

**EMPLOYEE PERFORMANCE REVIEW FORM**  
**Manager & Above**

<b><u>Employee's Name :</u></b>	
<b><u>Department :-</u></b> .....	"
<b><u>Designation :</u></b>	<b><u>Location :-</u></b>
<b><u>Reports to :-</u></b>	<b><u>Date of Joining :</u></b>
<b><u>Review Period :</u></b> From : .....	To :

**GUIDELINES FOR THE OVERALL RATING**

The overall performance rating is arrived at by summing up the ratings of Section 1 and Section 2.

**SECTION (1)**  
**KRA Assessment for the Year \_\_\_\_\_**

SR. NO	Key Result Areas	Weightage	Actual Marks
	<b>Total Marks</b>	<b>100</b>	Total Marks obtained

\*(KRA Calculation = Total Marks Obtained/100\*150)

## SECTION 2: COMPETENCY MATRIXES

(Please tick in the appropriate column)

Rating Competencies	Opportunity to Develop	Partially meets Expectations	Meets Expectations	Exceeds Expectations	Exceptional Employee
<b>Functional Knowledge</b>	Needs frequent guidance from superior.	Can do better with exposure and training	Is superior to subordinates in job knowledge.	Can guide subordinates to improve their performance	Implements best practices & a Learning environment.
Self Rating					
Supervisor Rating					
<b>Customer Focus</b>	Insensitive to the Customer expectations	Needs guidance to meet customer expectations	Meets the Customer expectations	Seeks feedback to Ascertain the Improvements needed	Has set up a system to review with customers.
Self Rating					
Supervisor Rating					
<b>Strategic Thinking</b>	Can't see the big picture	Perspective limited to his role	Implements projects for long-term impact	Supports the Strategic Cross Functional Projects	Initiates projects from Global perspective
Self Rating					
Supervisor Rating					
<b>Planning / Organizing</b>	Handles events in a reactive mode and move from crisis to crisis.	Plans for a short period (daily/weekly) & Needs guidance.	Anticipates events. Plans in advance.	Makes quarterly plans of resources and process.	Works on a multiple operations and Holds periodic reviews.
Self Rating					
Supervisor Rating					
<b>Leadership competencies</b>	Poor communicator	Task Focused & neglecting team motivation.	Drives results through the Communication	Inspires through communication	Builds the leadership pipeline.
Self Rating					
Supervisor Rating					
<b>Commercial competencies</b>	Not cost / contribution conscious.	Responds to cost/ contribution norms	Evaluates the cost / contribution decisions	Improves Value creation through processes/ Negotiations	Provides Innovative Solutions for value creation
Self Rating					
Supervisor Rating					
<b>Problem Solving (PS) &amp; Decision making.</b>	Unaware of PS Techniques	Partially unaware of PS Techniques.	Follows PS Techniques.	Mastery on PS Techniques.	Anticipates Problems & takes precautions.
Self Rating					
Supervisor Rating					

<b>Service Orientation</b>	Does not feel accountable to provide service	Is committed but lacks the know-how	Ever eager to serve with proficiency	Anticipate and serves expectations	Promotes the service orientation among his team
Self Rating					
Supervisor Rating					
<b>Total</b>					
<b>Conversion factor</b>	<b>20/8</b>	<b>40/8</b>	<b>60/8</b>	<b>80/8</b>	<b>100/8</b>
<b>Actual obtained marks</b>					
<b>Total percentage obtained</b>					

**OVERALL RATING**

By Appraiser	Assigned Weightage	Actual Score (%)
KRA Evaluation	<b>60% (60 * KRA Marks / 100)</b>	
Competencies Review	<b>40%</b>	
Overall Score		
Final Rating		

\*(Actual KRA \*weightage+ actual Competencies \* weightage)

Guidelines for ratings

Rating	Overall Score
A+	= 121 & Above
A	= 86 - 120
A-	= 61 - 85
B+	= 26 - 60
B	= 0 - 25

**SECTION -3**

**Performance Vs Objectives**

**Success**

(List major accomplishments and success over last 12 months that encompass goals and unexpected assignments)

Self	Superior

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**Additional Accomplishments:**

(Those areas where work done accomplished results over and above expectations)

