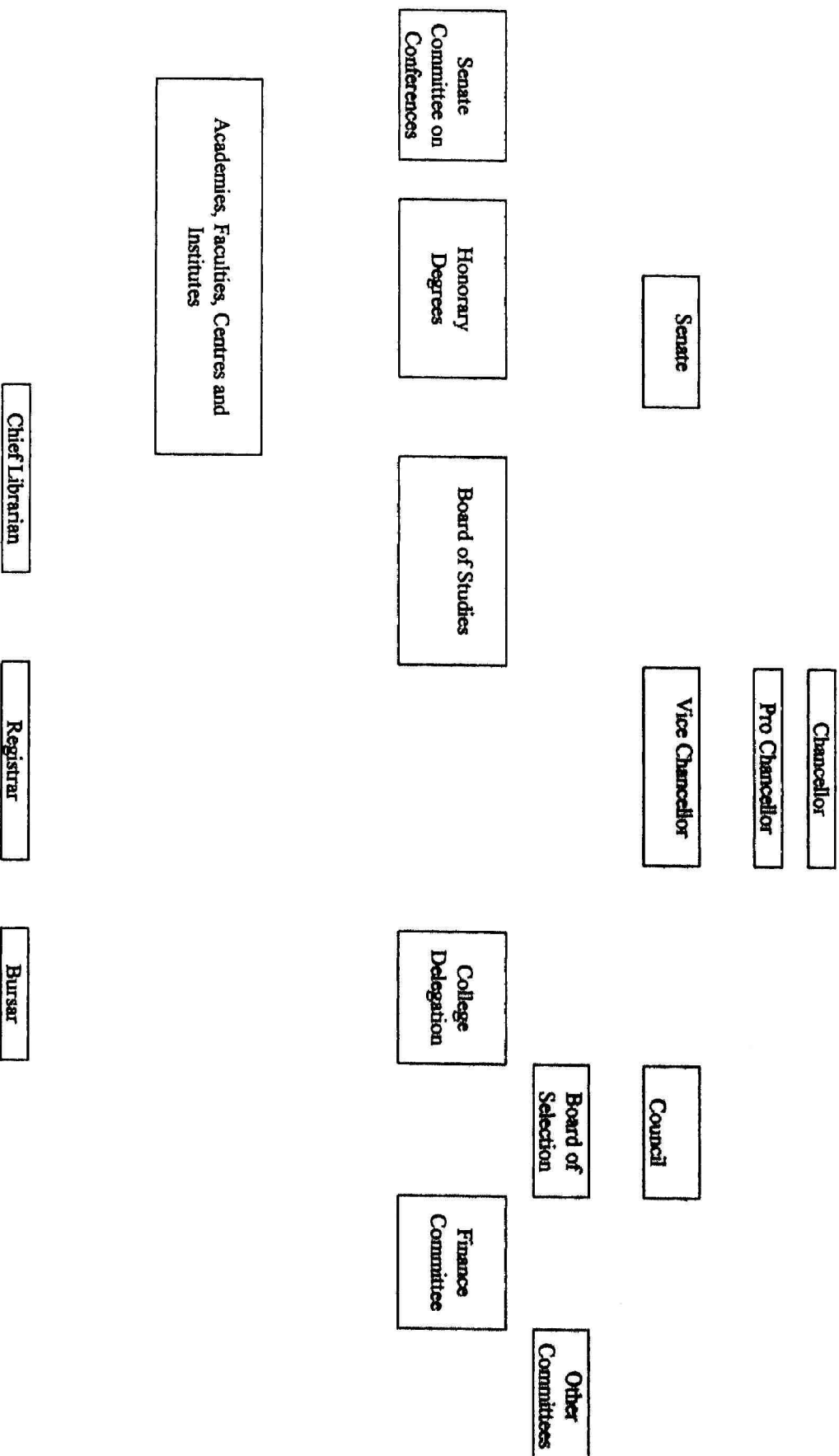


Appendices

UNIVERSITY ADMINISTRATION

Appendix 1



To be completed by Employees
who are being appraised using
Form UM (Prestasi) 1 and 2/93

WORK TARGETS FOR YEAR (.....)

Name.....

Identification No.....

Position.....

Faculty/Centre/Institute

Department/Section.....

<p>(1) *MAIN DUTIES</p> <p>List the main duties in the order of importance such as policy management, planning and implementation of programs, projects, activities and resource management (where relevant) List 5 main duties:</p>	<p>(2) PERCENTAGE OF TIME TAKEN</p>
<p>(3) RESOURCES UNDER ONE'S CONTROL</p> <p>Employees being appraised are requested to state in brief the resources available such as equipments, information, personnel and financial allocation which is in his/her control.</p>	

Attention: List of main duties and work targets set for the year is to be completed by the officer being appraised after discussions with their appraisers. Targets set for a particular year, must be agreed and set in the month of January of that year.

(4) WORK TARGETS SET FOR THE YEAR

Setting of work targets for the year whether in terms of quantity, quality, cost or time must be based on the main duties listed.

Signature of Officer
Being Appraised.....

Signature of
Appraiser.....

Date.....

Date.....

(5) *MID-TERM EVALUATION OF WORK TARGETS SET FOR THE YEAR AND ACTUAL ACHIEVEMENTS

(i) Specify changes in work targets (if any)

(ii) Actual work achievements and comments (if any)

Attention:

***Mid-term evaluation of work targets and actual achievements is to be completed by the officer being appraised after discussions with the appraiser.**

Signature of Officer Being Appraised..... Date.....

