress

3. Integrity, Trust and Respect**Weighting: 20****Enter Rating**

- 5.** Significantly Above Target/Standard. This competency was demonstrated in a way that sets an exceptional example to others
- 4.** Above Target/Standard. There were some instances where the appraisee consistently demonstrated extra effort and competency beyond the normal call of duty
- 3.** On Target/Standard. The competency was displayed at an acceptable level throughout the performance period. One or two instances of minor non-achievement or over achievement should still be viewed as a 3-rating.
- 2.** Below Target/Standard. There were some examples of poor performance or behaviour that cannot be viewed as mere small negative deviations from standard
- 1.** Significantly Below Target/Standard. There were some serious and/or many deviations from standard

Performance Standards / Behavioural Indicators

- Meets agreed commitments
- Complies with the rules of the team and company
- Treats everything as if it were their own
- Maintains confidentiality
- Shares complete and accurate information
- Acts and makes decisions based on principles and values
- Treats people equally according to agreed values and principles
- Listens attentively
- Involves stakeholders (either directly or through sound communication) in things that affect them
- Shares information and keeps others informed of decisions that affect them
- Demonstrates an understanding and a willingness to find common ground
- Inspires trust, confidence and credibility by acting consistently over time

Actual Performance Notes (compared to Performance Standards / Behavioural Indicators)

Performance Optimisation Plan (POP) (incl. Training & Coaching)

Save Progress

4. Team Work

Weighting: 10

Enter Rating

- 5. Significantly Above Target/Standard. This competency was demonstrated in a way that sets an exceptional example to others
- 4. Above Target/Standard. There were some instances where the appraisee consistently demonstrated extra effort and competency beyond the normal call of duty
- 3. On Target/Standard. The competency was displayed at an acceptable level throughout the performance period. One or two instances of minor non-achievement or over achievement should still be viewed as a 3-rating.
- 2. Below Target/Standard. There were some examples of poor performance or behaviour that cannot be viewed as mere small negative deviations from standard
- 1. Significantly Below Target/Standard. There were some serious and/or many deviations from standard

Performance Standards / Behavioural Indicators

- Acts in a manner that puts Safety First
- Holds self accountable for agreed outcomes and encourages and motivates others to perform
- Actively contributes to team meetings and outcomes, with a focus on continuous improvement
- Actively supports and carries out team decisions
- Works effectively in teams - valuing individual differences
- Readily shares information with others
- Knows who they need to influence and able to use a range of influencing styles
- Communicates clearly, concisely and with confidence
- Persuasive and credible - makes convincing arguments that gain buy in
- Anticipates likely objections and builds approach to these
- Speaks his or her mind in a positive manner
- Creates and maintains strong relationships
- Listens to others and builds on their ideas and views
- Proactively addresses potential conflict
- Gives praise where it is due and values the work and expertise of others

Actual Performance Notes (compared to Performance Standards / Behavioural Indicators)

Performance Optimisation Plan (POP) (incl. Training & Coaching)

Save Progress

5. Thinking and Acting Like and Owner

Weighting: 10

Enter Rating

- 5. Significantly Above Target/Standard. This competency was demonstrated in a way that sets an exceptional example to others
- 4. Above Target/Standard. There were some instances where the appraisee consistently demonstrated extra effort and competency beyond the normal call of duty
- 3. On Target/Standard. The competency was displayed at an acceptable level throughout the performance period. One or two instances of minor non-achievement or over achievement should still be viewed as a 3-rating.
- 2. Below Target/Standard. There were some examples of poor performance or behaviour that cannot be viewed as mere small negative deviations from standard
- 1. Significantly Below Target/Standard. There were some serious and/or many deviations from

Performance Standards / Behavioural Indicators

- Makes decisions and acts like a shareholder in the company
- Makes decisions and takes actions that focus on establishing the right conditions and that achieves agreed results
- Plans and takes actions to eliminate/reduce waste and to improve productivity
- Demonstrates an understanding of those aspects of the industry that may affect the organisation
- Gathers and uses knowledge of competitor and peer activity
- Understands formally presented business information sufficiently to question it's relevancy and accuracy to the business
- Understands how the organisation's proposition compares with our competitors
- Develops a well thought out business case before proposing change

standard

Actual Performance Notes (compared to Performance Standards / Behavioural Indicators)