Self	Superior

**Missed Opportunities:**

(Goals missed. Also, those areas where alert, prompt action could have saved something from going wrong, failing or adding to an accomplishment)

Self	Superior

**SECTION - 4**

**Key objectives for FY \_\_\_\_\_**

**(Goals for the next period Review)**

Self	Superior

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**SECTION - 5**

**Functional and Career Developments**

**Strengths:**

(Those areas which are exhibited to be the keys to the successes that have been accomplished)

<b>Self</b>	<b>Superior</b>

**Developmental Opportunities:**

(Areas of weakness that need to be addressed for continued growth in their performance)

<b>Self</b>	<b>Superior</b>

**Functional Development / Training Plan**

(Those areas which are exhibited to be the keys to the successes that have been accomplished)

<b>Self</b>	<b>Superior</b>

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➤ **My Education / Academic Future Plan:-** \_\_\_\_\_

\_\_\_\_\_

**Long Term Career Goals:**

(Should get input from employee. Goals that are longer range than one year. What career direction does the employee wish to pursue)

<b>Self</b>	<b>Superior</b>

**SECTION - 6**  
**RESOURCES NEEDED**

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**SECTION - 7**  
**EMPLOYEE COMMENTS**

(Use this area to reply to this performance appraisal and suggest ways in which your supervisor can help you achieve your goals and career objectives)

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**Employee and Manager have discussed Performance Results and Career Goals**

**Employee Name & Signature:**

**Date:**

**Supervisor Name & Signature:**

**Date:**

**EMPLOYEE PERFORMANCE REVIEW FORM**  
**Dy. Manager and Below**

<b><u>Employee's Name :</u></b>	
<b><u>Department :-</u></b>	<b><u>Location :-</u></b>
<b><u>Designation:</u></b>	<b><u>Date of Joining :</u></b>
<b><u>Reports to :-</u></b>	
<b><u>Review Period : From :</u></b>	<b><u>To :</u></b>

**GUIDELINES FOR THE OVERALL RATING**

The overall performance rating is arrived at by summing up the ratings of Section 1 and Section 2.

SECTION (1)  
**KRA Assessment for the Year \_\_\_\_\_**

SR. NO	Key Result Areas	Weightage	Actual Marks
	<b>Total Marks</b>	<b>100</b>	Total Marks obtained

\*(KRA Calculation = Total Marks Obtained/100\*150)

## SECTION 2: COMPETENCY MATRIX

(Please tick in the appropriate column)

Rating Competencies	Opportunity to Develop	Partially meets Expectations	Meets Expectations	Exceeds Expectations	Exceptional Employee
<b>Functional Knowledge</b>	Hand Holding required	Needs least guidance	No guidance required	Develops the process of Compliance	Can guide others
Self Rating					
Supervisor Rating					
<b>Customer Orientation</b>	Fails to respond request/complaints in time	Responds to customer's requests/complaints.	Responds & Keeps personal contact with customers.	Pro-Actively briefs about new products/opportunities.	Provides Solutions to the Customer's Need
Self Rating					
Supervisor Rating					
<b>Result Orientation</b>	Frequently fails to meet deadlines.	Needs an occasional follow up to meet deadlines.	Meets deadlines consistently	Seeks feedback to ascertain the improvements needed	Meets deadlines consistently. Raises the performance of team confidently, Coaches his subordinate
Self Rating					
Supervisor Rating					
<b>Planning /Organizing</b>	Handles events in a reactive mode and move from crisis to crisis.	Plans for a short period (daily / weekly) & Needs guidance.	Anticipates events. Plans in advance.	Makes quarterly plans of resources and processes.	Works on a multiple operations and Holds periodic reviews
Self Rating					
Supervisor Rating					
<b>Service Orientation</b>	Does not feel accountable.	Is committed but lacks the know-how	Ever eager to serve with proficiency	Anticipate and serves customer expectations	Promotes the service orientation among his team
Self Rating					
Supervisor Rating					
<b>Communication</b>	Avoids direct communication	Relies on written communication. Needs personal follow-up.	Communicates expectations clearly (verbal and written)	Clarifies any doubts Keeps informed about any changes	Inspires commitment of the team to achieve goals & Seeks periodic feedback
Self Rating					
Supervisor Rating					
<b>Teamwork</b>	Remains a loner focusing on his tasks	Cooperates for the tasks assigned to him	Recognizes each member's contribution	Enhances the team members' acceptance.	Creates the Team goals for organizational initiatives
Self Rating					



