



## ACHIEVING TO HIGHER STANDARDS CHECKLIST

Make sure that you have plenty of time to answer each of the following questions and think as deeply as necessary (the first answer is not always the best). Use extra paper if required for notes or answers that need to be longer.

1. What do you value most or fulfills you more than anything else and why?

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2. What do you find most inspirational or motivational in terms of your work?

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3. What signals/signs of enterprise waste or difficulty do you see that need higher standards to be applied?

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4. What do your internal or external customers expect most of you or your team?

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5. What are the one or two major things that you can do to improve your own skills or knowledge so as to improve your work?

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6. What areas of focus/interest are most in need of higher or better standards or would yield the most benefit/value to the enterprise?

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## TAKING RESPONSIBILITY & CONTROL CHECKLIST

1. **Maintain an open and optimistic attitude:** Be open to the situation, circumstances, problems, issues or challenges being yours to deal with.

NOTES ON HOW TO DO THIS: \_\_\_\_\_  
\_\_\_\_\_

2. **Make strong personal commitments:** State your beliefs and values openly to others and commit to goals for which you can be held accountable.

NOTES ON HOW TO DO THIS: \_\_\_\_\_  
\_\_\_\_\_

3. **Plan and organize your time:** Build flexibility into your schedule to take account of situations that do not entirely go to plan or run into problems and need your time to sort them out.

NOTES ON HOW TO DO THIS: \_\_\_\_\_  
\_\_\_\_\_

4. **Walk the talk:** Do the things that you commit to do and build trust in others that you say what you mean and mean what you say as you communicate.

NOTES ON HOW TO DO THIS: \_\_\_\_\_  
\_\_\_\_\_

5. **Jump in first:** Avoid waiting for others to volunteer or go first when there is something important to be done.

NOTES ON HOW TO DO THIS: \_\_\_\_\_  
\_\_\_\_\_

6. **Follow through and persevere:** When you've made a commitment, stick to your task and persevere through the difficult times (even when the obstacles are significant).

NOTES ON HOW TO DO THIS: \_\_\_\_\_  
\_\_\_\_\_



## MEASURABLE GOALS

	QUALITY	QUANTITY	COST	TIMELINESS
1. Process all mortgage applications accurately in no more than 72 hours from date of receipt.				
2. Eliminate all waste by year end.				
3. Favorably re-negotiate all transport contracts within six months.				
4. Lift units per month.				

Tick as many boxes in the columns to the right that might apply to each of the four goals above.

**ANSWERS**  
 1. Quality and Timeliness  
 2. Quality, Quantity, Cost and Timeliness  
 3. Cost and Timeliness  
 4. Quality





## PLANNING QUESTIONS

**Instructions:** Before conducting a coaching session, either a formal Progressive Performance Update Discussion, or an informal discussion, plan by answering the following questions.

Individual's Name: \_\_\_\_\_

Manager's Name: \_\_\_\_\_

What are the coaching opportunities you have with this individual?

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Why are they important?

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How can you use these opportunities to develop the individual's potential?

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What specifically have you observed that has contributed to the situation?

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## PLANNING QUESTIONS

Which of the individual's selected competencies to achieve success seems to be most in need of attention (and why)?

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How can you tie this coaching to the individual's interests and career aspirations?

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### Your Personal Pitfalls

From your experience what potential pitfalls will you need to overcome in order to achieve success in coaching for optimal performance?

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How will you overcome these pitfalls?

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## COACHING OBSERVATION FORM

**Instructions to the observer:** While you observe others coaching for optimal performance, use this observation form to make careful notes of specific things the individual did well and note any suggestions for improvement.

Key Actions	Specific Behaviors & Phrases	Strengths	Suggestions
1. State the purpose and importance of the discussion. Briefly explain the process.			
2. Ask for the individual's opinion on how he/she is tracking against targets and how he/she can enhance performance.			
3. Give feedback on the individual's views and describe actions or behaviors they believe have helped or contributed to the situation.			
4. Ask the person for their targets for the future and possible milestones and give feedback on the ideas and add your own.			
5. Summarize actions to be taken and set a day and time for next update/discussion.			
6. Express confidence and support.			



## COACHING OBSERVATION FORM

**Instructions to the observer:** While you observe others coaching for optimal performance, use this observation form to make careful notes of specific things the individual did well and note any suggestions for improvement.