Performance Optimisation Plan (POP) (incl. Training & Coaching)

Save Progress

6. Service Focus

Weighting: 20

Enter Rating

- 5.** Significantly Above Target/Standard. This competency was demonstrated in a way that sets an exceptional example to others
- 4.** Above Target/Standard. There were some instances where the appraisee consistently demonstrated extra effort and competency beyond the normal call of duty
- 3.** On Target/Standard. The competency was displayed at an acceptable level throughout the performance period. One or two instances of minor non-achievement or over achievement should still be viewed as a 3-rating.
- 2.** Below Target/Standard. There were some examples of poor performance or behaviour that cannot be viewed as mere small negative deviations from standard
- 1.** Significantly Below Target/Standard. There were some serious and/or many deviations from standard

Performance Standards / Behavioural Indicators

- Identifies and understands the needs of external and internal customers
- Makes promises that can be kept and keeps the promises
- Takes responsibility for achieving the right outcomes
- Develops and implements strategies which improve service in the organisation
- Encourages others to see things from the external and internal customers perspective
- Sets high standards for service and monitors performance - reinforces standards through their own behaviour
- Seeks feedback and confirms customer satisfaction
- Is aware of trends in customer needs and attitudes and how these may impact on the organisation
- Clearly understands the product range and the individual product benefits
- Balances the needs of others with the business need for cost effectiveness
- Right first time

Actual Performance Notes (compared to Performance Standards / Behavioural Indicators)

Mary makes a few errors and needs to focus on detail.

Performance Optimisation Plan (POP) (incl. Training & Coaching)

More attention to detail. Coaching from Melissa

Save Progress

7. Customer Responses

Weighting: 0

Enter Rating

- 5.** Significantly Above Target/Standard. This competency was demonstrated in a way that sets an exceptional example to others
- 4.** Above Target/Standard. There were some instances where the appraisee consistently demonstrated extra effort and competency beyond the normal call of duty
- 3.** On Target/Standard. The competency was displayed at an acceptable level throughout the performance period. One or two instances of minor non-achievement or over achievement should still be viewed as a 3-rating.
- 2.** Below Target/Standard. There were some examples of poor performance or behaviour that cannot be viewed as mere small negative deviations from standard

Performance Standards / Behavioural Indicators

- All customer enquiries acknowledged within 24 hours of receipt
- Customer advised of planned response time for resolution
- Customer kept informed of any delays in resolution

1. Significantly Below Target/Standard. There were some serious and/or many deviations from standard

T. Too early to assess (new performance measure)

Actual Performance Notes (compared to Performance Standards / Behavioural Indicators)

Occasional lapses where some enquiries are not responded to within deadline. Greater attention to setting priorities needed to achieve target.

Performance Optimisation Plan (POP) (incl. Training & Coaching)

Daily routine changed to provide specific time each day to attend to this.

Save Progress

Spell Check

[Stripped-Down Version](#)

[Jump to Summary / POP Form](#)

Appraiser File Attachments

Appraisee File Attachments

T-Ratings

Where Appraisees were given new Performance Measures close to appraisal time, it may be unfair to rate them on such measures, as they might not have had sufficient time to implement it. Give such new Performance Measures a weighting of ZERO (in the Performance Agreement Form), and tick "T-Rating" on the Appraisal Form, which stands for "TOO early to assess". NOTE: This rating option only shows for zero-weighted measures on the Appraisal Form.

Performance Optimisation Plan (POP)

This field should be used for notes in respect of (1) improving past performance, as well as (2) addressing new skills and competencies required for future work expectations, and personal development.

NOTE: Staff Training and Coaching are seldom the only solutions for addressing unacceptable performance or behaviour. Poor performance or behaviour can more often than not be ascribed to a combination of: a lack of resources and work tools, poor systems/policies/procedures, poor reward/recognition practices, insufficient performance feedback, and a generally counter-productive working environment and organisation culture. Be open-minded to consider and address all of these. Frequently, these are for the Appraiser/Organisation to address, and not the Appraisee.

[Contact Administrator](#)

Copyright © All Rights Reserved.