Supervisor Rating					
<b>Problem Solving</b>	Poor	Unaware of PS Techniques	Partially unaware of PS Techniques	Data Orientation & Analysis	Follows PS Techniques.
Self Rating					
Supervisor Rating					
<b>Total</b>					
<b>Conversion factor</b>	20/8	40/8	60/8	80/8	100/8
<b>Actual obtained marks</b>					
<b>Total percentage obtained</b>					

**OVERALL RATING**

By Appraiser	Assigned Weightage	Actual Score (%)
KRA Evaluation	70% (70 * KRA Marks / 100)	
Competencies Review	30%	
Overall Score		
Final Rating		

\*(Actual KRA \*weightage+ actual Competencies \* weightage)

Guidelines for ratings

Rating	Overall Score
A+	= 121 & Above
A	= 86 - 120
A-	= 61 - 85
B+	= 26 - 60
B	= 0 - 25

**SECTION -3**

**Performance Vs Objectives**

**Success:**

(List major accomplishments and success over last 12months that encompass goals and unexpected assignments)

Self	Superior

**Additional Accomplishments:**

(Those areas where work done accomplished results over and above expectations)

<b>Self</b>	<b>Superior</b>

**Missed Opportunities:**

(Goals missed. Also, those areas where alert, prompt action could have saved something from going wrong, failing or adding to an accomplishment)

<b>Self</b>	<b>Superior</b>

**SECTION - 4**

**Key objectives for FY \_\_\_\_\_**  
(Goals for the next period Review)

<b>Self</b>	<b>Superior</b>

**Functional and Career Development**

**Strengths:** (Those areas which are exhibited to be the keys to the successes that have been accomplished.)

Self	Superior

**Developmental Opportunities:**

(Areas of weakness that need to be addressed for continued growth in their performance)

Self	Superior

**SECTION - 5**

**Functional Development / Training Plan:**

(Those areas which are exhibited to be the keys to the successes that have been accomplished)

Self	Superior

➤ **My Education / Academic Future Plan:-** \_\_\_\_\_

\_\_\_\_\_

**Long Term Career Goals:**

(Should get input from employee. Goals that are longer range than one year. What career direction does the employee wish to pursue)

Self	Superior

**SECTION - 6**  
**RESOURCES NEEDED**

**SECTION - 7**  
**EMPLOYEE COMMENTS**

(Use this area to reply to this performance appraisal and suggest ways in which your supervisor can help you achieve your goals and career objectives)

**Employee and Manager have discussed Performance Results and Career Goals**

**Employee Name & Signature:**

**Date:**

**Supervisor Name & Signature:**

**Date:**

**Manager Name & Signature:**

**Date:**

**EMPLOYEE PERFORMANCE REVIEW FORM**  
**Engineer and Below**

<b><u>Employee's Name :</u></b>	
<b><u>Department :-</u></b>	<b><u>Location :-</u></b>
<b><u>Designation / Grade :</u></b>	<b><u>Date of Joining :</u></b>
<b><u>Reports to :-</u></b>	
<b><u>Review Period :</u></b>	<b><u>To :</u></b>

**GUIDELINES FOR THE OVERALL RATING**

The overall performance rating is arrived at by summing up the ratings of Section 1 and Section 2.

**SECTION (1)**  
**KRA Assessment for the Year \_\_\_\_\_**

SR.NO	Key Result Areas	Weightage	Actual Marks
	<b>Total Marks</b>	<b>100</b>	Total Marks obtained

\*(KRA Calculation = Total Marks Obtained / 100 \*150)

