



Performance Appraisal Form for Professional and Management, and Specialist
Services Group

20__

Section A: Employee Details

APPRAISAL PERIOD:

EMPLOYEE ID No.

NAME OF THE EMPLOYEE:

POSITION TITLE:

POSITION LEVEL:

DIVISION:

DEPARTMENT/AGENCY:

Assurance on Accuracy of CV: I have verified my CV in CSIS and hereby declare that the information is correct as of.....date.....

SECTION B: Performance Assessment (Individual Work Plan) (70%)

Division Output	Activities	Targets Values				Target Achieved specified by individual	Employee's Feedback/comment/justification	Final Score by Supervisor ¹
		Level 4 =[3.00-4.00]	Level 3 =[2.00-2.99]	Level 2 =[1.00-1.99]	Level 1 [<=0.99]			
1.	1.1..... 1.2.....							
2.	2.1..... 2.2.....							
						Final Score B. Total/No. of activities =.....		

Note: It is not necessary to fill target values for all four levels. However, it is mandatory to set the target value for Level 2.

¹Concrete results achieved during the year that were agreed and rate them in the scale indicated in the target values.

SECTION C: Competency Behavior (30%)

Potential Assessment Area	Quality & Description	[3.00-4.00] Level 4	[2.00-2.99] Level 3	[1.00-1.99] Level 2	[<=.99] Level 1	Final Rating with Evidence of Behavior
1. Analytical and Intellectual Capacity	1.1. Sense of Perspective <i>Demonstrates intellectual flexibility, imagination and socio political sensitivity in developing a holistic appreciation of the situation and in generating innovative ideas and solutions that bring practical benefit</i>	<ul style="list-style-type: none"> • Thinks ahead to anticipate issues, identifies opportunities and appreciates implications. • Exercise imaginations and creativity to generate a range of alternative solutions. • Takes strategic perspective when formulating proposals and recommendations. 	<ul style="list-style-type: none"> • Takes strategic steps and ways to achieve and enhance the achievement of the target. 	<ul style="list-style-type: none"> • Need guidance in identifying the opportunities and solutions to solve work towards achieving the target. 	<ul style="list-style-type: none"> • Is hasty in formatting opinions and judgment taking action before assessing implications and Focuses on day to day problems at the expense of longer term planning. 	
	1.2 Analysis and Judgment <i>Demonstrates power of analysis and a sense of reality in the context of complex issues and solutions</i>	<ul style="list-style-type: none"> • Analyses situations and problems in a systematic and logical manner to identify key issues. • Makes sound judgment based on rigorous, independent thinking • Makes good use of background knowledge. 	<ul style="list-style-type: none"> • Proposes strong judgmental recommendation towards overall issues for a realistic achievement. 	<ul style="list-style-type: none"> • Limited to supervisory directives in tackling the problems and does provide any strong judgmental recommendation to own issues. 	<ul style="list-style-type: none"> • Makes assumption based on superficial analysis • Spends too long on analysis and deliberating at the expense of responding in a timely fashion. 	
2. Influence	2.1. Influencing and Inspiring	<ul style="list-style-type: none"> • Put team's success ahead of personal success. 	<ul style="list-style-type: none"> • Maintains wide network of good working 	<ul style="list-style-type: none"> • Stick to good working relationship 	<ul style="list-style-type: none"> • Blame others for mistakes and/or setbacks that 	

Performance Appraisal Form for Professional and Management, and Specialist
Services Group

