

Personnel Evaluation Sheet (for Trial Run)

Exhibit

Evaluation period	Year, Month, Day ~ Year, Month, Day
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Evaluated employee	Department:	Job title:	Name:
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Initial interview	Year, Month, Day	Interviewer
Term-end interview	Year, Month, Day	Interviewer

Evaluator	Department and job title	Name	Date of evaluation:
Adjuster	Department and job title	Name	Date of adjustment:

(I Role achievement evaluation: Common use)

【1 State of role achievement

No.	Duties	Goals and objectives (by when, what, and to what level)	Difficulty Importance	Self-evaluation (State of achievement, changes, and other special matters)	Evaluator		Ajuster (Optional)
					Remarks	Evaluation	
1							
2							
3							
4							
5							

Evaluated employee	Department:	Job title:	Name:
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【2 State of duty achievement other than the above】

No	Duties	State of achievement (what and to what level) <Self-reported information>	Evaluator's remarks
1			

【3 Comprehensive evaluation of role achievement】

Evaluator		Adjuster	
(Remarks)	(Evaluation)	(Remarks: as appropriate)	(Evaluation)

(II Job action evaluation for General-Director-level personnel of a block organization)

【 1 State of job actions】	Evaluation item/Point of evaluation item	Self-evaluation	Evaluator	Adjuster
		(Comment: as appropriate)	(Remark: as appropriate)	(optional)
<Presentation of basic policy> 1. Presenting a basic policy of the entire organizations under control from a higher viewpoint responding to regional situations, based on the policy of the headquarters of the Ministry				
①Structural understanding of situations	Comprehending the entire picture of duties and surrounding conditions appropriately, including complex cause-and-effect relationship and entangled interests			
②Manifestation of the basic policy	Indicating the basic direction as an organization, based on regional issues and the policy indicated by the headquarters of the Ministry			
<Timely and appropriate judgment> 2. Making timely judgments with clear grounds				
①Best choice	Selecting the most optimal option from among available strategies and alternatives, based on the direction to proceed and current condition			
②Timely judgment	Making a judgment in a timely manner in consideration of priorities and impacts on the entire society			
<Consensus building> 3. Building a consensus on the organizational policy with concerned persons				
①Establishment of a relationship of trust	Trying to establish a relationship of trust with external organizations to contribute to smooth consensus building			
②Negotiation and coordination	Negotiating and coordinating with concerned persons to realize the organizational policy			
<Responsible duty performance> 4. Performing duties as the responsible person in the field of responsible public administration in the areas under jurisdiction				
①Responsibility	Working on issues of own organization with a sense of responsibility as a servant of the whole people			
②Foresight	Carrying on duties with foresight such as forecasting possible future situations and effects of measures and envisaging countermeasures			
③Risk management	Taking appropriate measures in an early stage to prepare for situational changes and problems			
<Organizational management> 5. Managing duty performance and giving appropriate instructions				
①Development of a system	Developing a system for efficient duty performance of the entire organization under contro			
②Leadership	Giving appropriate instructions to ensure the unity of the entire organization under control			
③Progress management	Ascertaining the progress of duties of the department, giving appropriate instructions, and leading to successful completion			
【 2 Comprehensive evaluation of job actions】		Evaluator		Adjuster
(Remarks)		(Evaluation)	((Remarks: as appropriate)	(Evaluation)

(II Job action evaluation for Director-level personnel of a block organization)