**SECTION 2: COMPETENCY MATRIX (Please tick in appropriate column)**

Attributes/ Behaviors	Opportunity to Develop	Partially meets Expectations	Meets Expectations	Exceeds Expectations	Exceptional Employee
<b>Service orientation</b>	Avoids initiating Customer interface	Courteously responds to the customer needs	Creates the emotional bond with the customer	Promotes the service orientation among his team	Generates additional Revenues from the Customer service
Self Rating					
Supervisor Rating					
<b>Execution Proficiency</b>	Misses several steps in the prescribed Process	Mostly Adheres to the time deadlines	Meets the time & the Quality deadlines	Utilizes less resources including the time	Implements the Process Innovation
Self Rating					
Supervisor Rating					
<b>Discipline</b>	Ignores the norms of the organization	Needs to be reminded occassionally	Meets the deadlines Without the reminders	Sets an example of the disciplined conduct	Sets up the process for adhering to the norms & deadlines
Self Rating					
Supervisor Rating					
<b>Commitment</b>	Avoids making commitments	Honors the commitments when asked	Overcomes the hurdles on the way	Sets standard for meeting the commitments,	Exemplifies the value of honouring commitment
Self Rating					
Supervisor Rating					
<b>Transparency</b>	Hides the mistakes or the bad news	Gathers courage to tell the truth	Brings all the facts to the notice of the concerned people	Encourages the Team members to be transparent	Builds the transparent systems
Self Rating					
Supervisor Rating					
<b>Attitude</b>	Places self before the organization	Is open to suggestions & accountability	Values others and earns their acceptance	Listens to others views & concerns gracefully	Puts the Org. & Others ahead of self
Self Rating					
Supervisor Rating					

<b>Compliance</b>	Ignores the instructions	Offers the passive compliance	Actively complies with the regulations and the instructions	Consistently Ensures the compliance in his team	Sets the Process assuring the compliance
Self Rating					
Supervisor Rating					
<b>Learner</b>	Disinterested in the new Practices	Needs extensive coaching on the new practices	Is keen and good at absorbing new ideas And practices	Implements the best practices	Learns the best practices and trains others in the same
Self Rating					
Supervisor Rating					
<b>Total</b>					
<b>Conversion factor</b>	<b>20/8</b>	<b>40/8</b>	<b>60/8</b>	<b>80/8</b>	<b>100/8</b>
<b>Actual obtained scores</b>					
<b>Total percentage obtained</b>					

**OVERALL RATING**

By Appraiser	Assigned Weightage	Actual Score (%)
KRA Evaluation	<b>80%(80*KRA/100)</b>	
Competencies Review	<b>20%</b>	
Overall Score		
Final Rating		

\*(Actual KRA \*weightage+ actual Competencies \* weightage)

Guidelines for ratings

Rating	Overall Score
A+	= 121 & Above
A	= 86 - 120
A-	= 61 - 85
B+	= 26 - 60
B	= 0 - 25

**SECTION 3**

Please describe the employee strengths and Training need developmental plan for following year.

Self	Superior

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**Success:**

(List major accomplishments and success over last 12 months that encompass goals and unexpected assignments)

Self	Supervisor

**Missed Opportunities:**

(Goals missed. Also, those areas where alert, prompt action could have saved something from going wrong, failing or adding to an accomplishment)

Self	Superior

**Goals for the next period review**

Self	Superior



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**My Education / Academic Future Plan:-** \_\_\_\_\_

\_\_\_\_\_

**Employee comments:**

(Use this area to reply to this performance appraisal and suggest ways in which your supervisor can help you achieve your goals and career objectives)

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**Employee and Manager have discussed Performance Results and Career Goals**

**Employee Name & Signature:**

**Date:**

**Supervisor Name & Signature:**

**Date:**

**Manager Name & Signature:**

**Date:**

**NIRMAL INDUSTRIAL CONTROLS PVT. LTD.**

**Performance Review Form Value Adders**

EMPLOYEE INFORMATION	
Name	Employee ID
Job Title	Date
Department	Immediate Superior
Review Period	to

**GUIDELINES FOR THE OVERALL RATING (By Appraiser)**

The overall performance rating is arrived at by summing up the ratings of Section 1 and Section 2.

The overall rating will be used as an input in the finalization of Salary increment. Quality Objective of the department to be considered as KRA

**SECTION - I**

**KRA Assessment for the Year October 2016- September 2017**

SR. NO	Key Result Areas	Weightage	Actual Marks
1	Attendance (Passing Min 18 Marks)	20	
2	Punctuality (Passing Min 18 Marks)	20	
3	Productivity	10	
	<b>Total Marks</b>	<b>50</b>	<b>Total Marks Obtained</b>
	1.Safety (Safety not adherence procedure) 2.5-S	+5 * (-10) ** +5 For Each Level*	

\*Will add in actual total marks

\*\*Will deduct from actual total marks

## SECTION - II

### PERFORMANCE FACTORS

#### DEFINITIONS OF TERMS:

1. **CONSISTENTLY BELOW EXPECTATIONS:** Performance is at a level below established objectives with the result that overall contribution is marginal and substandard. Performance requires a high degree of supervision.