Basic Principles	Specific Behaviors & Phrases	Strengths	Suggestions
1. Focus on the situation, issue, or behavior, not the person.			
2. Maintain the self-confidence and self-esteem of others.			
3. Maintain constructive relationships with peers and managers.			
4. Take initiative to make things better.			
5. Lead by example.			





## PROGRESS PERFORMANCE UPDATE

Name: \_\_\_\_\_ Title: Team Leader  
Review period: Quarter 1 Location: \_\_\_\_\_  
Manager's Name: \_\_\_\_\_ Manager's Title: \_\_\_\_\_

### Quarter Focus Activities and Milestones

Record here the first quarter focus data from the plan or previous Quarterly Performance Update form.

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### Results/Achievements

Record here results against the first quarter focus activities and milestones

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### Roadblocks Faced or Upcoming Issues

Record here any issues that prevented hitting the targets for this accountability AND/OR any issues that are likely to affect progress towards your next quarter or Full Year Targets.

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### Next Quarter Focus Activities and Milestones

Record here activities and milestones that form the focus for the next Quarter

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Employee's signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Evaluator's signature: \_\_\_\_\_ Date: \_\_\_\_\_

The employee and manager should each retain a copy of this form.





## PERIODIC PROGRESS PERFORMANCE REVIEW FORM

### 1. RESULTS

(Both the employee and the manager should provide an assessment of current progress in achieving agreed objectives or results).

**MANAGER      EMPLOYEE**

1. Objective/accountability

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2. Objective/accountability

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3. Objective/accountability

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Performance assessments should be expressed as **Exceeding Expectations (EE)**, **Meeting Expectations (ME)** or fell **Below Expectations (BE)**.

### 2. COMPETENCIES

Both the employee and manager should evaluate the extent to which this individual demonstrated competencies and/or management practices in achieving results. use the following rating scale:

- 1 Outstanding
- 2 Demonstrated competence
- 3 Needs attention – development opportunity
- \* Not applicable in this position
- ? Insufficient evidence to determine a rating





## PERIODIC PROGRESS PERFORMANCE REVIEW FORM

	MANAGER	EMPLOYEE
Competencies:		
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____
7.	_____	_____
8.	_____	_____
9.	_____	_____
10.	_____	_____

### 3. DEVELOPMENT ON THE JOB

Both the appraisee and manager should provide an assessment of the progress that is being made by the individual in meeting his/her personal developmental objectives. This assessment should be expressed as being **On Target (OT)** or **Below Target (BT)**.

	MANAGER	EMPLOYEE
1. Developmental objective	_____	_____
2. Developmental objective	_____	_____

### 4. COMMENT (OPTIONAL)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_





## PERIODIC PROGRESS PERFORMANCE REVIEW FORM

### 5. NEXT STEPS

Fill in this module of the Progress Performance Update form based on how you are tracking now and what adjustments in the near term you would like to make.

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Ask yourself the following planning questions before you attend your Progress Performance Update session:

1. Did I do everything I could to ensure my objectives were met?
2. Did I demonstrate initiative and proactivity in my approach to goal achievements?
3. Am I accepting responsibility or blaming others or events?
4. Did I blame myself or take responsibility and set plans for recovery?
5. Did I focus on problems or solutions?
6. Did I mistakenly expect others to have done some tasks or actions that I should have done myself?
7. What else could I have done/what could I do differently?
8. What have I learned?





## PLANNING QUESTIONS

**Instructions:** Before using the Key Actions for Taking Corrective Action – in practice sessions and on the job – plan by answering the following questions.

Individual's Name: \_\_\_\_\_

Manager's Name: \_\_\_\_\_

What is the difference between present performance and agreed upon expectations?

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What is the negative impact of the individual's present performance? Does the negative impact really warrant corrective actions?

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Are there factors outside the individual's control that may be contributing to the employee's performance problem?

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## OBSERVATION FORM

**Instructions to the observer:** While you observe others taking corrective action, use this Observation Form to make careful notes of specific things they did well and suggestions for improvement.

Key Actions	Specific Behaviors & Phrases	Strengths	Suggestions
1. Point out the difference between present performance and agreed upon expectations.			
2. Describe specifically the negative impact of the individual's performance.			
3. Get the person's view of the situation.			
4. Ask for ideas on how the individual can correct the situation and add your own.			
5. Explain any steps you plan to take and why.			
6. Agree on action plan and a date for follow-up.			
7. Express confidence that the individual can correct the situation.			



