

**Zim-TTECH PERFORMANCE EVALUATION FORM: COP 21 REVIEW PERIOD**

**The evaluation should be honest, fair, objective and participative.**

Employee Name:	Department/Project:	Job Title:
Date of initial Engagement:	Supervisor's Name:	Supervisor's Title:
Date Appointed to Current Position: ____ / ____ / _____ <b>DD MM YY</b>	Length of time you have supervised this Employee:	Appraisal Date: ____ / ____ / ____ <b>MM DD YY</b>
		Period Covered by this evaluation: <b>From:</b> ____ / ____ / ____ <b>To:</b> ____ / ____ / ____ <b>DD MM YY DD MM YY</b>

**SECTION I**

**To be completed by the employee being appraised together with the appraising Supervisor.**

**EVALUATION OF SET OBJECTIVES & TARGETS (TOTAL MARK, 100)**

#	Indicate Set Objective(s)	Mark Allocated for a set Objective ( )	Indicate when objective was supposed to be achieved	Strategies/actions implemented by employee to achieve set objective(s)	Supervisor's evaluation	Mark Obtained against each set objective
1.						
2.						
3.						
4.						
5.						

**SECTION II: EVALUATION OF KEY PROFESSIONAL ATTRIBUTES.**

To be completed by Supervisor where he/she will be appraising the employee against each attribute. Supervisors should feel free to give assessments which are outside explanations made on each attribute.

**Rating Key**

Rating	Explanation
1	Poor/Unsatisfactory
2	Room for Improvement
3	Fair
4	Good/Meets expectations
5	Excellent (Goes beyond set goals)

#	Key Attribute	Explanation of attribute (This only serves as a guideline; Supervisors are encouraged to have an independent assessment)	Independent assessment of key attribute by Supervisor (Type in space provided)	Rating of Attribute out of 5.
1.	<b>Punctuality:</b> assess whether employee reports to work on time and timeously submits required information.	<ul style="list-style-type: none"> <li>• Always comes to work late and leaves early too. (absconding).</li> <li>• Sometimes late for work.</li> <li>• Always on time.</li> <li>• Reports to work early and leaves work late.</li> <li>• Sometimes miss deadlines for completion and submission of reports or assigned work.</li> <li>• Always meets deadlines for completion of tasks.</li> </ul>		
2.	<b>Teamwork:</b> interpersonal relations, collaboration, holistic perspective of roles.	<ul style="list-style-type: none"> <li>• Often individualistic; arrogant, unreceptive and uncooperative.</li> <li>• Sees himself/herself as all-knowing &amp; doesn't need the input of fellow workmates.</li> <li>• Job doesn't require teamwork.</li> <li>• Cooperative, receptive and responsive to needs of workmates.</li> </ul>		

#	Key Attribute	Explanation of attribute (This only serves as a guideline; Supervisors are encouraged to have an independent assessment)	Independent assessment of key attribute by Supervisor (Type in space provided)	Rating of Attribute out of 5.
3.	<b>Quality of Work:</b> thoroughness, accuracy, completeness and effectiveness of work results.	<ul style="list-style-type: none"> <li>• Work is always laden with errors and unacceptable.</li> <li>• No effort is exerted in coming up with complete, quality work.</li> <li>• Pays no attention to detail.</li> <li>• Produces work of average standards.</li> <li>• Is meticulous, work is always of high quality.</li> </ul>		
4.	<b>Communication:</b> effectiveness in spoken and written communications	<ul style="list-style-type: none"> <li>• Has poor communication skills &amp; fails to keep Supervisor and team members informed.</li> <li>• Doesn't clearly outline instructions and job expectations.</li> <li>• Doesn't usually pick calls, return missed calls nor respond to emails on time.</li> <li>• Job doesn't require much interpersonal communication skills.</li> <li>• Outstanding communications skills; responds promptly to emails, returns calls and messages.</li> </ul>		
5.	<b>Dependability:</b> reliability in work habits and ability to manage confidential information.	<ul style="list-style-type: none"> <li>• Requires considerable supervision;</li> <li>• Unreliable, can't be entrusted with additional, huge responsibilities.</li> <li>• Can't manage confidential information.</li> <li>• Requires minimal to no supervision.</li> <li>• Reliable and conscientious;</li> <li>• Justifies utmost confidence.</li> <li>• Can be entrusted with huge, strategic responsibilities requiring analytical thinking.</li> </ul>		
6.	<b>Initiative and Innovation:</b> motivation, resourcefulness, and contribution to improving operations, methods and processes.	<ul style="list-style-type: none"> <li>• Resistant to change.</li> <li>• Usually pre-occupied with administrative work and skates assignments needing critical thinking.</li> <li>• Not creative &amp; comfortable in maintaining status quo.</li> <li>• Job doesn't need creativity.</li> <li>• Very innovative &amp; finds ways of improving operations &amp; processes.</li> <li>• Willing to learn new skills and seeks ways to improve.</li> <li>• Exceptionally resourceful.</li> </ul>		

