Annex II to Administrative Instruction

Ref. ICC/AI/2019/003

Date: 22 February 2019

Performance Appraisal Form

Last Name	
First Name	
Section, Organ	
Job title and level	

Name of immediate supervisor	
Job title and level	
Section/Organ	

Name of reviewer (next higher level)	
Job title and level	
Section/Organ	

Appraisal period	from: to:
Date objectives were agreed	
Date appraisal was completed	

PERFORMANCE OBJECTIVES

Immediate supervisors shall work with staff members under their direct supervision on the development on the staff member's performance objectives and development, which shall constitute the performance expectations. Objectives must follow the SMART approach. Each staff member should have no less than 3 and no more than 6 objectives.

	Immediate supervisor's end-of-cycle-evaluation of performance objectives: Comments and evaluation			
Objective 1				
	Incomplete	**Partially completed**	**Completed**	**Exceeded**
	○	○	◉	○
Objective 2				
	Incomplete	**Partially completed**	**Completed**	**Exceeded**
	○	○	◉	○
Objective 3				
	Incomplete	**Partially completed**	**Completed**	**Exceeded**
	○	◉	○	○
Objective 4				
	Incomplete	**Partially completed**	**Completed**	**Exceeded**
	○	○	◉	○
Objective 5				
	Incomplete	**Partially completed**	**Completed**	**Exceeded**
	○	○	◉	○
Objective 6				
	Incomplete	**Partially completed**	**Completed**	**Exceeded**
	○	◉	○	○

COMPETENCIES

At the beginning of the performance cycle, please select the most relevant competencies related to the achievement of the objectives by marking the check box. You may limit them to 3 competencies. At the end of the performance cycle, please provide an evaluation and comments.
For a detailed description of the behavioural indicators, please refer to the "ICC Competencies Booklet".

Core Competencies	
Dedication to the mission and values ☐ Acts consistently in accordance with the mission and values of the organisation; maintains confidentiality, acts and shows respect for diversity; shows commitment to the organisation; presents a positive image of the organisation during external discussions.	
Evaluation	**Comments**
○ Strength ○ Capable ○ Learner ○ Weakness	
Professionalism ☐ Applies professional and technical expertise; keeps abreast of organisational issues; produces workable solutions to a range of problems.	
Evaluation	**Comments**
○ Strength ○ Capable ○ Learner ○ Weakness	
Teamwork ☐ Listens, consults others and communicates proactively; handles disagreements with tact and diplomacy; recognises and rewards the contribution of others.	
Evaluation	**Comments**
○ Strength ○ Capable ○ Learner ○ Weakness	
Learning and Developing ☐ Identifies development strategies needed to achieve work and career goals and makes use of developmental or training opportunities; learns from successes and failures; seeks feedback and gives feedback to others to increase organisational effectiveness; seeks opportunities for improvement of work; has an open mind and contributes innovation.	
Evaluation	**Comments**
○ Strength ○ Capable ○ Learner ○ Weakness	

Handling uncertain situations ☐ Adapts to changing circumstances; deals with ambiguity, making positive use of the opportunities it presents; plans activities and projects well in advance and takes into account of possible changing circumstances; manages time effectively.	
Evaluation	**Comments**
◯ Strength ⦿ Capable ◯ Learner ◯ Weakness	

Interaction ☐ Expresses opinions, information and key points of an argument clearly; handles contacts with diplomacy and tact; communicates in a transparent and open way with internal and external contacts, while complying with confidentiality requirements.	
Evaluation	**Comments**
◯ Strength ◯ Capable ◯ Learner ◯ Weakness	

Realising objectives ☐ Accepts and tackles demanding goals with enthusiasm; keeps to agreements with others focuses on client needs; takes responsibility for actions, projects and people; monitors and maintains quality and productivity.	
Evaluation	**Comments**
◯ Strength ◯ Capable ◯ Learner ◯ Weakness	

Additional job-specific competency (to be specified) ☐	
Evaluation	**Comments**
◯ Strength ◯ Capable ◯ Learner ◯ Weakness	

Additional job-specific competency (to be specified) ☐	
Evaluation	**Comments**
◯ Strength ◯ Capable ⦿ Learner ◯ Weakness	

LEARNING AND DEVELOPMENT

Learning and Development Plans **(make sure the actions are directly connected to the performance objectives and competencies)**

PROGRESS MONITORING AND PERFORMANCE CONVERSATIONS

The purpose of Monitoring – Performance Conversations is to encourage continuous feedback between immediate supervisor and staff member on the achievement of the objectives and/or competencies and the staff member's development.

If the performance conversation meeting took place, select YES and indicate the date of the meeting and record the key topics discussed in the box below each conversation.

Performance Conversation 1 ☐	
○ Yes ○ No **Date**	**Comments**

Performance Conversation 2 ☐	
○ Yes ○ No **Date**	**Comments**

Performance Conversation 3 ☐	
○ Yes ○ No **Date:**	**Comments**

Performance Conversation 4	☐

	Comments
○ Yes	
○ No	
Date:	

END-OF-CYCLE EVALUATION

Overall Performance Satisfactory?

◉ Yes

○ No

Overall performance evaluation narrative by immediate supervisor:

Base your evaluation following the below questions:
1. In general, how was the staff member's performance during the cycle?
2. What were the most important staff member's accomplishments?
3. What are the staff member's strengths (skills and competencies) you want to encourage to keep on demonstrating?
4. Are there any development areas that you recommend the staff member to enhance his/her performance?
5. What behaviors should the staff continue to demonstrate?
6. What behaviors should the staff member start doing (or strengthen) to achieve desired results?
7. What behaviors should the staff member stop doing (or do less) to achieve desired results?

Immediate Supervisor's signature:	Date:
Staff member's comments	Date:
Reviewer's acknowledgment Comments (Optional):	Date:
Staff member's final signature: Comments (Optional):	Date:

Staff member's final signature here constitutes an acknowledgement that the performance appraisal process is complete. It does not indicate an agreement with the evaluation. The rebuttal process outlined in Administrative Instruction ICC/AI/2010/002 ("Performance Appraisal Rebuttals and Procedures") cannot be initiated unless the staff member has signed off on the finalized electronic performance appraisal form. A staff member who does not sign his or her electronic performance appraisal form shall be informed by the immediate supervisor at the end of the fourteen (14) day period mentioned under section 7.4 of Administrative Instruction ICC/AI/2019/003 ("Performance Appraisal System"). In such cases, the period for submission of a rebuttal statement by the staff member shall commence as of the date of notification to the staff member by the immediate supervisor.

EXPLANATORY NOTES

PERFORMANCE OBJECTIVES EVALUATION

Performance objective evaluation scale	Explanation
Exceeded	Overall objective was completed and final results exceeded expectations.
Completed	Overall objective was completed and final results were according expectations and agreed standards.
Partially Completed	Overall objective was partially completed. Key tasks necessary to achieve this objective were completed, but not all.
Incomplete	Overall objective was not completed. Key tasks necessary to achieve this objective were not completed.

COMPETENCIES EVALUATION

Competencies evaluation scale	Explanation
Strength	Almost always demonstrates behaviour/skill where appropriate. Encourages and influences others to display the behaviour/skill.
Capable	Often demonstrates the behaviour/skill.
Learner	Sometimes demonstrates the behaviour/skill where appropriate.
Weakness	Has not yet demonstrated the behaviour/skills.