## OBSERVATION FORM

**Instructions to the observer:** While you observe others taking corrective action, use this Observation Form to make careful notes of specific things they did well and suggestions for improvement.

Basic Principles	Specific Behaviors & Phrases	Strengths	Suggestions
1. Focus on the situation, issue, or behavior, not the person.			
2. Maintain the self-confidence and self-esteem of others.			
3. Maintain constructive relationships with peers and managers.			
4. Take initiative to make things better.			
5. Lead by example.			





## DOCUMENTATION OF AN INDIVIDUAL DISMISSAL DISCUSSION

Business Unit Name: \_\_\_\_\_

Date: \_\_\_\_\_ Time: \_\_\_\_\_

Name of Individual: \_\_\_\_\_

Manager: \_\_\_\_\_

Witness: \_\_\_\_\_

Witness' Contact Details: \_\_\_\_\_

Reason for Termination: \_\_\_\_\_

### Summary of the Discussion

What the Manager said:

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What the individual said:

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## DISCIPLINE & TERMINATION CHECKLIST

### INITIAL COUNSELING/FIRST FORMAL WARNING

1. Employer has documented the facts of the unsatisfactory performance and/or conduct of the individual.
2. An initial counseling interview has been held with individual.
3. The individual has been given the full details of the areas of concern and has been given the opportunity to respond and explain.
4. Where it is warranted, an investigation has been conducted to confirm or disprove the explanation/s given by the individual, and the response of the person is not satisfactory, then a verbal or written warning is given to the individual.
5. The individual has been informed of the options if the performance and/or attitude does not improve (e.g. dismissal, demotion).
6. A review date has been arranged for both parties to meet again (usually in about two weeks).

### SECOND COUNSELING AND/OR FINAL WRITTEN WARNING

1. Details of the individual's performance and/or conduct during the first review period are discussed with the person concerned.
2. A witness is present at the review meeting (the person can also have the opportunity to have his/her own witness present).
3. The individual is again given the opportunity to respond.
4. If after an investigation (unless an investigation is not required) and the individual's response is unsatisfactory, then the person is issued with a Final Written Warning.
5. The individual has been advised to read and given a copy of the documentation and raise and questions.
6. A copy of the Final Written Warning has been placed on the file.







## RECORD OF INTERVIEW

- Counseling       First Written Warning       Final Written Warning

Individual's Name: \_\_\_\_\_ Date: \_\_\_\_\_

Position/Job Title: \_\_\_\_\_

You have attended a **Formal Counseling Interview** in relation to the following matters:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

You were given opportunity to respond to the complaints outlined, your response was:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*(Interview may break at this stage for investigation of issues raised)*

Management decided to proceed with the counseling because:

1. \_\_\_\_\_
2. \_\_\_\_\_

A Formal Warning is to be issued and your performance is to be reviewed on \_\_\_\_\_ to assess whether the agreed changes have occurred.

I \_\_\_\_\_ **agree that this is an accurate record of the Counseling Interview.**

Signed by individual concerned: \_\_\_\_\_

Signed by Manager: \_\_\_\_\_

Signed by Witness: \_\_\_\_\_ Date: \_\_\_\_\_





## FIRST FORMAL WARNING

Individual's Name: \_\_\_\_\_ Date: \_\_\_\_\_

Position/Job Title: \_\_\_\_\_

On \_\_\_\_\_ you were counseled by \_\_\_\_\_  
for the following reasons:

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As a result of this counseling it is agreed that the following actions will occur:

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This is the **First Warning** in the company's disciplinary procedure. Management expects that as a result of this action the problems discussed will be rectified by you. Your performance will be reviewed again in \_\_\_\_\_ weeks at a **Formal Counseling Interview** to be held on:

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Failure to make the necessary improvements, as discussed, or any repeat of these problems will leave the management no other option than to reconsider your future employment. This **First Formal Warning** and **Record of Interview** will be placed on your personal file.