#	Key Attribute	Explanation of attribute (This only serves as a guideline; Supervisors are encouraged to have an independent assessment)	Independent assessment of key attribute by Supervisor (Type in space provided)	Rating of Attribute out of 5.
7.	<b>Job Knowledge:</b> understanding of position requirements and information related to work assignments.	<ul style="list-style-type: none"> <li>• Doesn't seem to understand key aspects of the job.</li> <li>• Has fair knowledge of the job &amp; produces average results.</li> <li>• Has general understanding of important aspects of the job.</li> <li>• Exceptionally well informed on all aspects of the job &amp; executes it well.</li> <li>• Goes beyond the job's key aspects in a bid to reach higher levels.</li> </ul>		
8.	<b>Problem solving &amp; Conflict resolution:</b> utilization of analytical, conflict resolution and problem-solving skills, and ability to make good judgments and strategic decisions.	<ul style="list-style-type: none"> <li>• Overlooks key factors and has a laissez faire approach to work situations.</li> <li>• Has poor judgement of issues &amp; makes weak decisions.</li> <li>• Lacks tact; tends to complicate rather than resolve disputes.</li> <li>• Avoids making decisions and always refer such matters to superiors or fellow workmates.</li> <li>• Work doesn't require resolution of conflicts.</li> <li>• Exceptional analytical, problem-solving skills.</li> <li>• Intervenes appropriately &amp; shows great tact, diplomacy and promotes positive, constructive resolution.</li> </ul>		
9.	<b>Planning and Organizing:</b> ability to set priorities, differentiate urgent and important tasks from important and non-urgent roles; adapts to changing demands; select appropriate work methods, obtain necessary resources on time.	<ul style="list-style-type: none"> <li>• Usually disorganized, doesn't plan work &amp; can't secure required resources on time.</li> <li>• Often works haphazardly and lacks good diary management skills.</li> <li>• Can't separate urgent and important tasks from those that are non-urgent &amp; important.</li> <li>• Has average planning &amp; organizing skills.</li> <li>• Plans realistically; sets appropriate goals; organizes work effectively.</li> <li>• Places priority on urgent and important tasks.</li> <li>• Exceptionally well organized.</li> </ul>		
10.	<b>Continuous Professional Improvement (CPI):</b> continues to further his/her knowledge of the job to deepen his/her job knowledge & widen experience.	<ul style="list-style-type: none"> <li>• Lacks drive for career growth.</li> <li>• Keeps furthering professional knowledge to remain competitive.</li> <li>• Has already acquired enough qualifications necessary for the job.</li> </ul>		

**Supervisor's overall comments:**

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**Comments & Assessment by H.O.D.**

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<b>Employee's Signature</b>		<b>Date</b>	
<b>Supervisor's Signature</b>		<b>Date:</b>	
<b>H.O.D. Signature</b>		<b>Date</b>	