【 1 State of job actions】	Evaluation item/Point of evaluation item	Self-evaluation	Evaluator	Adjuster
		(Comment: as appropriate)	(Remark: as appropriate)	(optional)
< Policy planning > 1. Planning policies based on the organizational policy and administrative needs in the area				
①Ascertaining administrative needs	Ascertaining administrative needs and issues in the area appropriately			
②Recognition of results	Having a clear image of results, scrutinizing multiple options, and developing the best policy			
③Timely judgment	Considering priorities and making timely judgments			
< Communication > 2. Building a consensus on responsible matters				
①Establishment of a relationship of trust	Establishing a relationship of trust with concerned organizations, groups and persons			
②Negotiation and coordination	Negotiating and coordinating with concerned persons about responsible matters			
③Collaboration with upper organizations	Keeping contact with responsible personnel of the headquarters of the Ministry and providing necessary reports appropriately			
< Responsible duty performance > 3. Performing duties as the responsible person				
①Responsibility	Working on issues and problems as the responsible person			
②Flexibility	Responding appropriately in an emergency and to changes of view			
③ Efficient duty management	Carrying on duties efficiently in terms of time and labor, based on the objective and required results of duties			
< Organization control > 4. Leading and developing subordinates and achieving results as an organization				
①Duty allocation	Allocating duties within the organization appropriately, based on the importance of issues and the roles and abilities of subordinates			
②Progress management	Sharing information, ascertaining progress of duties assigned to subordinates, and leading duties to successful completion			
③Ability development	Giving consideration to conditions of subordinates, providing them with appropriate guidance, promoting their ability development, and drawing out their potential			
【 2 Comprehensive evaluation of job actions】		Evaluator		Adjuster
(Remarks)		(Evaluation)	(Remarks: as appropriate)	(Evaluation)

(II Job action evaluation for Assistant Director–level personnel of a block organization)

【 1 State of job actions】	Evaluation item/Point of evaluation item	Self-evaluation	Evaluator	Adjuster
		(Comment: as appropriate)	(Remark: as appropriate)	(optional)
<Development of measures and plans>				
1. Developing concrete measures and plans with appropriate recognition of issues based on information collection				
①Knowledge and information collection	Obtaining duty-related knowledge and collecting information widely			
②Issue handling	Comprehending issues appropriately and developing concrete measures and plans			
<Communication>				
2. Making smooth communication based on logics and a relationship of trust				
①Establishment of a relationship of trust	Establishing a relationship of trust with responsible personnel of other bureaus and departments			
②Explanation	Giving logical and concise explanations by clarifying issues and points			
③Negotiation	Advocating points clearly while understanding and respecting the opinion of the negotiating partner			
<Responsible duty performance>				
3. Recognizing the assigned roles and responsibilities and working on duties in a planned manner				
①Recognition of role	Working on duties, recognizing the role to perform appropriately, such as division between matters to handle independently and matters to bring to supervisor's judgment			
②Responsibility	Working on duties with a sense of responsibility, leading subordinates			
③ Preparatory arrangement	Forecasting development of duties and carrying on duties by making preparatory arrangements and improving procedures in advance			
④Improvement of duties and procedures	Improving duties and procedures such as sorting out duties and reviewing work procedures			
<Development of subordinates>				
4. Developing and utilizing subordinates				
①Duty allocation	Ascertaining work situations and workloads of individual subordinates appropriately and allocating duties appropriately			
② Development of subordinates	Providing appropriate instructions and advices to develop subordinates and giving appropriate guidance when there is a problem			
【 2 Comprehensive evaluation of job actions】		Evaluator		Adjuster
(Remarks)		(Evaluation)	((Remarks: as appropriate)	(Evaluation)

(II Job action evaluation for Unit Chief-level personnel of a block organization)

【 1 State of job actions】	Self-evaluation	Evaluator		Adjuster (optional)
Evaluation item/Point of evaluation item	(Comment: as appropriate)	(Remark: as appropriate)		
< Response to issues >				
1. Responding to issues with sufficient knowledge and information				
① Knowledge and information collection	Obtaining expertise and collecting information in the responsible field			
② Consideration of countermeasures	Considering countermeasures for duty issues			
< Communication >				
2. Making effective communication according to the situations				
① Cooperation	Establishing a cooperative relationship with supervisor, subordinates and responsible personnel of other bureaus and departments			
② Explanation	Organizing points and explaining logically in an easily understandable manner			
< Responsibility >				
3. Working on duties with a sense of responsibility				
① Recognition of roles	Understanding the range of duties accurately, and making judgments and performing duties with a sense of responsibility within the scope of duties			
② Persistence	Performing duties patiently even in difficult situations			
< Work procedures >				
4. Managing duty progress and performing duties appropriately				
① Planning	Being conscious of deadlines, sharing duty progress with subordinates and colleagues, and carrying on duties in a planned manner			
② Accuracy	Checking overall duties to prevent errors and omissions			
③ Improvement of duties and procedures	Working on improvement of work efficiency			
④ Development of subordinates	Providing appropriate instructions and advices and giving appropriate guidance when there is a problem to develop subordinates			
【 2 Comprehensive evaluation of job actions】	Evaluator			Adjuster
(Remarks)	(Evaluation)	((Remarks: as appropriate)		(Evaluation)

