

Personnel evaluation sheet (For trial)

Evaluation period	_____, ____ to _____, ____
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Beginning-of-period interview	Date:	Interviewer:
End-of-period interview	Date:	Interviewer:

Evaluee	Department:	Title:	Name:
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Evaluator	Department, title:	Name:	Date of filling of evaluation:
Moderator	Department, title:	Name:	Date of filling of moderation:

(Ability evaluation: For division directors)

Evaluation criteria/Focuses of evaluation		Self-evaluation	Evaluator		Moderator (optional)
			(Comments, as required)		
<Ethical sense> 1 Public officials, as servant of the whole nation, should have a high ethical sense, and responsibly commit themselves to addressing the issues assigned to the division, observe the public services regulations, and perform their duty fairly.					
1) Sense of responsibility	As servant of the whole nation, commit themselves to addressing the issues assigned to the division, with a high sense of responsibility.				
2) Fairness	Observe the public service regulations and perform the duty fairly.				
<Planning> 2 Adequately understand the situation of his and her jurisdiction, and demonstrate a policy to address the administrative issues from the viewpoint of people.					
1) Structural understanding of the situation	Adequately grasp the services and their related situation such as a complicated causal correlation and complex interest relationship, to make a whole image of the surrounding situation.				
2) Demonstration of a basic policy	Placing top priority on the interests of the state and nation, read minutely the changes in Japan and overseas to demonstration the division's basic policy.				
<Judgment> 3 As a division's responsible, make an appropriate judgment.					
1) Optimal choice	From the choice of possible strategies and options, select the optimal ones considering the proceeding direction and current situation.				
2) Timely judgment	Make judgments in an opportune timing, considering the priority of a subject and its effect on the whole process.				
<Explication and adjustment> 4 Account his or her jurisdiction policy, and form a consensus through coordination of the concerned to realize the organizational policy.					
1) Construction of a reliable relationship	On daily basis, build a reliable relationship with external concerned parties to help form the consensus smoothly.				
2) Negotiation and adjustment	Negotiate and make adjustment with the concerned to be able to realize the policy.				
3) Appropriate explanation	Explain his or her jurisdictional policies adequately.				
<Operation of services> 5 Proceed with the services effectively and cost-consciously.					
1) Foresight	Formulate a policy by forecasting future possible events and the effect of his or her intended measure, and proceed with things, thinking ahead.				
2) Risk management	Take appropriate actions in an early stage, when the situation changes and problems occur.				
3) Efficient work management	Taking account of the service' objective and the achievement level required, proceed with the service in less time and effectively.				
<Organizational control and development of human resources> 6 With the tasks adequately distributed, implement progress management and give relevant instructions to achieve good results and to instruct and educate his or her subordinates.					
1) Distribution of tasks	Distribute tasks adequately into the organization, looking at the importance of issues as well as the roles and abilities of subordinates.				
2) Progress management	Through sharing of the information and grasping of progress of subordinate's work, give relevant instructions to achieve the task.				
3) Development of abilities	Take care of subordinate' conditions, and bring out the best in his or her subordinates by giving adequate instructions add helping the subordinates develop their ability.				

[2 Total evaluation]	Evaluator	Moderator
(Comments)	(Evaluation)	(Comments, as required) (Evaluation)

Evaluation period	_____, ____ to _____, ____
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Evaluee	Department:	Title:	Name:
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Beginning-of-period interview	Date:	Interviewer:
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Evaluator	Department, title:	Name:	Date of filling of evaluation:
Moderator	Department, title:	Name:	Date of filling of moderation:

(Achievement evaluation: common)

[1 Achievement status]

No.	Achievement goal (Period, object, level, etc.)	Difficulty Importance	Self-evaluation (Achievement status, change of situation and other noteworthy items)	Evaluator		Moderator (optional)
				Comments	Evaluation	
1						
2						
3						
4						
5						

Evaluce	Department:	Title:	Name:
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[2 Achievement of the other services than in the preceding sheet]

No.	Service content	Achievement status (object, level) <Self-evaluation>	Comments of evaluator
1			

[3 Total evaluation]

[2 Total evaluation]	Evaluator	Moderator	
(Comments)	(Evaluation)	(Comments, as required)	(Evaluation)