सातत्याने अपेक्षेपेक्षा कमी : कामाची पातळी ही ठरवलेल्या ध्येयापेक्षाह कमी की जी ठरविलेल्या मापकापेक्षा क्षुल्लक असते ज्यामध्ये पर्यवेक्षकाची कायम गरज असते.

2. **BELOW EXPECTATIONS:** Meets some of the established objectives and expectations but definite areas exist where achievement is substandard. Performance requires somewhat more than normal degree of direction and supervision.

अपेक्षेपेक्षा कमी : कामाची पातळी ही ठरलेल्या वेळेपेक्षा प्रमाणामध्ये गाढली जाते आणि काही प्रमाणामध्ये पर्यवेक्षकाची गरज लागते.

3. **MEETS EXPECTATIONS:** Meets established objectives in a satisfactory and adequate manner. Performance requires normal degree of supervision.

अपेक्षांची पूर्ती : कामाची पातळी ठरवलेल्या ध्येयाप्रमाणे समाधानकारक आणि पूर्तता करणारी असते की, ज्यामध्ये पर्यवेक्षकाची गरज कमी प्रमाणात लागते.

4. **EXCEEDS EXPECTATIONS:** Accomplishments are above expected level or essential requirements.

अपेक्षांची पूर्ती आणि त्यापुढे : कामाची पूर्तता ही अपेक्षेपेक्षा अधिक असते.

5. **CONSISTENTLY EXCEEDS EXPECTATIONS:** Job performance easily exceeds job requirements, performance approaches best possible attainment

सातत्याने अपेक्षेपेक्षा पुढे : कामाची पातळी सहगत्या अपेक्षेपेक्षाही असते व कामाची पध्दत ही उत्तम प्रकारे करणारी असते.

No	PERFORMANCE FACTORS	Ratings				
		1	2	3	4	5
1	<p><b>Knowledge of Work:</b> Understands assigned duties and responsibilities; establishes priorities and plans work; uses appropriate procedures, tools, equipment and materials for assigned work.</p> <p>कामाचे ज्ञान : नेमून दिलेली कामाची जबाबदारी चांगल्या प्रकारे समजते, कामाचे प्लॅन व त्यांचे महत्व व क्रम ठरवले जातात, की ज्यामध्ये योग्य कामाची पध्दत, हत्यारे, अवजारे आणि मटेरियल वापरले जाते.</p>					

No	PERFORMANCE FACTORS	Ratings				
		1	2	3	4	5
2	<p><b>Learner:</b> Is keen and good at absorbing new ideas and practices, implements the best practices, learns the best practices and train others in the same.</p> <p><b>शिकणे :</b> नवीन कल्पना व पध्दती या ग्रहण करण्यासाठी चांगल्या प्रकारे उत्सुक असतो. चांगल्या पध्दती अंमलात आणतो, चांगल्या नवीन पध्दती शिकतो व दुस-यांनाही शिकवतो.</p>					
3	<p><b>Compliance:</b> Actively comply with the instructions, consistently ensures the compliance in his team, set's the processes assuring the compliance.</p> <p><b>अनुपालन :</b> सक्रियतेने दिलेल्या सूचनांचे पालन करतो, सातत्याने आपला गट/संघ अनुपालन करेल याची खात्री देतो आणि स्वतः पध्दती स्थापित करतो व त्या पालन करण्याची खात्री करतो.</p>					
4	<p><b>Commitment:</b> Honors the commitment when asked, overcomes the hurdles on the way, sets standards for meeting the commitment, Exemplifies the value of honoring the commitment.</p> <p><b>वादा/वचनबद्धता :</b> सांगितल्यावरती वचनपूर्ती करतो, कामामध्ये आलेल्या अडचणींवर मात करतो, वचनपूर्तीसाठी पध्दत बनवतो, स्वतः वचनपूर्तीचे उदाहरण देवून त्याचे महत्व पटवतो.</p>					
5	<p><b>Discipline:</b> Meets the deadlines with out the reminders, set an example of the discipline conduct, setup the process for adhering to the norms deadline.</p> <p><b>शिस्त :</b> बिन आठवणीं शिवाय दिलेल्या वेळेत काम पूर्ण करतो, शिस्त पाळल्याबद्दल स्वतः उदाहरण बनतो, ठरलेल्या चौकटी प्रमाणे काम करण्यासाठी पध्दत बनवतो.</p>					
6	<p><b>Team member:</b> Maintain workplace clean and neat, keep tools and tackles on specified place, perform routine minor maintenance, look for continuous improvement opportunities, and Support problem solving activities.</p>					
No	PERFORMANCE FACTORS	Ratings				