(II Job action evaluation for Officer-level personnel of a block organization)

【1 State of job actions】	Evaluation item/Point of evaluation item	Self-evaluation	Evaluator	Adjuster (optional)
		(Comment: as appropriate)	(Remark: as appropriate)	
< Organizing information and knowledge >				
1. Organizing materials necessary for duties and obtaining knowledge				
① Organizing information	Classifying and organizing information and materials in an easily understandable manner			
② Obtaining knowledge	Obtaining knowledge necessary for duties			
< Communication >				
2. Making appropriate communication with a supervisor and surrounding people				
① Understanding of instructions and guidance	Understanding instructions and guidance from a supervisor and surrounding people correctly			
② Conveyance of information	Conveying information correctly			
③ Sincere response	Responding to people sincerely			
④ Reporting to a supervisor	Reporting to a supervisor immediately when a problem arises			
< Willingness >				
3. Working on duties willingly				
① Activeness	Challenging inexperienced duties actively, not limiting the scope of own duties			
② Persistence	Carrying on duties overcoming failures and difficulties			
< Work procedures >				
4. Performing duties accurately and promptly				
① Accuracy	Checking duties to prevent errors and omissions			
② Prompt processing	Performing duties promptly			
【2 Comprehensive evaluation of job actions】		Evaluator		Adjuster
(Remarks)		(Evaluation)	((Remarks: as appropriate)	(Evaluation)

(Reference) Explanation of Evaluation Remarks and Grades

【Role achievement evaluation portion】 <Common use>

◇ Difficulty/Importance

- ◎ : A goal which appears to be difficult to expect from all employees of the relevant position or a goal with particular importance
 - △ : A goal which appears to be easily achieved by employees of the relevant position or a goal with lower importance
 - No symbol : Goals other than the above
- The “difficulty” and “importance” are considered primarily in goal-based evaluation and comprehensive evaluation, respectively.

◇ Evaluation by duty goal

- s : Achieved the goal without problems and produced results far beyond expectations
- a : Achieved the goal without problems and produced better-than-expected results
- b : Achieved the goal with few negative factors noted in c. below and produced expected results
- c : Achieved the goal insufficiently with negative factors below and it is hard to say that results were produced
 - Affected other duties because assistance by supervisor or coworkers was required.
 - Unpleasant aftereffect was left with concerned persons.
- d : Neither deadline nor required level was achieved due to a fault of the evaluated employee. Results fell far short of the level which is to be achieved with normal efforts.

◇ Comprehensive evaluation

- S : Performed the role far beyond required level
- A : Performed the role better-than- required level
- B : Basically performed the required role
- C : Performed only a part of the required role
- D : Performed little of the required role

【Job action evaluation portion】

◇ Evaluation by evaluation viewpoint and evaluation item

<General-Director-Level>

- a : The required actions were taken without fail.
- b : The required actions were taken basically.
- c : The required actions were not made.

<Director-, Assistant Director-, Unit Chief- and Officer-Level>

□ Evaluation by evaluation viewpoint

- ◎ : Actions in this viewpoint were made without fail.
 - : Actions in this viewpoint were made basically.
 - △ : Actions in this viewpoint were not made.
- Evaluation by evaluation item
- ◎ : The required actions were taken without fail.
 - : The required actions were taken basically.
 - △ : The required actions were not made.

◇ Comprehensive evaluation <Common use>

- S : All the required actions were taken without fail.
- A : The required actions were taken sufficiently.
- B : The required actions were taken basically.
- C : The required actions were taken only partially.
- D : The required actions were taken only partially.