

Chapter 9 Grouping of Appraisal Forms

In the revised Performance Management System, the Appraisal forms have been modified. An attempt has been made to make the form simpler and free from complexities. It has also been ensured that the competencies as laid in the form are more in line with the job function of the individual employee. As such, the organization has been divided into various functional groups to ensure that the appraisals reflect the true evaluation of various employees based on their job function.

Each Functional group would have a different Appraisal form and a different weightages attached to the competencies. The same is given in Annexure I.

The functional Grouping is given as under in Table 2.0.

Sl. No.	Group	Level	Functional Description	Annexure
a.	Group 1	Executive Level	Head of the Wing / Head of the Department/Regional Managers/Superintending Engineer/Head of the Division	Annexure I
b.	Group 2	Managerial Level	Additional (ED / Chief Engineer/ SE/) Legal Officer (Chief / Senior)/ Company Secretary / Engineer (Executive / Sr.) / Finance Officer (Sr. /Dy. / Asst) / Manager (Sr. / Dy. / Asst.) / Security cum Fire Officer (Chief / Dy. Chief / Sr./ Dy./ Asst.)	
c.	Group 3	Managerial Support Level	Associate Engineer / Supervisor / Security cum Fire Supervisor (Sr. / Jr.)	
d.	Group 4	Operational Level		
		4A. Field Level	Lineman/ Technician/ Electrician/ IT Technician/ SBO/ Mechanic/ Mason/ Helpers(field) / Meter Readers / Drivers/Painter/Carpenter/Welder	
		4B. Office Level	DCA / Senior Accountant / Accountant /Office Secretary/ Office Clerk/Revenue Cashier/ Draught Person / Security cum Fire guard / Helpers (office) / Office Clerk / ESP	

Table 2.0 – Appraisal Form Functional Grouping

Bhutan Power Corporation Limited

Appraisal Form

Group 1

Note:

1. While filling up the Appraisal Form, please be as legible as possible. Keep the form clean. Avoid overwriting and cutting as much as possible.)
2. Appraisers are to award scores in from the base score provided against each competency in the competency column for each competency for every appraisee.
3. Appraisers are also to keep in mind the guideline of rating as follows:

Performance Scale	Performance	Coverage
Level 0	Unsatisfactory	0-2%
Level 1	Satisfactory	3-5%
Level 2	Good	45%
Level 3	Very Good	40%
Level 4	Outstanding	10%

Appraisal Rating				
S. No.	Competency	Self Rating	Supervisor Rating	Comments
1	Work Output - 15 Quantity of work done compared to expected output. The quantity of work done should also be measured against the expected timeframe to complete assigned task.			
2	Quality of Work Output - 10 Quality of work done is measured by the achievement of desired output of work with minimum or avoidable errors and problems.			
3	Financial Management - 10 The ability of the Appraisee to identify, request, monitor and reallocate financial and material resources in the most optimal manner. Also, the decisive steps taken by the Appraisee to avoid or correct instances of potential fraud waste and/or abuse. Measures the cost consciousness and ability to handle costs well and optimally.			
4	Human Resource Management - 10 The ability of the Appraisee to train, motivate employees and also his ability to optimally utilize human resources in achievement of company goals. Also measures the ability of the Appraisee to develop his subordinates and enhance their skills.			