Signed by Manager: \_\_\_\_\_

Signed by individual concerned: \_\_\_\_\_

Signed by Witness: \_\_\_\_\_ Date: \_\_\_\_\_





## SECOND & FINAL WARNING

Individual's Name: \_\_\_\_\_ Date: \_\_\_\_\_

Position/Job Title: \_\_\_\_\_

On \_\_\_\_\_ you were counseled by \_\_\_\_\_

This is the second counseling interview following the First Formal Warning issued to you on \_\_\_\_\_ . The reasons for this counseling interview are:

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As a result of this counseling it is agreed that the following actions will occur:

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This advice is the **Second and Final Warning** in the company's disciplinary procedure. Management expects that as a result of this action there will be no further instances of the problems discussed. Your performance will be reviewed again in \_\_\_\_\_ weeks at a **Formal Counseling Interview** to be held on:

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Failure to make the necessary improvements will result in termination of your employment. This **Final Warning** and **Record of Interview** will be placed on your personal file.

Signed by Manager: \_\_\_\_\_

Signed by individual concerned: \_\_\_\_\_

Signed by Witness: \_\_\_\_\_ Date: \_\_\_\_\_





## RECORD OF TERMINATION INTERVIEW

Individual's Name: \_\_\_\_\_ Date: \_\_\_\_\_

Position/Job Title: \_\_\_\_\_

You have attended a **Termination Interview** in relation to the following matters:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

You were given opportunity to respond to the complaints outlined, your response was:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*(Interview may break at this stage for investigation of issues raised)*

Management decided to proceed with your termination because:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

As a result of the interview you were informed that your employment will be terminated with notice or pay in lieu of notice. The notice period is \_\_\_\_\_ weeks.

I \_\_\_\_\_ **agree that this is an accurate record of the Termination.**

Signed by individual concerned: \_\_\_\_\_

Signed by Manager: \_\_\_\_\_

Signed by Witness: \_\_\_\_\_ Date: \_\_\_\_\_





## LETTER OF TERMINATION

Individual's Name: \_\_\_\_\_

Position/Job Title: \_\_\_\_\_

You are hereby advised that your employment with this organization will terminate on

\_\_\_\_\_ and by:

- Payment in lieu of notice
- Working the period of notice
- Summary dismissal

The reason for your termination is:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_

Signed by Manager: \_\_\_\_\_ Date: \_\_\_\_\_





## ANNUAL PERFORMANCE APPRAISAL PREPARATION WORKSHEET

**Instructions:** In preparation for the Annual Performance Appraisal, complete the following information and questions.

Individual's Name: \_\_\_\_\_

**Prepare yourself and the other person ahead of time for a focused discussion.**

What will you tell the person regarding the purpose of this performance appraisal discussion – why the appraisal is important, what outcomes you would like, and why you need their active and open participation in the appraisal process.

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If the person will be gathering feedback from customers and/or coworkers, what agreements do you need to reach about the process to follow and the people to be contacted?

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Decide on the questions you would like the person to answer as part of his or her self-assessment. For example:

- For each goal or accountability what do you consider to be your most important contributions and accomplishments during the performance period?
- In what areas have you failed to meet your targets?
- What have you learned that can be applied in the future?
- What feedback have you received from coworkers and/or customers?
- What do you need to do in order to enhance your performance further?
- How do you think you have progressed in selected competencies?

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## ANNUAL PERFORMANCE APPRAISAL PREPARATION WORKSHEET

Prepare yourself to conduct the appraisal. Review information about the person's performance that you have gathered and shared throughout the appraisal period.

Quarterly Performance Update or other quantifiable data on specific results achieved against targets, priorities or standards.

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Specific examples of situations in which the individual was particularly effective or ineffective in accomplishing organizational or group goals.

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Specific feedback from customers/coworkers/other sources.

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## ANNUAL PERFORMANCE APPRAISAL PREPARATION WORKSHEET

### CORE MESSAGE

Are there any particular goals or accountabilities that you want to focus on in the appraisal?

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What two or three areas of strength will be most important in shaping the person's future work?

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What two or three improvement areas do you think this person should concentrate on next?

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What is your core message – the two or three thoughts you want the individual to remember throughout the next year?

