

**PERFORMANCE PLANNING FORM (PPF) FOR THE YEAR**

**Name, Designation & Grade** : \_\_\_\_\_

**Section/Division** : \_\_\_\_\_

**Supervisor's Name & Designation** : \_\_\_\_\_

**Work Planning & Review period** : \_\_\_\_\_

**Annual Work Plan**

This form should be completed at the beginning of the review period (i.e beginning of the year).

Sl. No.	Performance Targets	Distribution of Activities			
		1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
1					
2					
3					
4					
5					
6					

\*Additional sheets may be used if necessary.

**Employee's Signature**  
**Date:**

**Supervisor's signature**  
**Date:**

**PERFORMANCE REVIEW FORM (PRF) ON QUATERLY BASIS**

**Name, Designation & Grade** : \_\_\_\_\_

**Section/Division** : \_\_\_\_\_

**Supervisor's Name & Designation** : \_\_\_\_\_

**Review period** : \_\_\_\_\_

At the end of each quarter, an employee shall submit this form showing what he has accomplished for the quarter. These forms shall be compiled by the supervisor and at the end of the year, use as reference for evaluating the employee's performance.

Sl. No	Performance Targets	Accomplishments/Achievements	Remaining Targets	Supervisor's comments
1				
2				
3				
4				
5				

\*Additional sheets may be used if necessary.

<p><b>Ad hoc Activities (performed besides the performance targets)</b></p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
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**Signature of Employee**  
**Date:**

**Supervisor's name & signature**  
**Date:**

**PERFORMANCE APPRAISAL FORM (PAF) ON ANNUAL BASIS**

Appraisal period: From \_\_\_\_\_ To \_\_\_\_\_

Name of Staff	:	_____
Position Title/Designation	:	_____
Grade	:	_____
Employee ID Card No.	:	_____
Initial Appt. Date	:	_____
Division/Regional Office	:	_____
Supervisor's Name	:	_____
Supervisor's Position	:	_____

**1. Instructions**

Each staff will be evaluated on his or her performance once in a year by the concerned supervisor. Each staff is required to strictly follow the job responsibilities and accordingly, plan the work in consultation with the immediate supervisor or as per the department's annual plan and programs in the beginning of the year.

The immediate supervisor shall rate the annual performance of each staff under him/her against the given parameters. Then the Performance Review Committee at HQ/Region, whichever is applicable will review the ratings given by the immediate supervisor and award the rating against the same parameters.

The final ratings shall be compiled by the Human Resources Section, HRAD. For the final summary ratings, the rating of the Immediate Supervisor & Performance Review Committee shall be taken into account.

**2. Rating Scale**

The scale measures quality and quantity of work, reliability, initiative, attitude and team spirit, and punctuality. It assigns point value to each of performance factor or behaviour. For each factor, its corresponding descriptor is being provided and wherever necessary, supplementary information may be provided.

<b>90 - 100</b>	=	<b>Outstanding</b>
<b>80 - 89.9</b>	=	<b>Very Good</b>
<b>70 - 79.9</b>	=	<b>Good</b>
<b>60 - 69.9</b>	=	<b>Satisfactory</b>
<b>0 - 59.9</b>	=	<b>Poor</b>