		1	2	3	4	5
	<p><b>सांघीक सहभाग / सभासद :</b> कामाची जागा स्वच्छ व व्यवस्थित ठेवतो, हत्यारे व उपकरणे ठरवलेल्या जागेवरती ठेवतो, ठरवलेली रोजची छोटी डागडुजी करतो, सातत्याने प्रगती करण्याची संधी भाोधतो, अडचणी सोडवण्यासाठी हातभार लावतो.</p>					
7	<p><b>Workmen ship:</b> Perform work as per the drawings and standard, Follow work instructions, standards and produce desire quality output, have eye on go beyond expectations of desire expectations.</p> <p><b>कार्यकुशलता :</b> ड्रॉइंग्स व स्टॅण्डर्ड प्रमाणे काम करतो, सूचनांचे पालन करतो व अपेक्षेप्रमाणे गुणवत्तेप्रमाणे दर्जेदार उत्पादन देतो. कायम अपेक्षेपेक्षाही उत्तम काम करण्यावरती लक्ष केंद्रीत करतो.</p>					
8	<p><b>Listening and Communications:</b> Effectively expresses self in individual or group situations; message is clear, concise and easily understood; listens carefully to others.</p> <p><b>कम्युनिकेशन व संभाषण :</b> उत्तम पध्दतीने दुस-यांबरोबर व सांघीक प्रसंगामध्ये स्वतः स्वतःला व्यक्त करतो, स्पष्ट विचार, कमीत कमी भाब्द आणि सहज आत्मसात होतील व लक्षपूर्वक लोक काय बोलतात ते ऐकतो.</p>					
9	<p><b>Quality, Quantity, Productivity and attention to safety of Work:</b> Work is complete, neat, accurate, timely and thoughtful. Completes all assignments within specified time limits; adjusts to unexpected changes in work demands to meet timetables. Assists in the creation of a safety culture by working in a safe manner; reports unsafe situations and accidents; follows safety procedures; requests and uses safety equipments and safety techniques; and participates in safety training.</p> <p><b>दर्जा व क्वान्टीटी कामाची पातळी, उत्पादकता आणि कामाची सुरक्षितेवर व त्यावर भर :</b> कामाची पूर्तता, व्यवस्थित, अचूक, वेळेत व विचारपूर्वक कामाची पूर्तता दिलेल्या वेळेत करतो. कामामध्ये अपेक्षेव्यतिरिक्त अचानक झालेला बदल सांभाळून घेतो व वेळेत काम पूर्ण करतो. सुरक्षितता वाढविण्यासाठी मदत करतो व काम सुरक्षित करण्यासाठी मदत करतो, अपघात, धोकादायक प्रसंग निद न्नास आणतो, सुरक्षितेच्या पध्दती अंमलात आणतो, सुरक्षिततेच्या बाबतीत सुरक्षिततेची साधन, यंत्रणा व साधन</p>					

