

"Staff performance appraisal forms"

Lingap Foundation, Manila

*Lingap Avril 99'
online 18.08.2003*

1. staff performance appraisal : answer sheet

Person being evaluated _____
 Evaluator : _____ Signature _____
 Evaluation period _____ to _____

(please encircle response)

| | | | | | |
|-----------------------------------|---|---|---|---|---|
| 1. Performance output | | | | | |
| A. Effectivity | 1 | 2 | 3 | 4 | 5 |
| B. Reliability | 1 | 2 | 3 | 4 | 5 |
| C. Initiative and resourcefulness | 1 | 2 | 3 | 4 | 5 |
| 2. Skills and competence | | | | | |
| D. Planning and organizing | 1 | 2 | 3 | 4 | 5 |
| E. Knowledge of work | 1 | 2 | 3 | 4 | 5 |
| F. Judgement and decision making | 1 | 2 | 3 | 4 | 5 |
| G. Versatility | 1 | 2 | 3 | 4 | 5 |
| 3. Ability to communicate | | | | | |
| H. Work attitudes and values | 1 | 2 | 3 | 4 | 5 |
| I. Honesty and trustworthiness | 1 | 2 | 3 | 4 | 5 |
| J. Stewardship | 1 | 2 | 3 | 4 | 5 |
| K. Teamwork | 1 | 2 | 3 | 4 | 5 |
| L. Solidarity with partners | 1 | 2 | 3 | 4 | 5 |
| 4. Relationship | | | | | |
| M. Interpersonal relationship | 1 | 2 | 3 | 4 | 5 |
| N. Openness to communication | 1 | 2 | 3 | 4 | 5 |

Instructions to the evaluator :

1. Read carefully what characteristic is being evaluated. Use the statements next to each number not as an absolute description of the staff but as a guide to help you rate the employees in this category.
2. Base your ratings on facts, not on mere impressions.

¹ * Lingap was Inter Aide s partner on social programmes in Manila till 2006.

3. Base your ratings on normal situations. Consider the employee's general performance during the whole rating period and not just last week or last month. Do not be influenced by unusual conditions, favorable or unfavorable, which are not typical.
4. Take into consideration any circumstances affecting the staff's performance in the particular trait being evaluated.
5. For example: a new employee who has learned much in a short period of time may be given a higher score in "E. Knowledge of Work" than someone who has been around a long time but does not pay attention to changes in work requirements.
- second example: employees are faced with different decisions. Hence in "F. Judgement and decision-making" it is important to assess what type of decision are expected of each staff, and how well they perform such decision-making.
6. This staff appraisal is intended to help all Lingap team attain our vision of "highly competent and socially motivated staff", improve the work environment for everyone and provide our best services to the urban poor.

Be assured that your contribution will be treated with respect and confidentiality.

1. Performance / Output

A. effectivity : refers to the quality of accomplishments / output compared with desired results.

(1) Usually not effective; below accepted standards: work needs to be thoroughly reviewed and corrected before it can be used or finalized. Inaccurate and incomplete work done has caused errors in recommendations and decisions and significant wastage of resources. Work poorly carried out has diversely affected partners and led to dissatisfaction with Lingap services.

(2) Sometimes effective.

(3) Effective. Average quality. Meets standards; work is generally accurate, thorough and useful. Partners are satisfied with results of undertakings.

(4) Always effective, above average quality, sometimes exceeds standards.

(5) Very effective, consistently highest quality. Work is exemplary. Excellent results for projects and patterns.

B. Reliability: refers to the ability to carry out instructions, be on the job, fulfill responsibilities, submit required reports and extend help to others.

(1) Unreliable, never sure she/he will do the job right on time. Lacks interest in his/her work. Always find excuses to avoid additional work.

(2) Not fully reliable - tries to do what he/she is supposed to do but often fails.

(3) Can usually be relied upon to fulfill job demands. Up to date.
Needs to show normal interest, greater enthusiasm and commitment to his/her work.
May be expected to extend help and work hours when called upon.

(4) Reliable: can be relied upon to perform his/her job punctually, satisfactorily and under most circumstances.

Shows very high regard for his/her job. Often willing to extend beyond normal working hours even if no longer part of regular duties.

(5) Highly reliable under all circumstances. Does a superior job even under periodic or continuous pressure.

C. Initiative and resourcefulness: ability to see things to be done and to do them without being told; to find new ideas or methods of doing work faster and more effectively. (For those in supervising positions, the additional ability to draw out the talents of the group and resources in the environment in creative and productive ways).