### 3. Performance Factors

Rating Scale					
Performance Factors	Poor (0 to 59.9)	Satisfactory (60 to 69.9)	Good (70 to 79.9)	Very Good (80 to 89.9)	Outstanding (90 to 100)
<b>Quantity of work including adhoc</b> (Includes the amount of work turned out & other additional responsibilities either assigned or undertaken)	Consistently very less or insignificant compared to the expected output or assigned responsibilities	Satisfactory but the quantity of actual work turned out is inadequate	The amount of work turned out is consistently just right; given the position, the quantity could be increased	Consistently more than adequate and takes up additional responsibilities when assigned	Consistently substantial; always takes up multiple tasks whether assigned or otherwise
<b>Quality of work</b> (Includes accuracy, skill & completeness of work process and results; it can also include neatness and efficiency)	Consistently poor or unsatisfactory (Requires significant improvement, job re-design or transfer)	Satisfactory but quality of work is below standards, or often shoddy; the accuracy rate and work completeness are usually low	Consistently good & just meets basic requirements or standards; it may require minor improvement	Consistently very good; always meets standards; demonstrates application of high working skills and abilities	Consistently excellent; always produces highest quality outcomes & surpasses the set standards
<b>Reliability</b> (Ability to follow directions & deliver services reliably; being reliable in terms of keeping appointments on time & making effective use of office hours )	Consistently unreliable or irregular; fails to deliver on time and has maximum of unplanned absences from work	Sometimes reliable but makes errors or lapses as well & also fails to keep appointments; attendance is just regular	Consistently just reliable; delivers as expected and meets deadlines	Consistently very reliable; always follows directions meets standards & works extra hours	Consistently outstanding in delivering services; exceeds expectations & shows exemplary behavior
<b>Initiative</b> (Being proactive, resourceful and motivated in, reviewing effective alternatives, suggesting informed recommendations and addressing problems or challenges)	Lack of initiative to perform; regularly withdrawn and is too complacent even when the conditions are all favorable	Sometimes shows initiative to perform but lacks consistency and motivation in accepting change	Consistently demonstrates initiative to perform and is resourceful when properly supervised	Always takes initiatives in recommending actions, improving working skills and addressing problems	Requires no supervision or consistently outstanding in ensuring alternatives or initiatives are successful
<b>Punctuality:</b> (Being on time to the work place and able to complete the assigned tasks on or before deadline unless otherwise affected by unavoidable circumstances)	Never be on time to work place and doesn't complete the tasks on time.	Occasionally be on time and complete the tasks on time.	Just be on time and completes the assignments on time.	Always on time and completes the assignment even before the deadline.	Attends the work place before the time and completes the tasks before deadline. Be an exemplary in the organization.
<b>Customer Service &amp; Interpersonal Relations</b> (Includes positive attitude, interpersonal and team relations skills, customer service orientation and effective communication skills. Ability to lead, motivate and inspire employees as leaders in case of supervisors)	Consistently poor attitude; not responsive to customers (both within & outside); regularly fails to maintain relationships with others & does not communicate effectively	Satisfactory but often fails to be positive & does not understand others; requires instructions to be repeated; sometimes complaints occur	Consistently positive & demonstrates interpersonal and team relationships; communicates effectively	Always positive & understands the concerns of others; maintains very good working relationships; very good at responding to customers' needs and expectations	Consistently outstanding in all aspects of customer service relations

1. **Performance targets & achievement for the year** (to be completed by concerned staff & supervisor)

Annual Performance Targets		Status of targets achieved	Reasons for underachievement (if any)	Remarks by Immediate Supervisor
1 <sup>st</sup> Quarter	1. .... 2. .... 3. .... 4. .... 5. ....			
2 <sup>nd</sup> Quarter	1. .... 2. .... 3. .... 4. .... 5. ....			
3 <sup>rd</sup> Quarter	1. .... 2. .... 3. .... 4. .... 5. ....			
4 <sup>th</sup> Quarter	1. .... 2. .... 3. .... 4. .... 5. ....			

Use additional sheets if required esp. while providing reasons for underachievement.

**5. Ad hoc Activities (performed besides the annual performance targets)**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

\_\_\_\_\_  
Signature of staff

**6. Any remarks by the relevant Performance Review Committee**

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**Important Note**

1. The Performance Planning Form and Performance Review Forms of the concerned staff for the year should be **seriously referred** by the supervisors and PRC for awarding final rating.
2. Information provided in this document shall be subjected to further verification, and if found fraudulent shall be dealt seriously as per the provisions of Service Rules of the Corporation.
3. The concerned staff should put their initial in all the sheets.

7. **Development need of the staff** (To be completed by the concerned staff, immediate supervisor and relevant Performance Review Committee)

Please briefly comment on the following (If required, use additional sheet):			
Sl. No.	Major challenges faced in the process of performing the above targets	Skills or areas where you need to improve to better achieve these targets	Remarks by the immediate supervisor/PRC
1			
2			
3			
4			
Give appropriate rating for each of the factors (Use the rating scale from 0 to 100). <b>Ratings should relate to your performance outputs (in terms of quality of work, quantity of work, punctuality, reliability, initiative and customer service and interpersonal relations) for the entire year. The PPF of the year and PRFs of all four quarters should be the basis for rating below!</b>			
Performance Factors Each of the factors below should be rated relative to your assigned roles and responsibilities. Not all would be equally balanced or similar across the divisions or positions)	Rating by Immediate Supervisor (0 to 100)	Rating by Performance Review Committee (0 to 100)	Remarks
1. Quantity of work including adhoc			
2. Quality of work			
3. Reliability			
4. Initiative			
5. Punctuality			
6. Customer Service & Interpersonal Relations			
(**)Once completed, the supervisor shall pass it on to the Head of the Division/Regional Manager for putting up to the Performance Review Committee (to be formed in each Regional Office for regional staff and at the HQ. for HQ staff).			