(6) ACTUAL WORK ACHIEVEMENTS IN THE YEAR OF ASSESSMENT AND COMMENTS BY OFFICER BEING APPRAISED.

(Whether in terms of quantity, quality, cost or time)

Officers being appraised is required to discuss with their appraisers before completing this section.

Signature of Officer Being Appraised..... Date.....

SKT 2 FORM

To be completed by Employees
who are be appraised using
Form UM (Prestasi) 3 and 4/93

WORK TARGETS FOR YEAR (.....)

Name..... Identification No.....

Position..... Faculty/Centre/Institute
Department/Section.....

<p>(1) *MAIN DUTIES</p> <p>(List 5 main duties in the order of importance)</p>	<p>(2) PERCENTAGE OF TIME TAKEN</p>
<p>(3) RESOURCES UNDER ONE'S CONTROL</p> <p>Employees being appraised are requested to state in brief the resources available such as equipments, information, personnel and financial allocation which is in his/her control.</p>	

Attention: List of main duties and work targets set for the year is to be completed by the officer being appraised after discussions with their appraisers. Work targets set for a particular year, must be agreed and set in the month of January of that year.

(4) WORK TARGETS SET FOR THE YEAR

(5) ACTUAL WORK ACHIEVEMENTS IN THE YEAR OF ASSESSMENT AND
COMMENTS BY OFFICER BEING APPRAISED.

Signature of Officer Being Appraised..... Date.....

**PERFORMANCE APPRAISAL REPORT
OFFICERS FROM MANAGEMENT AND PROFESSIONAL GROUP
(ACADEMIC STAFF)
(1 January ____ to 31 December 199__)**

SECTION I - PERSONAL AND SERVICE INFORMATION
(To be completed by Employee)

- | | |
|---|---|
| <p>1. NAME, I.C. NO. AND SALARY NO.</p>

<p>2. DATE & PLACE OF BIRTH</p>

<p>3. DECLARATION OF ASSETS</p> <p>*Yes/No Date Approved</p>
<p>4. DISCIPLINARY ACTIONS</p> <p>*Yes/No Type of Sentence:</p> <p> Date of Sentence:</p>
<p>5. LEAVE</p> <p>*Study Leave/ SLAB/ Sabbatical Leave/
Unpaid Leave/ # Research Leave</p> <p>Duration:</p> | <p>6. PRESENT OCCUPATION AND DEPARTMENT</p> <p>1. Name of Scheme:</p> <p>2. Name of Occupation:</p> <p>3. Occupational Grade:</p> <p>4. Date of First Appointment:</p> <p>5. Date of Appointment
to Present Position:</p> <p>6. Date of Confirmation/
Extension of Probation:</p> <p>7. Administrative Position
& Duration:</p> <p>8. Faculty/Centre/
Department/Section:</p>
<p>7. STATUS OF APPOINTMENT</p> <p>*Permanent/Probation/Temporary/Contract</p> |
|---|---|

8. ACADEMIC/PROFESSIONAL QUALIFICATION

QUALIFICATION	UNIVERSITY/INSTITUTION	YEAR

SECTION II - AWARDS, PRIZES AND COMMENDATIONS*(To be completed by officer being appraised)*

1. State Awards, Stars, Medals, Appreciation, Letter of Commendations or Prizes received within and outside the country.

Year	Name of Star, Medal/Appreciation/Letter of Commendation/ Prize	Received from Government/ Society/Department

SECTION III - LANGUAGE PROFICIENCY*(To be completed by officer being appraised)*

1. Please specify examinations you have passed, if relevant

Malay Language Qualification		Year	Level	Pass Grade
(1)	SPM/MCE			
(2)	STP/HSC/STPM			
(3)	Certificate of Proficiency B.M (UM)			
(4)	Intensive Course Certificate in B.M (UM)			
(5)	Others (Please specify)			

2. Other Languages (please specify, if any)

SECTION IV - COURSES AND TRAINING*(To be completed by officer being appraised)*

1. Please specify courses and training attended in the year of assessment

Name of Course or Training (Enclose certificates if any)	Date/Duration	Place

2. Specify courses or training that may be needed

Name of Course and Training	Reasons required to attend

SECTION V - DISCUSSIONS, GUIDANCE AND SUPPORT*(To be completed by officer being appraised)*

Mark (✓) in appropriate box where relevant

1. How frequent do you have discussions with your appraiser or other higher officers with regards to work related or personal problems with the intention of improving individual's work performance for the duration of the year of assessment?

Often Sometimes Seldom

- (a) With appraiser

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

- (b) With other higher officers
(specify name and occupation of officer)

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Name:

Occupation:

2. Frequency of advice, guidance and support given specifically by appraiser or other higher officers?

Often Sometimes Seldom

- (a) With appraiser

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

- (b) With other higher officers
(specify name and occupation of officer)

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

Name:

Occupation:

3. How frequent does your appraiser or other higher officers have discussions, dialogues or exchange views with you, with regards to strategic planning to increase quality and productivity of your Faculty/ Department/Centre or Section in the year of assessment ?

	Often	Sometimes	Seldom
(a) With appraiser	<input type="text"/>	<input type="text"/>	<input type="text"/>
(b) With other higher officers (specify name and occupation of officer)	<input type="text"/>	<input type="text"/>	<input type="text"/>

Name:

Occupation:

SECTION VI - SUITABILITY OF PLACEMENT

(To be completed by officer being appraised)

1. Please specify if present placement is suitable to you?
Mark (✓) in appropriate box where relevant

	Suitable	Less Suitable	Unsuitable
(a) Scope of Work	<input type="text"/>	<input type="text"/>	<input type="text"/>
(b) Place of Work	<input type="text"/>	<input type="text"/>	<input type="text"/>
(c) Work Environment	<input type="text"/>	<input type="text"/>	<input type="text"/>

2. If less suitable or unsuitable, please specify reasons: _____

SECTION VII - SETTING OF WORK TARGETS FOR THE YEAR, MIDTERM EVALUATION AND ACTUAL ACHIEVEMENTS FOR THE YEAR OF ASSESSMENT.

