**Section A: Employee Details**

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| APPRAISAL PERIOD:  |
| EMPLOYEE ID No.  |
| NAME OF THE EMPLOYEE:  |  |
| POSITION TITLE: | POSITION LEVEL: |
| DIVISION:  | DEPARTMENT/AGENCY: |

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

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| --- | --- | --- | --- | --- | --- |
| **Division Output** | **Activities**  |  **Targets Values** | **Target Achieved specified by individual** | **Employee’s Feedback/comment/justification** | **Final Score by Supervisor[[1]](#footnote-1)** |
| **Outstanding=[3.00-4.00]** | **Very Good =[2.00-2.99]** | **Good=[1.00 -1.99]** | **Need improvement [<=0.99]** |
| 1. | 1. 1………1.2. …….. |  |  |  |  |  |  |  |
| 2. | 2.1……………2.2…………… |  |  |  |  |  |  |  |
|  | **Final Score B. Total/No. of activities =…………** |  |  |

**SECTION C: Competency Behavior (30%)**

| **Potential Assessment Area** | **Quality & Description** | **Outstanding [3.00-4.00]****Level 4** | **Very Good [2.00-2.99]****Level 3** | **Good [1.00-1.99]****Level 2** | **Needs Improvement [<=.99] Level 1** | **Final Rating with Evidence of Behavior** |
| --- | --- | --- | --- | --- | --- | --- |
| 1**. Analytical and Intellectual Capacity** | **1.1. Sense of Perspective***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* | * 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
 | * Takes strategic steps and ways to achieve and enhance the achievement of the target
 | Need guidance in identifying the opportunities and solutions to solve work towards achieving the target | * Is hasty in formatting opinions and judgment taking action before assessing implications and Focuses on day to day problems at the expense of longer tern planning
 |  |
| 1.**2 Analysis and Judgment***Demonstrates power of analysis and a sense of reality in the context of complex issues and solutions* | * 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
 | * Proposes strong judgmental recommendation towards overall issues for a realistic achievement
 | * Limited to supervisory directives in tackling the problems and issues and does provide any strong judgmental recommendation to owns issues
 | * Makes assumption based on superficial analysis
* Spends too long on analysis and deliberating at the expense of responding in a timely fashion
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| **2. Influence & Collaboration** | 2**.*1.Influencing and Inspiring***Persuades, motivates and inspires others, developing a sense of purpose and unity | * Put team's success ahead of personal success
* Work to resolve conflict among team members by showing respect for others' opinions and working toward mutually agreeable solutions.
 | * Maintains wide network of good working relationship with peers, subordinates, supervisor, customer and clients. Makes consistent efforts to generate trust and co-operation to foster positive and productive team spirit.
 | * Stick to good working relationship with most of the peers, subordinates, supervisor and the clients. Initiates encouragement of trust and cooperation among others.
 | * Blame others for mistakes and/or setbacks that 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. | * Help to keep team performance and morale high even during periods of intense pressure or heavy workload.
* Actively seeks development opportunities for team
 | * Demonstrate to work in a team and foster sharing of workloads while he/she is not utilized.
 | * 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. | * Achieves all targets set within the allocated resources without compromising on the quality
* Minimizes waste of his Agency and nation’s resources
 | * Always look towards achieving the result with best quality within the resources under his/her control
 | * Hard working towards achieving the results but needs extra resources to achieve it
 | * 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 integrity and commitment to serving Bhutan’s national interest  | * Upholds both explicit and implicit terms and understandings he has with the Royal Government, public, family, agency, superiors, peers, subordinates and clients
* Ready and willing to take additional responsibility by one’s own initiatives
 | * Demonstrate strong bond towards the Royal government and uphold the belongingness of oneness among the public family. Needs guidance to take the initiatives
 | * Upholds the blondness towards one public family as and when required only and resistance to take initiatives
 | * Breach the norms and values of the society
* Speak and act in a way that is not in conformity to the civil service values of integrity, professionalism, honesty, impartiality, accountability, loyalty, and leadership.
* Do not participate n any extra assignments
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| **TOTAL Score / Number of Competency Behaviour** |  |

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

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| --- | --- | --- | --- | --- | --- | --- |
| **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% |  |  |  |  |
| C. Competency Behaviors |  | 30% |  |  |  |  |
| **Total** |  |  |  |  |

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| --- |
| Employee’s Signature: Date |
| Supervisor’s Signature: Date |

Overall Rating Table:

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

1. Concrete results achieved during the year that were agreed and rate them in the scale indicated in the target values. [↑](#footnote-ref-1)