

Institute of Business Administration
Karachi

PERFORMANCE APPRAISAL FORM

Note for Refer

Listed below are selected aspects of performance against which the employee has to be appraised. Each aspect is described in terms of Outstanding Performance and Unsatisfactory Performance. Encircle 5 for outstanding; 4 for above average; 3 for average; 2 for below average and 1 for unsatisfactory. Mark N.A (Not Applicable) for the factor not relevant for a particular class of employees:

EMPLOYEE'S NAME _____	DESIGNATION _____
SECTION/DEPARTMENT _____	JOINED ON _____ RATING PERIOD _____

Main Tasks, Duties & Responsibilities

INITIATIVE & INDEPENDENCE	-tends to be positive -shuns responsibility	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	1	2	3	4	5	1	2	3	4	5	- always active - often acts on his / her own responsibility
1	2	3	4	5									
1	2	3	4	5									
ENDURANCE & TOLERANCE	-irritable and uncertain even when there is slight increase in workload	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	1	2	3	4	5	- is calm, at ease and difficult to upset					
1	2	3	4	5									
COOPERATION	-is interested only in own area of activity -fails to promote team behaviour	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	1	2	3	4	5	1	2	3	4	5	- consistently willing to help others - demonstrates team promoting behaviour
1	2	3	4	5									
1	2	3	4	5									
WORK QUALITY	-poor quality, high rate of errors	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	1	2	3	4	5	- very high quality, no errors					
1	2	3	4	5									
WORK QUANTITY	-frequently misses deadlines	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	1	2	3	4	5	- never misses deadlines					
1	2	3	4	5									
REGULARITY	-frequently avails leave	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	1	2	3	4	5	- seldom takes leave					
1	2	3	4	5									
PUNCTUALITY	-habitual late comer	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	1	2	3	4	5	- rarely become late					
1	2	3	4	5									
LEARNING BEHAVIOUR	- understands only slowly	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	1	2	3	4	5	- rapidly acquires knowledge					
1	2	3	4	5									
DELEGATION AND SUPPORT	- works alone and fails to delegate	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	1	2	3	4	5	- delegates extensively with due consideration to employees' ability					
1	2	3	4	5									
MANAGEMENT OF STAFF	-inefficient in the use of staff	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	1	2	3	4	5	-organizes and inspires staff to give of their best					
1	2	3	4	5									
PROFESSIONAL / TECHNICAL KNOWLEDGE	-displays serious gaps, weakness or limitations in knowledge	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	1	2	3	4	5	- up-to-date knowledge					
1	2	3	4	5									

Total Points:

Average (Total Points ÷ No of factors) =

General Comments/ Suggestions

The appraisal was discussed with me. Date & Signature of employee	Date & signature of rater / immediate superior
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