(To be completed by officer being appraised)

- The Appraiser and Officer Being Appraised is required to discuss together the setting of work targets for the year, at the beginning of the year, an evaluation to assess actual achievements in the middle and at the end of the year.
- The setting of yearly work targets, midterm evaluation and end of year evaluation must be recorded in WORK TARGETS FOR YEAR FORM that is FORM SKT I
- Officers Being Appraised must ensure that FORM SKT is kept by their department at all times, except when it is in use at the beginning, middle and at the end of the year. Officers Being Appraised can make and keep a copy of their completed SKT FORM
- Completed and signed SKT FORM and PERFORMANCE APPRAISAL REPORT must be handed to the appraiser through the department.

SECTION VIII - ACTIVITIES AND CONTRIBUTIONS

(To be completed by officer being appraised)

1. Officers Being Appraised is required to list their administrative duties, contributions or other activities within the Department/Faculty/University (example Head of Department, Time-Table co-ordinator etc.).

List of Administrative or other contributions	Department/Faculty/University Level

2. Officers Being Appraised is required to list their activities and other contributions outside their official duties such as sports, associations (including academic and professional associations), Boards, Committees, including creative contributions such as public lectures, workshops and voluntary work at the level of Village/Housing Estate, District, Country/ International which may contribute to the well being of the organisation, society and country.

List of activities and contributions in the year of assessment	Level of activity/contribution (specify position or achievements)

SECTION IX - WORKLOAD AND RESPONSIBILITIES
(To be completed by officer being appraised)

1. (1) ACADEMIC INFORMATION

(A) TEACHING

Specify courses being conducted in the year of assessment
 If space provided is not sufficient, include supplementary enclosures

Duties	*Code and Name of Course	Year/ Level of Course	Hours/Days in a Year	If Joint with Others, specify percentage Example: 5/25	Number of Students
Lecturers					
Practicals					
Tutorials					
Clinical					
Free time work					
Examinations					
Total					

*As given in the University Calendar and, if courses are taught in languages other than the Malay Language, please specify.

(B) SUPERVISION

(i) Higher Degree Candidature at the level of Diploma, Masters and PhD

Candidates Name	Level of Candidature	Individual/Joint	Stage of Progress	Total contact Hours per Year

(ii) Academic Training, Report/Industrial Training Visits, Teaching Training, Clinical Supervision and others.

Number of Candidates	Individual/Joint	Total Number of Contact Hours per Year

(2) (A) RESEARCH

(If space provided is not sufficient, please include supplementary enclosures)

*Topic	@Individual/Joint	Sources of Funding and Amount	Duration	Research Results

* Specify, if it is for your own Higher Degree Candidature

@ If it is a joint work, please indicate name of researcher and individual roles

(B) CONSULTANCY

Name of Consultancy Project	Name of Customer	Project Value/Payment	Duration

(C) Clinical Work

Mark (✓) in the boxes concerned

Status:	<input type="checkbox"/>	Senior Consultancy Expert (in Special Grade Form only)
	<input type="checkbox"/>	Consultancy Expert
	<input type="checkbox"/>	Clinical Expert

(i)	Total number of night calls (average)	Per Month <input type="text"/>	Per Year <input type="text"/>
-----	---------------------------------------	-----------------------------------	----------------------------------

(ii)	*Number of Patient/Hour (average)	Per Month		Per Year	
		Hours	Patient	Hours	Patient
	In-Patient	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
	Out-Patient	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

(iii)	Total number of consultancy	Per Month	Per Year
		<input type="text"/>	<input type="text"/>
	University Hospital	<input type="text"/>	<input type="text"/>
	Other Hospitals	<input type="text"/>	<input type="text"/>

(iv)	Total No. of Diagnostic Test/Procedure/Surgery	Per Month	Per Year
		<input type="text"/>	<input type="text"/>
		<input type="text"/>	<input type="text"/>
		<input type="text"/>	<input type="text"/>
	Diagnostics Test		
	Procedures		
	Surgery		

*Attention: Patient includes those under joint care

(3) PUBLICATIONS: List your publications for the year of assessment and include information as required below. Please enclose a copy of publication for verification by the Dean of Faculty/Director of Centre/ Head of Department/ Chairman of Section. Please show in percentage (%) your part of contribution in all co-authored publications.

(A) (i) Academic books including university text

(ii) Paragraph or sections from academic books/monograph

(iii) Articles in academic/professional journals which has been refereed

(iv) Articles in other journals

(v) Conference proceedings/ seminars/workshops which have been published

(vi) Research reports and occasional papers

(vii) Works in other media, such as cassette tapes, video, radio and television

(ix) List writings which has yet to be/not been published; such as research reports, manuscripts, books or working papers which has been tabled in conferences.

(B) EDITORIAL WORK

Specify type of work which have been edited. If published, name publisher and date.

(C) TRANSLATION WORK

Specify type of work which have been translated. If published, name publisher (for books), name and serial number for journal and date. Also state the volume and first author.