5	<p>Interpersonal & External Relationships - 10</p> <p>The Appraisee's ability to establish and maintain positive and productive working relationships. Including creating a wide network of good relationships with peers, subordinates, supervisors and customers and the ability of the Appraisee to generate trust and cooperation amongst these groups. Also, the Appraisee's ability to effectively articulate and promote the organization's purposes and programs to outside groups. His ability to meets regularly with clients, stakeholders and his ability to institutionalize such relationships in order to engender their cooperation and support.</p>			
6	<p>Customer Orientation - 5</p> <p>The Appraisee's ability to identify customer needs, and their expectations and the Appraisee's ability to continuously foster their participation, feedback, and satisfaction. Ensures that work decisions account for and reflect customers' needs.</p>			
7	<p>Communication - 5</p> <p>The Appraisee's oral & written communication. Appraisee's ability as an active listener and his ability to foster open, two-way information exchange. Appraisee's ability to provide written and oral information in a clear, concise, and timely manner. Appraisee's ability to promote communication within the organization and with the organization's customers.</p>			
8	<p>Change Management, Planning and Initiative - 10</p> <p>The Appraisee's ability to work collectively with others to realize a shared vision BPC and align with BPC's mission, vision, and values. Also measures the Appraisee's ability to provide value-added input to strategic planning process. Appraisee's ability to communicate organizational goals and performance expectations in a timely, clear, and consistent manner. Appraisee's ability to hold self and others accountable for achieving program goals consistent with the plan. Appraisee's ability to take initiative in such matters as and when suitable and in line with BPC goals.</p>			

9	<p>Team Work - 5 Values and fosters teamwork, cooperation, and trust in day-to-day operations and in pursuing solutions to cross-departmental organizational issues. Establishes, actively participates in, champions, and/or makes constructive contributions to teams in day to day working.</p>			
10	<p>Integrity / Trust - 5 The employee communicates information and builds trust within the organization and with stakeholders and customers. Wears the badge of honesty and can be vouched for integrity in all spheres of work life. Advises appropriate authority of any misconduct or misappropriation in a timely manner.</p>			
11	<p>Attendance / Punctuality - 5 The initiative of the Appraiser to make himself/herself present for duty and attend to assigned job as and when required. The presence of the Appraiser on time for all duties</p>			

<p>12. Please specify any other specific outstanding achievement (s) during Appraisal Period (10) Note: The supervisor shall mark the employee for their outstanding achievements with proper justification and supporting documents and thereof approved by the Reviewer.</p>	
<p>Achievements to be listed below:</p> <ol style="list-style-type: none"> 1. 2. 3. 	

<p>Please specify any factors that may have impeded performance during the Appraisal Period</p>
<p>Employee Comment</p>
<p>Supervisor Comment</p>

Progress against previously identified training & development needs
(Please indicate your progress against Training & Development needs that were identified in the most recent Performance Evaluation / Review. Give details of Training programs attended or courses undertaken – Internal & External both.)

Development Areas	Progress	Special Training / Courses (Including personal initiatives)
1. 2. 3. 4.		

Development & Training priorities for next Appraisal Period

(Supervisor to fill in consultation with the employee)

Priorities	Plan for Achievement (What suggestions / Steps are felt necessary to address these development priorities e.g. On the job training, Job rotation, Training, Coaching etc.)
1. 2. 3.	

Confirmation of Completion

(Please sign and date to signify that the Review has been completed along with dialogue and discussion.)

Employee Signature	Date
Supervisor Signature	Date
Reviewer Signature	Date
Reviewer Comment <i>(If Any)</i>	

Bhutan Power Corporation Limited

Appraisal Form

Group 2

Note:

1. *While filling up the Appraisal Form, please be as legible as possible. Keep the form clean. Avoid overwriting and cutting as much as possible.)*
2. *Appraisers are to award scores in from the base score provided against each competency in the competency column for each competency for every appraisee.*
3. *Appraisers are also to keep in mind the guideline of rating as follows:*

Performance Scale	Performance	Coverage
Level 0	Unsatisfactory	0-2%
Level 1	Satisfactory	3-5%
Level 2	Good	45%
Level 3	Very Good	40%
Level 4	Outstanding	10%

Appraisal Rating			
S. No.	Competency	Supervisor Rating	Comments
1	Work Output - 20 Quantity of work done compared to expected output. The quantity of work done should also be measured against the expected timeframe to complete assigned task		
2	Quality of Work Output - 15 Quality of work done is measured by the achievement of desired output of work with minimum or avoidable errors and problems		
3	Financial Management 5 The ability of the Appraisee to identify, request, monitor and reallocate financial and material resources in the most optimal manner. Also, the decisive steps taken by the Appraisee to avoid or correct instances of potential fraud waste and/or abuse. Measures the cost consciousness and ability to handle costs well and optimally		
4	Human Resource Management - 5 The ability of the Appraisee to recruit, train, motivate employees and also his ability to optimally utilize human resources in achievement of company goals. Also measures the ability of the Appraisee to develop his subordinates and enhance their skills		