Signature of Immediate Supervisor

(Signature of Performance Review Committee Members)

8. **Summary of Results** (to be completed by HR Section, HQ)

The HR Section, HRAD shall compile the final ratings and submit to the GM, HRAD for endorsement, who shall then forward a copy to the respective Manager/Senior Manager/Regional Manager/General Manager for record and actions, if any is required. The following summative form shall be completed by the HR Section:

Performance Factors	Rating by immediate supervisor (0-100) X	Rating by PRC (0-100) Y	Total of X+Y (200)	Weightage (%)	Total of X+Y against weightage (%)
Quantity of work including adhoc				30	
Quality of work				20	
Reliability				15	
Initiative				15	
Punctuality				10	
Customer Service & Interpersonal Relations				10	
<b>Total (%)</b>				<b>100</b>	
<b><i>Performance Standing (Based on total % of X + % of Y against the weightage above)</i></b>					
Outstanding (90-100)		Very Good (80-89.9)		Good (70-79.9)	
			Satisfactory (60-69.9)		Poor (0-59.9)

9. **Calculation of Final Annual Performance Rating of HoDs and Heads of Regions**

The final annual performance rating of HoDs and Heads of Regions shall be computed as per the weights assigned below:

- A. Leadership Assessment Rating (derived from PAF)  
= 30% weightage
- B. Annual Compact Performance Rating (derived from annual compact)  
= 70% weightage

Leadership Assessment Rating (out of 100) A	Annual Compact Performance Rating (out of 100) B	30% of A	70% of B	Total 100 (% of A + % of B)	
<b><i>Performance Standing (Based on total % of A + % of B above)</i></b>					
Outstanding (90-100)		Very Good (80-89.9)		Good (70-79.9)	
			Satisfactory (60-69.9)		Poor (0-59.9)

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Verified & Signed by HRO

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Endorsed by GM of HR & Admin. Division

**PERFORMANCE APPRAISAL FORM 1**

Form Applicable to: Probationary Employees

**Name, Designation & Grade** : \_\_\_\_\_**Section/Division** : \_\_\_\_\_**Date of Joining** : \_\_\_\_\_**Supervisor's Name & Designation** : \_\_\_\_\_**Appraisal Period** : \_\_\_\_\_**PART A: ADJECTIVAL PERFORMANCE APPRAISAL**

Give a brief description of the employee's work during the appraisal period

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**PART B: EVALUATE COMPETENCIES**

<b>Sl. No.</b>	<b>Performance Factors</b>	<b>Performance Meets or Exceeds Job Requirements</b>	<b>Performance Does not Meet Job Requirements</b>
1	Job Knowledge <i>Consistently executes the duties and responsibilities of his or her position in an efficient and accurate manner. Is effective in working with, understanding and evaluating technical information related to the job.</i>		
2	Communication Skills <i>Ability to communicate effective in both oral and written expression and is able to listen to disseminate information effectively. This also includes the ability to follow instructions correctly.</i>		
3	Interpersonal Relations and Team Work <i>Ability to build and maintain good working relationships with co-workers, supervisors and external interfaces. Actively participates in discussions, team assignments and company events.</i>		
4	Learning and Continuous Improvement <i>Actively acquires new skills and competencies. Helps others with tools and approaches to solve problems and improve processes. Treats negative experience as a learning opportunity. Seeks information and ideas from many places and individuals. Looks for better ways to perform routine parts of job.</i>		
5	Initiative and Resourcefulness <i>Ability to take appropriate action by implementing and sharing new ideas/ methods without having to be directed and is also able to anticipate needs and requirements of superiors and clients alike.</i>		



**PART C: GENERAL FEEDBACK**

What are the employee's significant strengths and contributions?

Describe areas in which the employee requires improvement.

What training and development is required to make these improvements?

Additional Comments, if any.

**PART D: RECOMMENDATIONS**

Continuation for Employment Recommended.

Continuation for Employment NOT Recommended.

**Supervisor's Name & Signature**

**Date:**