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## ANTICIPATED REACTIONS WORKSHEET

Individual's Name: \_\_\_\_\_

**More than likely this person will want to use the appraisal as an opportunity to discuss:**

- Ratings only
- Expanded job responsibilities
- The chances for a promotion
- His or her future with the organization
- Other: \_\_\_\_\_

**Your Action**

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**What it's time for the person to share his/her opinion of performance, it is more than likely he or she will:**

- Not be prepared
- Be overly-prepared; armed with volumes of documentation
- Be reluctant to talk about his/her performance
- Understate his/her performance
- Focus on competencies but not on results
- Focus on results but not on how the results were achieved
- Other: \_\_\_\_\_

**Your Action**

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**When you share your perspective of the person's performance and/or any rating he/she will probably**

- Become argumentative
- Become uncomfortable/interrupt a lot
- Become withdrawn
- Become defensive
- Blame the organization for performance shortfalls
- Blame you for performance shortfalls
- Blame others for performance shortfalls
- Other: \_\_\_\_\_

**Your Action**

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## OBJECTIVELY EVALUATING THE PERFORMANCE OF OTHERS

Especially when ratings are at stake, it's important that your judgment be as accurate and objective as possible. Read the following list of evaluation pitfalls that stand in the way of an objective evaluation, together with ways to counteract them. Read the list and check any that apply to you.

<b>DO YOU HAVE A TENDENCY TO...</b>	<b>THEN GO OUT OF YOUR WAY TO...</b>
<input type="checkbox"/> Make incorrect assumptions about the cause or motive for an individual's behavior?	<ul style="list-style-type: none"> <li>• Collect hard data and establish clear performance goals for each person.</li> </ul>
<input type="checkbox"/> Compare one person's performance to the work of others?	<ul style="list-style-type: none"> <li>• Stay focused on the individual, and concentrate on what is unique about his/her methods.</li> </ul>
<input type="checkbox"/> Base your evaluation on an individual's performance on similarities to your own?	<ul style="list-style-type: none"> <li>• Measure performance against goals and standards that encompass all of the individual's job.</li> </ul>
<input type="checkbox"/> Base your evaluation on one aspect of an individual's performance?	<ul style="list-style-type: none"> <li>• Keep notes throughout the appraisal period.</li> </ul>
<input type="checkbox"/> Focus too much attention on the most recent performance?	<ul style="list-style-type: none"> <li>• Break the performance period into several smaller periods and appraise all data.</li> </ul>
<input type="checkbox"/> Base your evaluation on your first impression of the individual?	<ul style="list-style-type: none"> <li>• Concentrate also on how the other person can grow and develop further.</li> </ul>
<input type="checkbox"/> Give excessively positive feedback simply for getting the appraisal complete?	<ul style="list-style-type: none"> <li>• Make notes about the person's performance throughout the appraisal period.</li> </ul>
<input type="checkbox"/> Give more weight to a single poor performance because it had a large negative impact?	<ul style="list-style-type: none"> <li>• Measure against established goals and measures, and recognize even minor accomplishments.</li> </ul>
<input type="checkbox"/> Be tough with everyone to achieve higher performance standards?	<ul style="list-style-type: none"> <li>• Offer genuine praise and recognition when people meet or exceed standards.</li> </ul>

Another template to help evaluate performance objectively and over all four quarters of the year is shown overleaf.





## PERFORMANCE LOG

**Instructions:** Use the employee's Quarterly Performance Updates together with this worksheet to summarize performance related information for the year. Be sure to include the date you shared the information with the person, as well as the person's reaction. Also, record any follow-up items you agreed on.

Individual's Name: \_\_\_\_\_

<b>Goal/Accountability Number:</b>	
<p>QUARTER 1:</p> <p>Target:</p> <p>Result:</p> <p>Feedback/Comments:</p> <p>Agreed Action:</p>	<p>QUARTER 2:</p> <p>Target:</p> <p>Result:</p> <p>Feedback/Comments:</p> <p>Agreed Action:</p>
<p>QUARTER 3:</p> <p>Target:</p> <p>Result:</p> <p>Feedback/Comments:</p> <p>Agreed Action:</p>	<p>QUARTER 4:</p> <p>Target:</p> <p>Result:</p> <p>Feedback/Comments:</p> <p>Agreed Action:</p>





## INDIVIDUAL PLANNING QUESTIONS

What are key issues facing us/you right now? Limit yourself to no more than 2-3.

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What are the major results or outcomes expected of you the appraisee?

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What impact do these results or outcomes have on the department, on coworkers, or on the business?

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What specific criteria or standards do you the individual appraisee need to meet?

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## INDIVIDUAL PLANNING QUESTIONS

What activities or initiatives could be undertaken to meet the target?

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From your experience consider what potential pitfalls you will need to overcome in order to achieve success in establishing performance expectations?

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How will you overcome these pitfalls?