5	<p>Interpersonal & External Relationships - 5</p> <p>The Appraisee's ability to establish and maintain positive and productive working relationships. Including creating a wide network of good relationships with peers, subordinates, supervisors and customers and the ability of the Appraisee to generate trust and cooperation amongst these groups. Also, the Appraisee's ability to effectively articulate and promote the organization's purposes and programs to outside groups. His ability to meets regularly with clients, stakeholders and his ability to institutionalize such relationships in order to engender their cooperation and support</p>		
6	<p>Customer Orientation - 5</p> <p>The Appraisee's ability to identify customer needs, and their expectations and the Appraisee's ability to continuously foster their participation, feedback, and satisfaction. Ensures that work decisions account for and reflect customers' needs</p>		
7	<p>Communication - 10</p> <p>The Appraisee's oral & written communication. Appraisee's ability as an active listener and his ability to foster open, two-way information exchange. Appraisee's ability to provide written and oral information in a clear, concise, and timely manner. Appraisee's ability to promote communication within the organization and with the organization's customers</p>		
8	<p>Change Management, Planning and Initiative -10</p> <p>The Appraisee's ability to work collectively with others to realize a shared vision BPC and align with BPC's mission, vision, and values. Also measures the Appraisee's ability to provide value-added input to strategic planning process. Appraisee's ability to communicate organizational goals and performance expectations in a timely, clear, and consistent manner. Appraisee's ability to hold self and others accountable for achieving program goals consistent with the plan. Appraisee's ability to take initiative in such matters as and when suitable and in line with BPC goals</p>		
9	<p>Integrity / Trust - 5</p> <p>The employee communicates information and builds trust within the organization and with stakeholders and customers. Wears the badge of honesty and can be vouched for integrity in all spheres of work life. Advises appropriate authority of any misconduct or misappropriation in a timely manner</p>		
10	<p>Team Work - 5</p> <p>Values and fosters teamwork, cooperation, and trust in day-to-day operations and in pursuing solutions to cross-departmental organizational issues. Establishes, actively participates in, champions, and/or makes constructive contributions to teams in day to day working</p>		

11	Attendance / Punctuality - 5 The initiative of the Appraisee to make himself/herself present for duty and attend to assigned job as and when required. The presence of the Appraisee on time for all duties		
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12. Please specify any other specific outstanding achievement (s) during Appraisal Period (10) Note: The supervisor shall mark the employee for their outstanding achievement with proper justification and supporting documents and thereof approved by the Reviewer	
Achievements to be listed below: 1. 2. 3.	

Please specify any factors that may have impeded performance during the Appraisal Period
Employee Comment
Supervisor Comment

Progress against previously identified training & development needs <i>(Please indicate your progress against Training & Development needs that were identified in the most recent Performance Evaluation / Review. Give details of Training programs attended or courses undertaken – Internal & External both.)</i>		
Development Areas	Progress	Special Training / Courses (Including personal initiatives)
1.		
2.		
3.		

Development & Training priorities for next Appraisal Period <i>(Supervisor to fill in consultation with the employee)</i>	
Priorities	Plan for Achievement (What suggestions / Steps are felt necessary to address these development priorities e.g. On the job training, Job rotation, Training, Coaching etc.)
1.	
2.	
3.	

Confirmation of Completion

(Please sign and date to signify that the Review has been completed along with dialogue and discussion.)