(D) INVENTION

Name of Invention	Date patented	Patent Number

(4) CONFERENCE/SEMINAR/WORKSHOPS/COLLOQUIUM

Name of Conference	*Role	Date	Place	Patent No.

***Observer/Presenting papers/ Speaker/ Chairman/coordinator/ etc.**

Herewith I certify that all the information given in this form and all related enclosures are true and correct.

Name and signature of Officer Being Appraised

Date

Within my knowledge, I confirm that the statements given in Section I to IX is true

Name and signature of Appraiser

Date

2. With reference to the information given above, the appraiser and the Re-evaluation Officer is required to give an evaluation based on the actual achievements compared to the work targets set for the year. The evaluation must be based on every individual criteria which has been mentioned using a scale from 1 to 10 as shown below. Total marks for this section is 80%.

(1) Teaching and Supervision (35%)	APPRAISER	RE-EVALUATION OFFICER
(a) Quantity		
(b) Quality		
Total marks	$\frac{\quad}{20} \times 35 =$	$\frac{\quad}{20} \times 35 =$

(2) Research/Publication/Editorial/Translation/Consultancy/Invention/Clinical (30%)	APPRAISER	RE-EVALUATION OFFICER
(a) Research/Publication/ Editorial/Translation (%)		
Quantity		
Quality		
	$\frac{\quad}{20} \times =$	$\frac{\quad}{20} \times =$
(b) Consultancy/Invention (Outside contributions in professional bodies) (%)		
Quantity		
Quality		
	$\frac{\quad}{20} \times =$	$\frac{\quad}{20} \times =$
(c) Clinical (%)		
Quantity		
Quality		
	$\frac{\quad}{20} \times =$	$\frac{\quad}{20} \times =$
Total Marks		

- For part (a), (b) and (c), relevant Faculty/Centre will decide on the weightage to be given based on expectations and objectives of individual Faculty/Centre

Very Low		Low		Average		High		Very High	
1	2	3	4	5	6	7	8	9	10

(3) Administration/Contributions/Involvement in Department/Faculty/University, Assessment Activity and Others (15%)	APPRAISER	RE-EVALUATION OFFICER
(a) Quantity		
(b) Quality		
Total Marks	$\frac{\quad}{20} \times 15 =$	$\frac{\quad}{20} \times 15 =$

Very Low		Low		Average		High		Very High	
1	2	3	4	5	6	7	8	9	10

3. Comments On The Actual Achievements Of Work For The Year

The Appraiser is required to comment on the actual achievements of work by the Officer Being Appraised based on the work targets set for the year while considering the mid-term evaluation and the changes that have taken place since, including changes in resources within the control of the Officer Being Appraised as mentioned in Form SKT 1. The comments must reflect the evaluation done based on the criteria given in paragraph 1 above.

--

SECTION X - EVALUATION OF PERSONAL ATTRIBUTES (individual aspects)
Marks for this section totals 20 %

(1) KNOWLEDGE AND SKILLS

The Appraiser and Re-evaluation Officer is required to make an evaluation based on the given criteria using a scale of 1 to 10 as shown below. Marks for this section totals 5 %.

CRITERIA	APPRAISER	RE-EVALUATION OFFICER
1 KNOWLEDGE IN THE SCOPE OF WORK Knowledge and skills of the officer in the professional field, organisation and his/her duties.		
2 ABILITY TO ORGANISE Ability to organise, delegate and execute his/her duties to achieve the objectives of the organisations, section or unit.		
3 ABILITY TO MAKE DECISION Ability to make decisions in respect to the objectives of the organisation, section or unit.		
4 EFFECTIVENESS OF COMUNICATION Ability to express intention verbally or in written form when giving directives or opinion as well as assisting in disseminating information for the overall awareness of organisation's policy, objectives and strategies.		
5 ABILITY TO SOLVE PROBLEMS Ability to identify problems and complicated issues in management and in his/her profession and able to forward alternative solutions to resolve them effectively.		
Total marks	$\frac{\quad}{50} \times 5 =$	$\frac{\quad}{50} \times 5 =$

Very Low		Low		Average		High		Very High	
1	2	3	4	5	6	7	8	9	10

2) PERSONAL QUALITIES

The Appraiser and Re-evaluation Officer is required to make an evaluation based on the given criteria using a scale of 1 to 10 as shown below. Marks for this section totals 5 %.

CRITERIA	APPRAISER	RE-EVALUATION OFFICER
1 INTEGRITY Honest, trustworthy and well mannered in the execution of responsibilities without misusing position and authority.		
2 COMMITMENT Persistent, hardworking, dedicated and responsible in the execution of duties		
3 EQUITABLE AND FAIR Considerate, compassionate, fair and impartial in relating to students, colleagues, visitors/patients where relevant.		
4 DISCIPLINED Able to show self control physically and mentally including abiding to procedures, punctuality, patience well as neat and tidy.		
5 LEADERSHIP Able to encourage and lead subordinate officers or his/her group to achieve departmental objectives as well as firm and exemplary		
Total marks	$\frac{\quad}{50} \times 5 =$	$\frac{\quad}{50} \times 5 =$

Very Low		Low		Average		High		Very High	
1	2	3	4	5	6	7	8	9	10

(3) RELATIONSHIP AND COOPERATION

The Appraiser and Re-evaluation Officer is required to make an evaluation based on the given criteria using a scale of 1 to 10 as shown below. Marks for this section totals 5 %.