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## OBSERVATION CHECKLIST

**Instructions to the observer:** While you observe others establishing forward performance plans, use this observation form to make careful notes of specific things they did well and suggestions for improvement.

Key Actions	Specific Behaviors & Phrases	Strengths	Suggestions
1. State the purpose and importance of the discussion. Briefly explain the process.			
2. Describe the job in terms of its major accountabilities and how it fits into the larger picture. Ask the individual for his/her ideas.			
3. Discuss and confirm the top 4-6 accountabilities for the coming year.			
4. Discuss and agree measures, targets and Q1 focus.			
5. Review and confirm/adjust relevant competencies.			
6. Review and check for understanding and commitment.			
7. Set a date for first Quarterly Review.			





# FORECAST OF POTENTIAL – LONG TERM

LONGER TERM CAREER PLANNING (3-5 YEARS)										Is back-up available for this individual's position?			List plans you have to provide back-up for this individual							
D. Promotions - Goto D	E. Hold in position - Goto E	F. Take other action - Goto F	D. PROMOTABILITY			E. HOLD			F. OTHER											
			Highest position seen as reachable by the individual within 5 years	When	No. of salary grades from present	1 - Most suitable	2 - Replaceable hold	3 - Too new to tell	4 - Undetermined	5 - Transfer/develop	1 - Demote	2 - Outcounsel/place		3 - Retire						
Most Likely Promotion	Alternative Promotion	Month	Year	3+ - Levels	2+ - Levels	1+ - Levels	0+ - Levels	1 - Irreplaceable	2 - Most suitable	3 - Replaceable hold	4 - Too new to tell	5 - Undetermined	1 - Transfer/develop	2 - Demote	3 - Outcounsel/place	4 - Retire				
1. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	
2. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	
3. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	
4. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	
5. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	
6. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	
7. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	
8. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	
9. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	
10. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	
11. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	
12. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	
13. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	
14. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	
15. D E F				3 2 1 0				1 2 3 4 5	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4 5	N	







## SUMMARY CARD FORM

Name: _____ _____	Date joined org: _____ Payroll No: _____	<b>Attach recent passport size photograph here:</b>
Address: _____ _____ _____	Grade: _____ Current performance rating: _____	
Tel No: _____	Dept/Section: _____	
Date of Birth: _____	Married: <input type="checkbox"/> Yes <input type="checkbox"/> No	

### EMPLOYMENT HISTORY (Present position first)

Location	Position	From	To

Academic history	
Professional qualifications/ other skills	
Language ability	
At risk (Y/N)	
Preference options	
Potential grade limits	
Potential successors	

Details as of (date):





## ACTION PLAN

Performance Objective (or Competency):

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Step

Accountability

Due Date

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**GOAL/ACCOUNTABILITY ACTION FORM**

Objectives/accountabilities	Supports functional/ enterprise objectives	Critical outcomes/action required to achieve objective	Timing and resources involved	Other functions/ units involved





## OBJECTIVE/ACCOUNTABILITY TEMPLATE

90 Days     End of Year    Date: \_\_\_\_\_

Name: \_\_\_\_\_ Department: \_\_\_\_\_

Period covered by review: \_\_\_\_\_ Original hire date: \_\_\_\_\_

Overall performance rating (N=Needs improvement, S=Satisfactory, E=Exceptional)

### JOB PERFORMANCE

Considering only the period covered by this report and using the appraisal codes below, the appraiser should assign to each objective or responsibility the rating which most accurately describes the individual's performance (objectives should coordinate with departmental objectives). If the individual has more than four objectives or responsibilities, an additional sheet may be attached. The signatures should be completed after the objectives/responsibilities have been determined. Please comment on all ratings.

### APPRAISAL CODES

- 1. Needs improvement: The level of performance during this rating period did not fully meet the established standards of performance or expectations.
- 2. Satisfactory: The level of performance during this rating period met the established standards of performance of expectations.
- 3. Exceptional: The level of performance during this rating period consistently exceeded the established standards of performance or expectations.