Employee Signature

Date

Supervisor Signature

Date

Reviewer Signature

Date

Reviewer Comment

(If Any)

Bhutan Power Corporation Limited

Appraisal Form

Group 3

Note:

1. **While filling up the Appraisal Form, please be as legible as possible. Keep the form clean. Avoid overwriting and cutting as much as possible.)**
2. **Appraisers are to award scores in from the base score provided against each competency in the competency column for each competency for every appraisee.**
3. **Appraisers are also to keep in mind the guideline of rating as follows:**

Performance Scale	Performance	Coverage
Level 0	Unsatisfactory	0-2%
Level 1	Satisfactory	3-5%
Level 2	Good	45%
Level 3	Very Good	40%
Level 4	Outstanding	10%

Appraisal Rating			
S. No.	Competency	Supervisor Rating	Comments
1	Work Output - 15 <i>Quantity of work done compared to expected output. The quantity of work done should also be measured against the expected timeframe to complete assigned task</i>		
2	Quality of Work Output 15 <i>Quality of work done is measured by the achievement of desired output of work with minimum or avoidable errors and problems</i>		
3	Technical Orientation - 10 <i>The ability of the Appraisee to apply technical knowledge in the field to arrive at solutions to problems and his fostering the use of resources in an optimal way. Also the Appraisee's ability to be open to ideas in the technical area and his /her learning capability for newer technologies to achieve organizational goals</i>		
4	Interpersonal & External Relationships - 5 <i>The Appraisee's ability to establish and maintain positive and productive working relationships. Including creating a wide network of good relationships with peers, subordinates, supervisors and customers and the ability of the Appraisee to generate trust and cooperation amongst these groups</i>		
5	Customer Orientation - 5 <i>The Appraisee's ability to identify customer needs, and their expectations and the Appraisee's ability to continuously foster their participation, feedback, and satisfaction. Ensures that work decisions account for and reflect customers' needs</i>		

6	<p>Occupational Safety - 10 <i>The Appraisee's ability to follow correct practices, his concern for the health and safety of colleagues and public at large and his own safety. His ability to bring a sense of discipline, sound management and his ability to follow correct procedures for all safety related activities and encourages the use of safety procedures across the organization</i></p>		
7	<p>Communication - 10 <i>The Appraisee's oral & written communication. Appraisee's ability as an active listener and his ability to foster open, two-way information exchange. Appraisee's ability to provide written and oral information in a clear, concise, and timely manner. Appraisee's ability to promote communication within the organization and with the organization's customers</i></p>		
8	<p>Integrity / Trust - 5 <i>The employee communicates information and builds trust within the organization and with stakeholders and customers. Wears the badge of honesty and can be vouched for integrity in all spheres of work life. Advises appropriate authority of any misconduct or misappropriation in a timely manner</i></p>		
9	<p>Team Work - 10 <i>Values and fosters teamwork, cooperation, and trust in day-to-day operations and in pursuing solutions to cross-departmental organizational issues. Establishes, actively participates in, champions, and/or makes constructive contributions to teams in day to day working</i></p>		
10	<p>Attendance / Punctuality - 5 <i>The initiative of the Appraisee to make himself/herself present for duty and attend to assigned job as and when required. The presence of the Appraisee on time for all duties</i></p>		

<p>11. Please specify any other specific outstanding achievement during Appraisal Period (10) Note: The supervisor shall mark the employee for their outstanding achievement (s) with proper justification and supporting documents and thereof approved by the Reviewer</p>	
<p>Achievements to be listed below:</p> <ol style="list-style-type: none"> 1. 2. 3. 	

<p>Please specify any factors that may have impeded performance during the Appraisal Period</p>
<p>Employee Comment</p>

Supervisor Comment

Progress against previously identified training & development needs

(Please indicate your progress against Training & Development needs that were identified in the most recent Performance Evaluation / Review. Give details of Training programs attended or courses undertaken – Internal & External both.)

Development Areas	Progress	Special Training / Courses (Including personal initiatives)
1.		
2.		
3.		

Development & Training priorities for next Appraisal Period

(Supervisor to fill in consultation with the employee)

Priorities	Plan for Achievement (What suggestions / Steps are felt necessary to address these development priorities e.g. On the job training, Job rotation, Training, Coaching etc.)
1.	
2.	
3.	

Confirmation of Completion

(Please sign and date to signify that the Review has been completed along with dialogue and discussion.)