Criteria	APPRAISER	RE-EVALUATION OFFICER
1 RELATIONSHIP AND COOPERATION Ability, intelligence and effectiveness of officer in creating a harmonious, friendly and co-operative environment at organisational level. Ability to conform to all situations and in creating relations between governmental organisations, private and public sectors within and outside the country.		
Total marks	$\frac{\quad}{10} \times 5 =$	$\frac{\quad}{10} \times 5 =$

Very Low		Low		Average		High		Very High	
1	2	3	4	5	6	7	8	9	10

(4) POTENTIAL

The Appraiser and Re-evaluation Officer is required to make an evaluation based on the given criteria using a scale of 1 to 10 as shown below. Marks for this section totals 5 %.

CRITERIA	APPRAISER	RE-EVALUATION OFFICER
1 VISION AND OVERALL PERSPECTIVE Have vision and able to assist in designing the future direction in respect to the needs of the organisation. Able to see through an entire problem and giving attention to important facts while taking action.		

CRITERIA	APPRAISER	RE-EVALUATION OFFICER
2 ANALYTICAL, SENSITIVITY AND INNOVATIVENESS Able to forward suitable suggestions for action, sensitive to actual situations based on information and reality as well as proactive, have creative ability and is innovative in the execution of duty.		
Total marks	<div style="text-align: right;">$\frac{\quad}{20} \times 5 =$</div>	<div style="text-align: right;">$\frac{\quad}{20} \times 5 =$</div>

Very Low		Low		Average		High		Very High	
1	2	3	4	5	6	7	8	9	10

SECTION XI - OVERALL TOTAL MARKS

The Appraiser and Re-evaluation Officer is required to record the overall Total marks received by the Officer Being Appraised in percentage (%) based on the total marks for each section given marks.

	APPRAISER	RE-EVALUATION OFFICER
PERCENTAGE OF OVERALL MARKS		

SECTION XII - CERTIFICATION FOR SALARY MOVEMENT

Based on performance evaluation in Section VIII to X, Appraiser and Re-evaluation Officer is required to certify the salary movement of officer according to one of the following:
Mark (✓) in the relevant box

	Static	Horizontal	Vertical	Diagonal
Appraiser	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Re-evaluation Officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION XIII - SUITABILITY FOR PROMOTION AND CONFERRING EXCELLENT SERVICE AWARDS, STAR AND MEDAL AS WELL AS CONFERRING LETTER OF APPRECIATION

(Appraiser and Re-evaluation is required to mark (✓) in a suitable box provided, while taking into consideration the marks given in Section VIII to XI)

	Appraiser	Re-evaluation Officer
1 Suitability for Promotion		
(a) Have the capability and with very high ability and suitable for promotion with priority	<input type="checkbox"/>	<input type="checkbox"/>
(b) Have the capability and ability and suitable for promotion under normal conditions	<input type="checkbox"/>	<input type="checkbox"/>
(c) Have less capability and ability and not ready for promotion	<input type="checkbox"/>	<input type="checkbox"/>

	Appraiser	Re-evaluation Officer
2 Excellent Service Award		
(a) Suitable to receive an award	<input type="checkbox"/>	<input type="checkbox"/>
(b) Not suitable to receive an award	<input type="checkbox"/>	<input type="checkbox"/>

3. Conferring Star, Medal and Appreciation (To be completed by the Appraiser and Re-evaluation Officer)

(A) The Appraiser is required if suitable, to make recommendations for conferring befitting awards, star, honours and appreciation to the Officer Being Appraised

(b) Comments by the Re-evaluation Officer on the recommendations of the Appraiser, if any.

SECTION XIV - PLANS FOR CAREER DEVELOPMENT

Mark (✓) in the relevant box

Is the officer's present field and place of work suitable?

1. Suitable

Suggestions for improvement and career development including courses and training.

2. Less Suitable

State the reasons and make suggestions for improving officer's performance such as courses, training or changes in work required

SECTION XV - OVERALL COMMENTS AND RESPONSIBILITY TO INFORM ABOUT THE PERFORMANCE OF OFFICER

(To be completed by Appraiser)

1. The Appraiser is required to comment on the overall performance throughout the year of the Officer Being Appraised especially based on the criteria mentioned in Section VIII to X and other matters not covered in any of the sections.

2. Please state the main aspects of performance discussed with Officer Being Appraised and his/her reaction after being told.

3. The duration Officer Being Appraised have worked under my supervision Years month

4. Family relationship whether through parentage or marriage with the Officer Being Appraised

*Have/Do not have

Name

Identification No.

Occupation

Department

Signature

Date

SECTION XVI - OVERALL COMMENTS BY THE RE-EVALUATION OFFICER

The Re-evaluation Officer is required to give an overall comment on the evaluation of the Appraiser including matters that was agreed upon or otherwise and other matters that requires attention

--

The duration Officer Being Appraised have worked under my supervision Years month

Name

Identification No.

Occupation

Department

Signature

Date

* Delete where not relevant

**SECTION XVII - REMARKS/COMMENTS BY CHAIRMAN OF THE PANEL CO-ORDINATING
PERFORMANCE EVALUATION AND SALARY MOVEMENTS (IF
NECESSARY)**

--

Name

--

Identification No.