20__

Potential Assessment Area	Quality & Description	[3.00-4.00] Level 4	[2.00-2.99] Level 3	[1.00-1.99] Level 2	[<=.99] Level 1	Final Rating with Evidence of Behavior
& Collaboration	Persuades, motivates and inspires others, developing a sense of purpose and unity	<ul style="list-style-type: none"> Work to resolve conflict among team members by showing respect for others' opinions and working toward mutually agreeable solutions. 	relationship with peers, subordinates, supervisor, customer and clients. Makes consistent efforts to generate trust and co-operation to foster positive and productive team spirit.	with most of the peers, subordinates, supervisor and the clients. Initiates encouragement of trust and cooperation among others.	negatively affect team results.	
	2.2 Collaboration & Engagement Takes lead in communication and consultation, engaging with a wide range of supervisors, peers and stakeholders across division, department, and agencies.	<ul style="list-style-type: none"> Help to keep team performance and morale high even during periods of intense pressure or heavy workload. Actively seeks development opportunities for team 	<ul style="list-style-type: none"> Demonstrate to work in a team and foster sharing of workloads while he/she is not utilized. 	<ul style="list-style-type: none"> Confines to his/her own assigned task and does not extend and seeks support to collaborate and engage in a team. 	Work only to serve self-interests and meet personal goals Blame others for mistakes and/or setbacks that negatively affect team results.	
3. Motivation for Excellence	3.1. Achieving Results Strives hard to achieve agency's five year and annual targets by focusing on national interest to ensure efficiency and high standards of delivery.	<ul style="list-style-type: none"> Achieves all targets set within the allocated resources without compromising on the quality Minimizes waste of his Agency and nation's resources 	<ul style="list-style-type: none"> Always look towards achieving the result with best quality within the resources under his/her control 	<ul style="list-style-type: none"> Hard working towards achieving the results but needs extra resources to achieve it 	<ul style="list-style-type: none"> Do not deliver as per the set targets and budget allocated Wastes his Agency and nation's resources 	
	3.2 Commitment and Accountability Demonstrates personal	<ul style="list-style-type: none"> Upholds both explicit and implicit terms and understandings he has 	<ul style="list-style-type: none"> Demonstrate strong bond towards the Royal government and 	<ul style="list-style-type: none"> Upholds the blondness towards one public family 	<ul style="list-style-type: none"> Breach the norms and values of the society Speak and act in a way 	

Performance Appraisal Form for Professional and Management, and Specialist
Services Group

20__

Potential Assessment Area	Quality & Description	[3.00-4.00] Level 4	[2.00-2.99] Level 3	[1.00-1.99] Level 2	[<=.99] Level 1	Final Rating with Evidence of Behavior
	integrity and commitment to serving Bhutan's national interest	with the Royal Government, public, family, agency, superiors, peers, subordinates and clients <ul style="list-style-type: none"> • Ready and willing to take additional responsibility by one's own initiatives 	uphold the belongingness of oneness among the public family. Needs guidance to take the initiatives	as and when required only and resistance to take initiatives	that is not in conformity to the civil service values of integrity, professionalism, honesty, impartiality, accountability, loyalty, and leadership. <ul style="list-style-type: none"> • Do not participate in any extra assignments 	
TOTAL SCORE / NUMBER OF COMPETENCY BEHAVIOUR						

SECTION D: Final Performance Evaluation Score [Section B &C]

Particular	Score received	% Allocated	Final Score	Supervisor's Comment, if any	MODERATION EXERCISE CATEGORY (OT, VG, G or NI category)	Head of Agency's Comment if any.
B. Performance		70%				

Performance Appraisal Form for Professional and Management, and Specialist
Services Group

20__

C. Competency Behaviors		30%				
Total						

Employee's Signature:
Date

Supervisor's Signature:
Date

Overall Rating Table:

<u>Performer category</u>	<u>Definition</u>	<u>Rating scale</u>
1. Level 4	Achieved exceptionally high level of performance	3.00-4.00
2. Level 3	Performed at higher level than required	2.00-2.99
3. Level 2	Employee fulfilled requirement of the job	1.00-1.99
4. Level 1	Results/Behavior far below performance requirement	<=0.99

Note: The Preliminary Performance Evaluation Score shall be an input to the Moderation Exercise for assigning the final rating.