(1) rarely thinks of better ways of doing things

(2) generally accomplishes tasks

(3) Routinely complete tasks. Occasionally comes up with new ideas or ways to do the job better or faster.

(4) Complete assignments with dynamism. Meets difficult situations satisfactorily. (Able to inspire the group to be more creative and productive).

(5) Frequently initiates and performs his/her task with much energy, doing more than is expected (Directs group efforts towards accomplishing a certain task satisfactorily).

2. Skills and competence.

D. Planning and organizing: refers to the ability to undertake an activity through sound and appropriate steps; to determine work priorities; to arrange into logical and practicable components.

(1) Usually experiences difficulties in getting organized; keeps busy on wrong priorities; performs works with only little order, often produces sloppy and poorly arranged work.

(2) Usually plans and organizes activities but often becomes ineffective under unforeseen circumstances. Needs to prioritize tasks carefully into a work plan in order to meet minimum level and quality output.

(3) Plans enough to maintain an even work flow; effective under normal circumstances. Is able to estimate time requirements and knows what tasks need to be done next.

(4) Plan well ahead of time. Exceptionally effective on the job. Thoroughly organizes all tasks, prioritizes work and anticipates problems in time to identify solutions; always achieves results with minimum stress.

E. knowledge of work and competences: refers to the extent to which the staff has the skills, knowledge and understanding of the details of his/her job, related fields and environmental matters necessary for effective performances.

(1) Has some knowledge of some aspects of his/her work; lacks certain important areas of knowledge and skills, which affects job performance and work output.

(2) has substantial skills and knowledge of some aspects of his/her work. Needs further training to meet the job requirements.

(3) has the required knowledge and skills to meet standards of work output. Performs his/her job without assistance or additional instructions.

(4) has thorough knowledge of practically all phases of her/his job.

(5) has mastery of all phases of his/her work. Display superior degree of competence in performing all aspects of his/her job and is considered a resource in terms of expertise and experience.

F - Judgement and decision making - refers to the intelligence, logic and thought used in arriving at conclusions, suggestions and decisions related to his/her job. (For those in supervisory positions, the ability to take timely and decisive action based on analysis and sound judgement).

(1) Inclined to be hesitant, uncertain and dependant on others. Tends to inject irrelevant or unimportant factors (lacks of skills in taking timely and decisive action contributes to worsening the situations).

(2) usually considers some of the important factors of a problem in decision making. Judgement are usually sound or routine or simple matters (needs to decide more quickly and systematically in order to rip problems in the bud).

(3) Capable of carefully analyzing day to day problems involving some complexity and of making sound judgements. (Decision made are timely and satisfactorily deal with problems and issues).

(4) Shows sound judgement, creativity, flexibility and innovativeness in decision making. (Has ability to evaluate all ideas clearly and to arrive at sound decisions).

(5) Shows exceptionally sound judgement, creativity and innovativeness in decision making. (Has superior ability to think clearly and arrive at sound decisions whatever the degree of complexity).

G - Versatility - refers to the staff ability to manage several projects and tasks at the same time, and to maintain a high degree of accomplishment.

(1) Unable to cope with simultaneous task or projects, and responsibilities usually bog down.

(2) experiences difficulties in coping with simultaneous tasks or projects and responsibilities sometimes bog down.

(3) Normally able to cope with a number of simultaneous task or projects and to complete them while meeting standards.

(4) Able to handle a number of simultaneous task or projects and to see them through completion satisfactorily.

(5) Exceptionally flexible in shifting attention from one project or activity to another and completing all tasks in a outstanding manner.

H - Ability to communicate - refers to the staff effectiveness of expression both verbal and written communication, or her/his ability to be understood clearly. (For staff in certain positions, the ability to communicate comes across in group facilitation and presentations skills).

(1) Frequently misunderstood due to lack of skills with the spoken and written work (or due to lack of desired facilitation and presentation skills).

Usually causes confusion due to faulty communication skills.

(2) Sometimes misunderstood when talking or when others are reading what he/she has written.

(3) Display average communication skills (or average group facilitation and presentation skills).

Usually easy to talk with; can explain him/herself and convey messages clearly.

(4) Almost always understood verbally and in writing. (Almost always handles group facilitation effectively and demonstrates highly effective presentation skills).

(5) Extremely effective in both verbal and written communication. (Extremely effective in group facilitation and has highly sophisticated presentation skills).

Has highly sophisticated communication skills; is clearly understood by people at all levels.

3. WORK ATTITUDE AND VALUES

I - Honesty and trustworthiness - refers to the staff's transparency in carrying out his/her work, liquidations of accounts, use of Lingap time, handling the documents, and upholding of Lingap's stand on non-acceptance of corrupt practices.