--

Signature

--

Date

--

CONFIDENTIAL

UNIVERSITY MALAYA

Appendix 5
Form UM (Prestasi) 2/93

**PERFORMANCE APPRAISAL REPORT
OFFICERS FROM MANAGEMENT AND PROFESSIONAL GROUP
YEAR 19.....**

SECTION I - PERSONAL AND SERVICE INFORMATION
(To be completed by Employee)

- | | |
|--|--|
| <p>1. NAME, I.C. NO. AND SALARY NO.</p>

<p>2. DATE & PLACE OF BIRTH</p>

<p>3. DECLARATION OF ASSETS</p> <p>*Yes/No Date Approved</p>

<p>4. DISCIPLINARY ACTIONS</p> <p>*Yes/No Type of Sentence:</p> <p> Date of Sentence:</p>

<p>5. LEAVE</p> <p>*Study Leave/ Half Pay Leave/ Unpaid Leave</p> <p>Date:</p> | <p>6. PRESENT OCCUPATION AND DEPARTMENT</p> <p>1. Name of Scheme:</p> <p>2. Name of Occupation:</p> <p>3. Occupational Grade:</p> <p>4. Date of First Appointment:</p> <p>5. Date of Appointment to Present Grade:</p> <p>6. Date of Confirmation/ Extension of Probation:</p> <p>7. *Acting/Secondment/Temporary Exchange/Special to Holder</p> <p>8. Faculty/Centre/ Department/Section:</p>

<p>7. STATUS OF APPOINTMENT</p> <p>*Permanent/Probation/Temporary/Contract</p> |
|--|--|

8. ACADEMIC/PROFESSIONAL QUALIFICATION

QUALIFICATION	UNIVERSITY/INSTITUTION	YEAR

SECTION II - AWARDS, PRIZES AND COMMENDATIONS*(To be completed by officer being appraised)*

1. Conferring of, Stars, Medals, Appreciation, Letter of Commendations or Prizes received within and outside the country.

Year	Name of Star, Medal/Prize	Received from Government/ Society/Department

2. Appreciation or Letters of Commendation received in the last three years.

Year	Appreciation or Letter of Commendations	Received from Government/ Society/Department

SECTION III - LANGUAGE PROFICIENCY*(To be completed by officer being appraised)*

Mark (✓) in appropriate box

Language	Oral			Written		
	Fluent	Average	Poor	Good	Average	Poor
Malay Language						
English Language						
Other Languages (Specify)						

SECTION IV - COURSES AND TRAINING AND SEMINAR*(To be completed by officer being appraised)*

1. Courses, Training and Seminar attended in the year of assessment

Name of Course, Training and Seminar (State certificates if any)	Date/Duration	Place

2. Courses and Training needed

Name or type of Course and Training	Reasons required to attend

SECTION V - DISCUSSIONS, GUIDANCE AND SUPPORT

(To be completed by officer being appraised)

Mark (✓) in appropriate box where relevant

1. How frequent do you have discussions with your appraiser or other higher officers with regards to work related or personal problems with the intention of improving individual's work performance for the duration of the year of assessment?

Often Sometimes Seldom

- (a) With appraiser

--	--	--

- (b) With other higher officers
(specify name and occupation of officer)

--	--	--

Name:

Occupation:

2. Frequency of advice, guidance and support given specifically by appraiser or other higher officers?

Often Sometimes Seldom

- (a) With appraiser

--	--	--

- (b) With other higher officers
(specify name and occupation of officer)

--	--	--

Name:

Occupation:

3. How frequent does your appraiser or other higher officers have discussions, dialogues or exchange views with you, with regards to strategic planning to increase quality and productivity of your Faculty/ Department/ Centre or Section in the year of assessment?

Often Sometimes Seldom

- (a) With appraiser

--	--	--

- (b) With other higher officers
(specify name and occupation of officer)

--	--	--

Name:

Occupation:

SECTION VI - SUITABILITY OF PLACEMENT

(To be completed by officer being appraised)

1. Please specify if present placement is suitable to you?

Mark (✓) in appropriate box where relevant

	Suitable	Less Suitable	Unsuitable
(a) Scope of Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Place of Work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Work Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. If less suitable or unsuitable, please specify reasons: _____

SECTION VII - SETTING OF WORK TARGETS FOR THE YEAR, MIDTERM EVALUATION AND ACTUAL ACHIEVEMENTS FOR THE YEAR OF ASSESSMENT.

(To be completed by officer being appraised)

1. The Appraiser and Officer Being Appraised is required to discuss together the setting of work targets for the year, at the beginning of the year, an evaluation to assess actual achievements in the middle and at the end of the year.
2. The setting of yearly work targets, midterm evaluation and end of year evaluation must be recorded in WORK TARGETS FOR YEAR FORM that is FORM SKT 1
3. Officers Being Appraised must ensure that FORM SKT is kept by their department at all times, except when it is in use at the beginning, middle and at the end of the year. Officers Being Appraised can make and keep a copy of their completed SKT FORM
4. Completed and signed SKT FORM and PERFORMANCE APPRAISAL REPORT must be handed to the appraiser through the department.

SECTION VIII - ACTIVITIES AND CONTRIBUTIONS

(To be completed by officer being appraised)

1. Officers Being Appraised is required to list their activities and other contributions outside their official duties such as sports, associations (including academic and professional associations), Boards, Committees, including creative contributions such as public lectures, workshops and voluntary work at the level of Village/Housing Estate, District, Country/ International which may contribute to the well being of the organisation, society and country. Marks for this Section totals 5 %

List of Activity and Contributions in the year of assessment	Level of activity/ contribution (specify position or achievements)

I certify that all the statements from Section I to VIII is true

Signature of Officer Being Appraised

Date

2. Based on the information given in paragraph 1, the Appraiser and Re-evaluation Officer is required to make an evaluation using the scale 1 - 10 as shown below.