Employee Signature	Date
Supervisor Signature	Date
Reviewer Signature	Date
Reviewer Comment <i>(If Any)</i>	

Bhutan Power Corporation Limited

Appraisal Form

Group 4A

Note:

1. While filling up the Appraisal Form, please be as legible as possible. Keep the form clean. Avoid overwriting and cutting as much as possible.)
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Level 1	Satisfactory	3-5%
Level 2	Good	45%
Level 3	Very Good	40%
Level 4	Outstanding	10%

List of Activities / Targets to be reviewed during the Appraisal Period

S. No.	Activities / Targets
1	
2	
3	
4	
5	

Appraisal Rating			
S. No.	Competency	Supervisor Rating	Comments
1	Work Output - 15 Quantity of work done compared to expected output. The quantity of work done should also be measured against the expected timeframe to complete assigned task		
2	Quality of Work Output - 15 Quality of work done is measured by the achievement of desired output of work with minimum or avoidable errors and problems		
3	Technical Orientation - 10 The ability of the Appraisee to apply technical knowledge in the field to arrive at solutions to problems and his fostering the use of resources in an optimal way. Also the Appraisee's ability to be open to ideas in the technical area and his /her learning capability for newer technologies to achieve organizational goals		
4	Maintenance Orientation - 5 The Appraisee's ability to maintain tools and equipments of BPC and its customers in top order and with care, diligence and honesty. Follows maintenance procedures as laid down. Appraisee's ability to take initiative to involve others in the same and trains peers and subordinates in the same		
5	Customer Orientation - 5 The Appraisee's ability to identify customer needs, and their expectations and the Appraisee's ability to continuously foster their participation, feedback, and satisfaction. Ensures that work decisions		

	account for and reflect customers' needs		
6	Interpersonal & External Relationships - 5 The Appraisee's ability to establish and maintain positive and productive working relationships. Including creating a wide network of good relationships with peers, subordinates, supervisors and customers and the ability of the Appraisee to generate trust and cooperation amongst these groups		
7	Occupational Safety - 10 The Appraisee's ability to follow correct practices, his concern for the health and safety of colleagues and public at large and his own safety. His ability to bring a sense of discipline, sound management and his ability to follow correct procedures for all safety related activities and encourages the use of safety procedures across the organization		
8	Communication - 5 The Appraisee's oral & written communication. Appraisee's ability as an active listener and his ability to foster open, two-way information exchange. Appraisee's ability to provide written and oral information in a clear, concise, and timely manner. Appraisee's ability to promote communication within the organization and with the organization's customers		
9	Integrity / Trust - 5 The employee communicates information and builds trust within the organization and with stakeholders and customers. Wears the badge of honesty and can be vouched for integrity in all spheres of work life. Advises appropriate authority of any misconduct or misappropriation in a timely manner		
10	Team Work - 10 Values and fosters teamwork, cooperation, and trust in day-to-day operations and in pursuing solutions to cross-departmental organizational issues. Establishes, actively participates in, champions, and/or makes constructive contributions to teams in day to day working		
11	Attendance / Punctuality - 5 The initiative of the Appraisee to make himself/herself present for duty and attend to assigned job as and when required. The presence of the Appraisee on time for all duties		

12	Please specify any other specific outstanding achievement during Appraisal Period that is out of his Objective Planning or any other work, which does not fit in the above parameters (10) Note: The supervisor shall mark the employee for their outstanding achievement beside the normal duties, with proper justification and supporting documents and thereof approved by the reviewer.	
Achievements to be listed below:		
1.		
2.		
3.		

Please specify any factors that may have impeded performance during the Appraisal Period
Employee Comment
Supervisor Comment

Progress against previously identified training & development needs <i>(Please indicate your progress against Training & Development needs that were identified in the most recent Performance Evaluation / Review. Give details of Training programs attended or courses undertaken – Internal & External both.)</i>		
Development Areas	Progress	Special Training / Courses (Including personal initiatives)
1.		
2.		
3.		
4.		

Development & Training priorities for next Appraisal Period <i>(Supervisor to fill in consultation with the employee)</i>	
Priorities	Plan for Achievement (What suggestions / Steps are felt necessary to address these development priorities e.g. On the job training, Job rotation, Training, Coaching etc.)
1.	
2.	
3.	
4.	