**Objective or accountability:** \_\_\_\_\_

**RATING**

Comments: \_\_\_\_\_

**Objective or accountability:** \_\_\_\_\_

**RATING**

Comments: \_\_\_\_\_

**Objective or accountability:** \_\_\_\_\_

**RATING**

Comments: \_\_\_\_\_

**Objective or accountability:** \_\_\_\_\_

**RATING**

Comments: \_\_\_\_\_

Individual's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_





## ACTION PLANNING COMPETENCY PROFICIENCY GRID

List and then plot on the grid below your 3-10 competencies agreed with your manager:

- 1. \_\_\_\_\_ 1 2 3 4 5 6 7 8 9 10
- 2. \_\_\_\_\_ 1 2 3 4 5 6 7 8 9 10
- 3. \_\_\_\_\_ 1 2 3 4 5 6 7 8 9 10
- 4. \_\_\_\_\_ 1 2 3 4 5 6 7 8 9 10
- 5. \_\_\_\_\_ 1 2 3 4 5 6 7 8 9 10
- 6. \_\_\_\_\_ 1 2 3 4 5 6 7 8 9 10
- 7. \_\_\_\_\_ 1 2 3 4 5 6 7 8 9 10
- 8. \_\_\_\_\_ 1 2 3 4 5 6 7 8 9 10
- 9. \_\_\_\_\_ 1 2 3 4 5 6 7 8 9 10
- 10. \_\_\_\_\_ 1 2 3 4 5 6 7 8 9 10

Three greatest strengths:

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

Three greatest opportunities:

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_





## LEARNING/TRAINING PERSONAL/TEAM ACTION PLAN

Simply answer the following three questions and then turn your answers into actions.

I/we \_\_\_\_\_ will commit to doing the following as a result of this program.

I/we will START doing:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

I/we will STOP doing:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

I/we will CONTINUE doing:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**We will review this action plan weekly to monitor and check on progress.**

Signed: \_\_\_\_\_ Signed: \_\_\_\_\_

Name: \_\_\_\_\_ Manager: \_\_\_\_\_

Dated: \_\_\_\_\_ Dated: \_\_\_\_\_





## EMPLOYEE DEVELOPMENT & CAREER INTEREST FORM

Name: \_\_\_\_\_ Job Title: \_\_\_\_\_

Department/Location: \_\_\_\_\_ Date: \_\_\_\_\_

Employees should complete both sections of this form. Section A focuses on your current job and Section B on your career interests.

### A. YOUR CURRENT JOB

1. How have your knowledge, skills, competencies and/or management practices improved during the past year? Cite examples.

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2. In your present job, what skills, knowledge, competencies and/or management practices do you want to develop or acquire in the coming year? How can this be accomplished? (e.g. through self-development, formal training, coaching by your supervisor etc.)

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### B. YOUR CAREER INTERESTS

1. What are your career aspirations both in the short term (i.e. next 2-3 years) and longer term? Please indicate if you would like to be considered for assignments to any other function to fulfil these aspirations.

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## EMPLOYEE DEVELOPMENT & CAREER INTEREST FORM

2. In what ways, in the last year, do you feel you have prepared yourself for future responsibilities in the organization? (e.g. new or developmental work responsibilities, project-related activities, participation on external committees/associations, formal training or education)

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3. Are there ways in which your supervisor/manager could help you to do your job better and help you prepare for future career opportunities?

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3. Are you willing to relocate? If yes, please describe any relocation restrictions.

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### C. SUPERVISOR'S COMMENTS

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Individual's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_





## EMPLOYEE PERFORMANCE APPRAISAL

### ACTION PLAN AND COMMENTS

Employee Name: \_\_\_\_\_

Department: \_\_\_\_\_ Employee Title: \_\_\_\_\_

Manager's Name: \_\_\_\_\_ Period Covered: \_\_\_\_\_

1. Action plan to address growth and development

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2. Manager comments on employee career interests

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3. Employee comments

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Individual's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Reviewer's Signature: \_\_\_\_\_ Date: \_\_\_\_\_





## DEVELOPMENT PLAN

Use the space below to write out your personal development plan for the next twelve months based on your results. Draw upon the general improvement actions in relevant areas of the report and ideas that are suggested in the attached coaching tips.

**Development area:** \_\_\_\_\_

Action to take: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_ Target date: \_\_\_\_\_

**Development area:** \_\_\_\_\_

Action to take: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_ Target date: \_\_\_\_\_

**Development area:** \_\_\_\_\_

Action to take: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_ Target date: \_\_\_\_\_

**Development area:** \_\_\_\_\_

Action to take: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_ Target date: \_\_\_\_\_

**Development area:** \_\_\_\_\_

Action to take: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_ Target date: \_\_\_\_\_