Type of Activity and Contributions	Sports	Associations	Creative Contribution	Total Marks
Appraiser				___ X 5 = 30
Re-evaluation Officer				___ X 5 = 30

Unit/Section/Village/ Housing Estate Level
1, 2, 3

Department/Service/District/ State Level
4, 5, 6

National/International Level
7, 8, 9, 10

SECTION IX - WORK OUTCOME

1. The Appraiser and Re-evaluation Officer is required to comment on the actual achievements of work by the Officer Being Appraised based on the work targets set for the year while considering the changes in resources within the control of the Officer Being Appraised as mentioned in Form SKT 1. The evaluation must be based on every individual criteria which has been mentioned using a scale from 1 to 10 as shown below. Total marks for this section is 55%.

CRITERIA	APPRAISER	RE-EVALUATION OFFICER
1 QUANTITY OF WORK PRODUCED Quantity of work produced as compared to work targets set in terms of planning/implementation and co-ordinating programs, projects and activities		
2 QUALITY OF WORK Quality of work produced in respect to standards of quality set.		
3 COST EFFECTIVENESS Total of actual cost of resources used in producing material or services as compared to cost, material and service targets set.		
4 PUNCTUALITY Ability to complete duties within the time specified		
5 IMPLEMENTATION OF REGULATIONS AND ADMINISTRATIVE DIRECTIVES Ability to appreciate and implement regulations, administrative directives and procedures to develop and improve the performance of the organisation, section or unit, where relevant.		
Total Marks	___ X 55 = 50	___ X 55 = 50

Very Low
1, 2

Low
3, 4

Average
5, 6

High
7, 8

Very High
9, 10

2. Comments On The Actual Achievements Of Work For The Year

The Appraiser is required to comment on the actual achievements of work by the Officer Being Appraised based on the work targets set for the year while considering the mid-term evaluation and the changes that have taken place since, including changes in resources within the control of the Officer Being Appraised as mentioned in Form SKT 1. The comments must reflect the evaluation done based on the 5 criteria given in paragraph 1 above.

--

SECTION X - KNOWLEDGE AND SKILLS

The Appraiser and Re-evaluation Officer is required to make an evaluation based on the given criteria using a scale of 1 to 10 as shown below. Marks for this section totals 15 %.

CRITERIA	APPRAISER	RE-EVALUATION OFFICER
1 KNOWLEDGE IN THE SCOPE OF WORK Knowledge and skills of the officer in the professional field, organisation and his/her duties.		
2 ABILITY TO ORGANISE Ability to organise, delegate and execute his/her duties to achieve the objectives of the organisations, section or unit.		
3 ABILITY TO MAKE DECISION Ability to make decisions in respect to the objectives of the organisation, section or unit.		
4 EFFECTIVENESS OF COMMUNICATION Ability to express intention verbally or in written form when giving directives or opinion as well as assisting in disseminating information for the overall awareness of organisation's policy, objectives and strategies.		
5 ABILITY TO SOLVE PROBLEMS Ability to identify problems and complicated issues in management and in his/her profession and able to forward alternative solutions to resolve them effectively.		
Total marks	<u>50</u> X 5 =	<u>50</u> X 5 =

Very Low		Low		Average		High		Very High	
1	2	3	4	5	6	7	8	9	10

SECTION XI - PERSONAL QUALITIES

The Appraiser and Re-evaluation Officer is required to make an evaluation based on the given criteria using a scale of 1 to 10 as shown below. Marks for this section totals 10 %.

CRITERIA	APPRAISER	RE-EVALUATION OFFICER
1 INTEGRITY Honest, trustworthy and well mannered in the execution of responsibilities without misusing position and authority.		
2 COMMITMENT Persistent, hardworking, dedicated and responsible in the execution of duties		
3 EQUITABLE AND FAIR Considerate, compassionate, fair and impartial when carrying out duties.		
4 DISCIPLINED Able to show self control physically and mentally including abiding to procedures, punctual, patience well as need and tidy.		
5 LEADERSHIP Able to encourage and lead subordinate officers or his/her group to achieve departmental objectives as well as firm and exemplary		
Total marks	$\frac{\quad}{50} \times 5 =$	$\frac{\quad}{50} \times 5 =$

Very Poor		Poor		Average		Good		Very Good	
1	2	3	4	5	6	7	8	9	10

SECTION XII - RELATIONSHIP AND COOPERATION

The Appraiser and Re-evaluation Officer is required to make an evaluation based on the given criteria using a scale of 1 to 10 as shown below. Marks for this section totals 5 %.

Criteria	APPRAISER	RE-EVALUATION OFFICER
1 RELATIONSHIP AND COOPERATION Ability of officer to create relationship and co-operation with superiors, colleagues and subordinates within his/her organisation with other organisations and the public.		
Total marks	$\frac{\quad}{10} \times 5 =$	$\frac{\quad}{10} \times 5 =$

Ineffective		Less Effective		Average		Effective		Very Effective	
1	2	3	4	5	6	7	8	9	10

SECTION XIII - POTENTIAL

The Appraiser and Re-evaluation Officer is required to make an evaluation based on the given criteria using a scale of 1 to 10 as shown below. Marks for this section totals 10 %.