Confirmation of Completion <i>(Please sign and date to signify that the Review has been completed along with dialogue and discussion.)</i>	
Employee Signature	Date
Supervisor Signature	Date
Reviewer Signature	Date
Reviewer Comment <i>(If Any)</i>	

Bhutan Power Corporation Limited

Appraisal Form

Group 4B

Note:

1. *While filling up the Appraisal Form, please be as legible as possible. Keep the form clean. Avoid overwriting and cutting as much as possible.)*
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3. *Appraisers are also to keep in mind the guideline of rating as follows:*

Performance Scale	Performance	Coverage
Level 0	Unsatisfactory	0-2%
Level 1	Satisfactory	3-5%
Level 2	Good	45%
Level 3	Very Good	40%
Level 4	Outstanding	10%

List of Activities / Targets to be reviewed during the Appraisal Period

S. No.	Activities / Targets
1	
2	
3	
4	
5	

Appraisal Rating			
S. No.	Competency	Supervisor Rating	Comments
1	Work Output - 20 Quantity of work done compared to expected output. The quantity of work done should also be measured against the expected timeframe to complete assigned task		
2	Quality of Work Output - 15 Quality of work done is measured by the achievement of desired output of work with minimum or avoidable errors and problems		
3	Technical Orientation - 10 The ability of the Appraisee to apply technical knowledge in the field to arrive at solutions to problems and his fostering the use of resources in an optimal way. Also the Appraisee's ability to be open to ideas in the technical area and his /her learning capability for newer technologies to achieve organizational goals		
4	Interpersonal & External Relationships - 5 The Appraisee's ability to establish and maintain positive and productive working relationships. Including creating a wide network of good relationships with peers, subordinates, supervisors and customers and the ability of the Appraisee to generate trust and cooperation amongst these groups		
5	Customer Orientation - 5 The Appraisee's ability to identify customer needs, and their expectations and the Appraisee's ability to continuously foster their participation, feedback, and satisfaction. Ensures that work decisions account for and reflect customers' needs		
6	Communication -5 The Appraisee's oral & written communication. Appraisee's ability as an active listener and his ability to foster open, two-way information exchange. Appraisee's ability to provide written and oral information in a clear, concise, and timely manner. Appraisee's		

	ability to promote communication within the organization and with the organization's customers		
7	Attendance / Punctuality - 5 The initiative of the Appraisee to make himself/herself present for duty and attend to assigned job as and when required. The presence of the Appraisee on time for all duties		
8	Attitude - 10 The initiative of the Appraisee to work beyond normal hours of duty and his willingness to take on assigned tasks with zest and vigor. Initiative of the Appraisee to complete assigned jobs on time and with discipline		
9	Integrity / Trust - 10 The Appraisee communicates builds trust with his work output. Wears the badge of honesty and can be vouched for integrity in all spheres of work life. Advises appropriate authority of any misconduct or misappropriation in a timely manner		
10	Team Work - 5 Values and fosters teamwork, cooperation, and trust in day-to-day operations and in pursuing solutions to cross-departmental organizational issues. Establishes, actively participates in, champions, and/or makes constructive contributions to teams in day to day working		

<p>11 Please specify any other specific outstanding achievement during Appraisal Period that is out of his Objective Planning or any other work, which does not fit in the above parameters (10)</p> <p>Note: The supervisor shall mark the employee for their outstanding achievement beside the normal duties, with proper justification and supporting documents and thereof approved by the Reviewer</p> <p>Achievements to be listed below:</p> <ol style="list-style-type: none"> 1. 2. 3. 	
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Please specify any factors that may have impeded performance during the Appraisal Period
Employee Comment
Supervisor Comment

Confirmation of Completion <i>(Please sign and date to signify that the Review has been completed along with dialogue and discussion.)</i>	
Employee Signature	Date
Supervisor Signature	Date
Reviewer Signature	Date
Reviewer Comment <i>(If Any)</i>	