(1) Often lacking clear accountability for matters involving money; takes every opportunity to take time out from his/her work; mishandles documents and shows little concern for lost opportunities or resources; play along with corrupt practices.

(2) Needs to improve on promptness, financial accountability, responsibility for documents and on proper use of Lingap's time; resist giving bribes but yields to pressure.

(3) Generally transparent about use of Lingap time and money; takes proper care of documents; finds ways of circumventing situations involving corruption.

(4) Always promptly and transparently accountable about finances. Makes best use of Lingap time. Fight corruption consistently.

J. Stewardship - refers to the wise use of Lingap resources (supplies, electricity, inventories, proper maintenance of equipment, furnitures and fixtures) with care for the environment.

(1) Wasteful and shows little concern to conserve resources. Rarely engages in saving or recycling.

(2) Needs constant reminders on the need to maximize and conserve resources, and to maintain an orderly environment.

(3) Occasionally makes good use of resources. Makes an effort to conserve and save resources and to maintain an orderly environment.

(4) Makes personal efforts to put Lingap resources to good use. Initiates efforts among staff to conserve supplies and maintain equipment. Finds new ways to recycle materials and to care for the environment.

K. Teamwork and collaboration with other units - refers to the staff's ability and readiness to work with others in his/her unit on mutually agreed on goals and processes, and to cooperate with the other units toward the smooth functioning of interrelated tasks.

(1) Tend to work on his/her own, with little regard to the situation of other unit members, either passive or too aggressive at meetings; creates problems or affects other units productivity due to non compliance with office policies and procedures.

(2) Shows readiness to contribute to team efforts, but puts one's work and interest first. Sometimes takes unreasonably hard line during unit or inter-unit dialogue and negotiations; present at Lingap' activities but generally does not take an active or lead part in them.

(3) Can be relied upon to support team efforts as well as Lingap's activities. participates actively and positively in work monitoring sessions, evaluations, planning and implementation.

(4) Demonstrates a high level of sensitivity to individual group dynamics during meetings and in day to day work interaction; anticipates intra and inter-unit problems and suggest ideas and procedures that are generally adopted.

(5) Always considers the interests of all; acts to bring out the best in individuals, the unit and Lingap as a whole.

L. Solidarity with partners - refers to staff's commitment to serve the cause of the urban poor together with them, other ONGs, government agencies and donors; evidenced by social awareness, respect for partners, cooperation towards common goals and simple lifestyle.

(1) Shows little interest in urban poor's concerns or in cooperating with others towards their empowerment.

(2) Shows some spirit of services and cooperation towards the employment of the poor, however , disappointments and difficulties with any of Lingap partners limit personal and social commitment.

(3) Generally ready to interact and work with Lingap partners for socially relevant goals. perseveres through difficulties and frustrations.

(4) Exhibits a high degree of interest in social issues as they relate to the lot of the poor. Initiates interaction with Lingap's partners toward empowerment goals. Voluntarily joins advocacy moves and takes active role in them. (For staff in certain positions : initiates interaction with Lingap's partners towards empowerment goals).

(5) Exceptionally aware of social issues and highly committed to serving the cause of the poor. (For staff in certain positions : goes to great length to ensure cooperation among partners in empowerment goals).

4. Relationships :

M. Inter personal relations : refers to the employee's ability to deal with others inside and outside Lingap.

(1) relations with others usually create a negative impression and arouse resistance and/or negative reactions.

Lack of tact, politeness or respect in his/her interpersonal relations has caused problems and friction with co-workers leading to some negative impressions, resistance and/or negative reactions..

Needs to learn human relation skills and exercise more presence and restraint in his/her dealings to avoid snags and misunderstandings.

(3) Display average abilities in dealing with persons both within and outside Lingap.

Normally applies tactfulness, respect, amiability, trust, openness and good personal relations in dealing with co-workers and the general public.

(4) Displays above average qualities and inspires favorable impressions and relations.

(5) Promotes or inspires favorable impressions and relations. Diplomatic, respectful and able to deal with difficult people. He/ She maintains high morale at all levels. His/her presence is always welcomed.

N - Openness to communication - keeps an open channel of communication, thus helping promote smooth interpersonal relationships inside and outside Lingap.

(1) Relationship with others is always hampered by not communicating what he/she sees or feels. Often appears antagonistic or withdrawn.

(2) Sometimes has inhibitions expressing his/her opinions, thus he/she remains silent or unapproachable.

(3) Normally keeps an open channel of communications and expresses his/her sentiments over an issue when asked. Maintains smooth interpersonal relations.