CRITERIA	APPRAISER	RE-EVALUATION OFFICER
1 VISION AND OVERALL PERSPECTIVE Have vision and able to assist in designing the future direction in respect to the needs of the organisation/ Section or Unit where relevant		
2 OVERALL PERSPECTIVE Able to visualise an entire problem from a high perspective and able to provide solutions while giving attention to important facts.		
3 ANALYTICAL Capable and able to give particular attention, interpretation and resolve problems, facts, unique situations, incidents and simplify them and make them realistic as well as contributing suggestions for positive actions		
4 AWARENESS TO REALITY Aware and sensitive to actual situations and able to interpret and take the necessary course of action based on information and real situations.		
5 PROACTIVE, CREATIVE ENERGY AND INNOVATIVE Capable of anticipating, taking early action, producing new ideas and forwarding new and suitable conditions that are useful to achieving the objectives of the organisation at the level of Department/Section or Unit.		
6 CAPABILITY OF FACING CHALLENGES Capable of facing and overcoming internal and external challenges to the organisation in an ever changing environment.		
Total Marks	$\frac{\quad}{60} \times 10 =$	$\frac{\quad}{60} \times 10 =$

Very Low		Low		Average		High		Very High	
1	2	3	4	5	6	7	8	9	10

SECTION XI - OVERALL TOTAL MARKS

The Appraiser and Re-evaluation Officer is required to record the overall Total marks received by the Officer Being Appraised in percentage (%) based on the total marks for each section given marks.

	APPRAISER	RE-EVALUATION OFFICER
PERCENTAGE OF OVERALL MARKS		

SECTION XV - CERTIFICATION FOR SALARY MOVEMENT

Based on performance evaluation in Section VIII to XIII, Appraiser and Re-evaluation Officer is required to certify the salary movement of officer according to one of the following:
Mark (✓) in the relevant box

	Static	Horizontal	Vertical	Diagonal
Appraiser	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Re-evaluation Officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION XVI - SUITABILITY FOR PROMOTION AND CONFERRING EXCELLENT SERVICE AWARDS, STAR AND MEDAL AS WELL AS CONFERRING LETTER OF APPRECIATION

(Appraiser and Re-evaluation is required to mark (✓) in a suitable box provided, while taking into consideration the marks given in Section VIII to XIV)

- | | Appraiser | Re-evaluation Officer |
|---|--------------------------|--------------------------|
| 1 Suitability for Promotion | | |
| (a) Have the capability and with very high ability and suitable for promotion with priority | <input type="checkbox"/> | <input type="checkbox"/> |
| (b) Have the capability and ability and suitable for promotion under normal conditions | <input type="checkbox"/> | <input type="checkbox"/> |
| (c) Have less capability and ability and not ready for promotion | <input type="checkbox"/> | <input type="checkbox"/> |

- | | Appraiser | Re-evaluation Officer |
|--------------------------------------|--------------------------|--------------------------|
| 2 Excellent Service Award | | |
| (a) Suitable to receive an award | <input type="checkbox"/> | <input type="checkbox"/> |
| (b) Not suitable to receive an award | <input type="checkbox"/> | <input type="checkbox"/> |

3. Conferring Star, Medal and Appreciation
(To be completed by the Appraiser and Re-evaluation Officer)

(A) The Appraiser is required if suitable, to make recommendations for conferring befitting awards, star, honours and appreciation to the Officer Being Appraised

(b) Comments by the Re-evaluation Officer on the recommendations of the Appraiser, if any.

SECTION XVII - PLANS FOR CAREER DEVELOPMENT

(To be completed Appraiser after discussions with officer being appraised)

Mark (✓) in the relevant box

Is the officer's present field and place of work suitable?

1. Suitable

Suggestions for improvement and career development including courses and training.

2. Less Suitable

State the reasons and make suggestions for improving officer's performance such as courses, training or changes in work required

SECTION XVIII - OVERALL COMMENTS AND RESPONSIBILITY TO INFORM ABOUT THE PERFORMANCE OF OFFICER

(To be completed by Appraiser)

1. The Appraiser is required to comment on the overall performance throughout the year of the Officer Being Appraised especially based on the criteria mentioned in Section VIII to XIII and other matters not covered in any of the sections.

2. Please state the main aspects of performance discussed with Officer Being Appraised and his/her reaction after being told.

3. The duration Officer Being Appraised have worked under my supervision Years month

4. Family relationship whether through parentage or marriage with the Officer Being Appraised

*Have/Do not have

Name

Identification No.

Occupation

Department

Signature

Date

SECTION XIX - OVERALL COMMENTS BY THE RE-EVALUATION OFFICER

The Re-evaluation Officer is required to give an overall comment on the evaluation of the Appraiser including matters that was agreed upon or otherwise and other matters that requires attention

--

The duration Officer Being Appraised have worked under my supervision Years month

Name

--

Identification No.

--

Occupation

--

Department

--

Signature

--

Date

--

SECTION XX - REMARKS/COMMENTS BY CHAIRMAN OF THE PANEL CO-ORDINATING PERFORMANCE EVALUATION AND SALARY MOVEMENTS (IF NECESSARY)

--

Name

--

Occupation

--

Signature

--

Date

--

DUTY LIST

Name:

Occupation:

Responsible to:

Duty List:

Please complete this questionnaire to the best of your knowledge. All views expressed in this questionnaire will be treated with utmost confidentiality. No information will be released which will permit the views of any individual to be identified. Thank You.

1. How long have you been at the university?

2. Sex Male Female

3. What is your role / position :

{ } Academician

{ } Administrator

{ } Supporting Staff

4. How effective do you consider it to be? (New Remuneration System /
SSB (*Sistem Saraan Baru*)

Excellent Good Fair Awful

5. Why did you rate it at the levels above?

6. Please name three best aspects of NRS

(1) _____

(2) _____

(3) _____

7. Please name the three worst aspects of NRS

(1) _____

(2) _____

(3) _____

8. How could the system be altered or replaced to improve?

9. Should it be abolished?

YES NO

Why

10. What group of people does NRS work for?

11. What group of people does it work against?

12. Further comments
