



**SECTION II : MANAGERIAL CAPABILITIES ASSESSMENT****A. Core Competencies**

	1	2	3	4	5
<b>1. COMMUNICATION</b>					
“Listens actively to others; presents information and own opinions effectively in oral and written forms”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. CONTROL</b>					
“Adheres to budgets / programmes and achieves cost / time savings whenever possible; closely monitors progress and results toward the achievement of targets; rectifies errors promptly”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. CUSTOMER FOCUS</b>					
“Anticipates and satisfies the needs of customers / users inside and / or outside the organisation, projects an image of professionalism and excellence.”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4. DECISION MAKING</b>					
“Exercises judgement and shows insight in making timely decisions; demonstrates willingness to shoulder the consequences of own judgement and decision.”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5. DELEGATING SKILL</b>					
“Entrusts job responsibility and authority with accountability to subordinates in pursuit of company goals.”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>6. INTEGRITY</b>					
“Adheres to high standards of honesty and stands behind his / her commitments.”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>7. PLANNING AND CO-ORDINATION</b>					
“Plans for future needs and problems; creates and maintains efficient working environment; maximises the utilisation of all forms of available resources; establishes priorities.”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>8. COMMERCIAL AWARENESS</b>					
“To demonstrate the ability to link long range visions and concepts to daily work; to understand strategy and is aware of the impact of strategy and how that affects choices for the effective functioning of the business as a whole.”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>9. FINANCIAL MANAGEMENT</b>					
“The ability to determine the capital requirements of the company; ascertainment of available financial resources and control.”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**B. Non-core Competencies**

	1	2	3	4	5
<b>10. INITIATIVE AND INNOVATIVENESS</b>					
“Anticipates the needs for changes and improvement; explores and implements new ideas and methods to accomplish objectives.”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>11. PROBLEM SOLVING</b>					
“Identifies problems, analyses their causes and nature, proposed solutions for consideration, and implements solutions in a systematic and effective manner.”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>12. TRAINING, DEVELOPMENT AND COACHING OF STAFF</b>					
“Develops and trains staff through proper placement, coaching, counselling , job delegation and career planning.”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>13. PRESENTATION SKILL</b>
“The ability to use clear and correct presentation language in an effective way.” <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Key : 1 = Unsatisfactory; 2 = Improvement Needed; 3 = Meet Requirements; 4 = Exceeds Requirements; 5 = Exceptional.

OVERALL EVALUATION :

Instructions : considering all forms and observations described in Section I and II, indicate employee’s overall level of performance.

Key : 1 is the lowest score, 5 is the highest.



**SECTION IV : DEVELOPMENT NEEDS**

<b>A. EMPLOYEE STRENGTHS - Consider personal attributes and management abilities - planning, organizing, leadership, controlling</b>

<b>B. EMPLOYEE LIMITATIONS</b>

<b>C. DEVELOPMENT NEEDS - Consider personal, managerial, experiential, on-the-job, cross-functional / division experience, management development, training , etc.</b>		
NEEDS	PLANS	DATE

<b>D. EMPLOYEE'S COMMENTS &amp; FUTURE CAREER PREFERRED</b>

	Name	Signature	Date
Appraiser			
Next Level Management			
Appraisee			
HR & Admin. Dept.			