(4) Constructively points out a wrongdoing or present his/her opinions at appropriate venues for dialogue, with the aim of improving working relations.

(5) Highly articulate in presenting the group diverse opinions. Usually facilitates group dialogue by clarifying issues, accepting limitations and recognizing strengths.

Please answer the following concisely : (use the backpage of answer sheet) :

1. Significant accomplishment of the ratee in the performance of his job
2. Factors that helped ratee in the performance of his/her functions
3. Factors tha hindered the ratee in accomplishing his/her function
4. Areas of improvement or development of the ratee.

2. Family Development Program staff appraisal

Person being evaluated _____

Evaluator : _____ Signature _____

Evaluation period _____ to _____

(please encircle response)

| | | | | | |
|---------------------------------------|---|---|---|---|---|
| 1. Performance output | | | | | |
| A. Effectivity | 1 | 2 | 3 | 4 | 5 |
| B. Reliability | 1 | 2 | 3 | 4 | 5 |
| C. Adaptability | 1 | 2 | 3 | 4 | 5 |
| D. Report preparation & submission | 1 | 2 | 3 | 4 | 5 |
| E. Initiative and resourcefulness | 1 | 2 | 3 | 4 | 5 |
| 2. Skills and competence | | | | | |
| Knowledge of Lingap's programmes | 1 | 2 | 3 | 4 | 5 |
| Interviewing and communication skills | 1 | 2 | 3 | 4 | 5 |
| Planning and organizing | 1 | 2 | 3 | 4 | 5 |
| decision making | 1 | 2 | 3 | 4 | 5 |
| verbal and non-verbal communication | 1 | 2 | 3 | 4 | 5 |
| Networking | 1 | 2 | 3 | 4 | 5 |
| 3. Work attitudes and values | | | | | |
| Honesty and trustworthiness | 1 | 2 | 3 | 4 | 5 |
| Teamwork and collaboration | 1 | 2 | 3 | 4 | 5 |
| knowledge and understanding | 1 | 2 | 3 | 4 | 5 |
| Solidarity with partners | 1 | 2 | 3 | 4 | 5 |
| Patience and temperance | 1 | 2 | 3 | 4 | 5 |
| Caring & concern | 1 | 2 | 3 | 4 | 5 |
| Stewardship | 1 | 2 | 3 | 4 | 5 |
| 4. Relationship | | | | | |
| Friendly relations | 1 | 2 | 3 | 4 | 5 |
| respect and diplomacy | 1 | 2 | 3 | 4 | 5 |
| Openness to communication | 1 | 2 | 3 | 4 | 5 |
| Openness to criticism | 1 | 2 | 3 | 4 | 5 |
| Openness as a person | 1 | 2 | 3 | 4 | 5 |
| 5. Attendance and punctuality | 1 | 2 | 3 | 4 | 5 |

3. Para-professional teachers appraisal

Person being evaluated _____

Evaluator : _____ Signature _____

Evaluation period _____ to _____

(please encircle response)

| | | | | | |
|---------------------------------------|---|---|---|---|---|
| 1. Performance output | | | | | |
| Effectivity | 1 | 2 | 3 | 4 | 5 |
| Reliability | 1 | 2 | 3 | 4 | 5 |
| Adaptability | 1 | 2 | 3 | 4 | 5 |
| Report preparation & submission | 1 | 2 | 3 | 4 | 5 |
| Initiative and resourcefulness | 1 | 2 | 3 | 4 | 5 |
| 2. Skills and competence | | | | | |
| Knowledge of Lingap's programmes | 1 | 2 | 3 | 4 | 5 |
| Interviewing and communication skills | 1 | 2 | 3 | 4 | 5 |
| Planning and organizing | 1 | 2 | 3 | 4 | 5 |
| decision making | 1 | 2 | 3 | 4 | 5 |
| verbal and non-verbal communication | 1 | 2 | 3 | 4 | 5 |
| Networking | 1 | 2 | 3 | 4 | 5 |
| 3. Work attitudes and values | | | | | |
| Honesty and trustworthiness | 1 | 2 | 3 | 4 | 5 |
| Teamwork and collaboration | 1 | 2 | 3 | 4 | 5 |
| knowledge and understanding | 1 | 2 | 3 | 4 | 5 |
| Solidarity with partners | 1 | 2 | 3 | 4 | 5 |
| Patience and temperance | 1 | 2 | 3 | 4 | 5 |
| Caring & concern | 1 | 2 | 3 | 4 | 5 |
| Stewardship | 1 | 2 | 3 | 4 | 5 |
| 4. Relationship | | | | | |
| Friendly relations | 1 | 2 | 3 | 4 | 5 |