	यांचा वापर करण्याची विनंती करतो व सुरक्षिततेच्या प्रशिक्षणा(ट्रेनिंग) मध्ये सहभाग घेतो.					
<b>No</b>	<b>PERFORMANCE FACTORS</b>	<b>Ratings</b>				
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
10	<p><b>Customer Focus &amp; Service Orientation:</b> Identifies customer needs and initiation of customer interface. Carries decisions based on customer needs, acts as a role model in personal approach to customer focus, ensures organization continuously develops and improves services, creates the emotional bond with the customer, promotes the service orientation among his team, generates additional revenues from the customer service.</p> <p><b>ग्राहकावर लक्ष व त्याची सेवा :</b> ग्राहकाची गरज ओळखतो व ती पूर्तता करण्यासाठी पावले उचलतो. ग्राहकांच्या गरजेप्रमाणे निर्णय निभावतो, स्वतः उत्तम उदाहरण बनून ग्राहकावर लक्ष केंद्रीत करतो, कायम सेवेमध्ये उन्नती व कंपनीचा विकास यामध्ये कायम लक्ष देतो, ग्राहकाबरोबर भावनिक संबध बनवतो. आपल्या टिममध्ये सेवा देण्यास प्रोत्साहित करतो, ग्राहकाच्या सेवेपासुन अधिक उत्पन्न निर्माण करतो.</p>					
11	<p><b>Execution Proficiency:</b> Creates several steps in the prescribed process, adheres to the time deadlines, meets the time &amp; the quality deadlines, utilizes fewer resources including the time, and implements the process innovation.</p> <p><b>कार्याची प्राविण्याता :</b> दिलेल्या पध्दतीमध्ये वेगवेगळ्या पाय-या तयार करतो, दिलेल्या वेळेमध्ये दर्जेदार काम करतो, कमीत कमी साधने व वेळेचा वापर करतो व पध्दतीमध्ये नावीन्यता अमलात आणतो.</p>					
12	<p><b>Behavior &amp; Attitude:</b> Maintains the norms of the organization, meets the deadlines without reminders, sets an example of the disciplined conduct ,sets up the process for adhering to the norms &amp; deadlines , Places organization before self , is open to suggestions &amp; accountability, values others and earns their acceptance, listens to others views &amp; Concerns gracefully, put the org. &amp; others ahead of self.</p> <p><b>वर्तन व अभिवृत्ती :</b> कंपनीचे मूल्य पाळतो, दिलेली वेळ बिना आठवणीं वाय करतो. जिा स्तीबद्दलचे स्वतःचे उदाहरण बनतो. मूल्य पाळण्यासाठी (प्रोसेस) बनवितो. स्वतःच्या मतापेक्षा कंपनीच्या मूल्यांना अधिक</p>					

	महत्व देतो, सूचना व जबाबदारीसाठी तयार असतो, दुस-यांना महत्व देतो व त्यांच्याकडून होकार मिळवितो व त्यांचे मत आदराने ऐकतो.					
<b>No</b>	<b>PERFORMANCE FACTORS</b>	<b>Ratings</b>				
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
13	<p><b>Initiative and time management:</b> Self starter requires minimal supervision, requests additional assignments or responsibilities; suggests and implements improved work methods. Completes assigned tasks on schedule, develops innovative techniques on effective use of time, and adheres to time deadlines.</p> <p>स्वतःहून सुरवात करणारा व कमीत कमी पर्यवेक्षकाचे गरज, अधिक जबाबदारी व कामाची विनंती, कामाच्या पध्दतीमध्ये सूचना देतो आणि अमलात आणतो. दिलेल्या कार्य योजनेनुसार पूर्ण करतो. वेळेचा अधिक चांगला उपयोग करण्यासाठी कामामध्ये नाविन्यता निर्माण करतो.</p>					

<b>Total of each ratings</b>					
<b>Conversion</b>	13	26	39	52	65
<b>Conversion factor</b>	1	2	3	4	5
<b>Total marks obtained</b>					

### OVERALL RATING

By Appraiser	Assigned Weightage	Actual Score (%)
KRA Evaluation	50%	
Competencies Review	50%	
Overall Score		
Final Rating*		

### Guidelines for ratings

Rating	Score Range
A	= 103 - 115
B	= 90 - 102
C	= 77 - 89
D	= 64 - 76
E	= Below 63

Describe specific feedback relating to how you arrived at the ratings noted above; use a separate sheet of paper if necessary. Note special accomplishments.

**1. Outstanding Performance**

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**2. Missed Opportunities**

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**3. Major Strengths & weakness : ( to be filled in by the Appraiser)**

Strengths	Area of Improvement

**4. Training Needed**

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**5. Employees Comments**



**6. Supervisors Comments**

**Name of Appraisee:** \_\_\_\_\_

**Sign:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Name of Appriser:** \_\_\_\_\_

**Sign:** \_\_\_\_\_

**Date:** \_\_\_\_\_