

Lampiran 1
Form Result and Competency Assessment (RCA)

A. STAFF MEMBER'S PROFILE

Name: _____ Index No: _____ Grade Level: _____
 Title: _____
 Country Office/Bureau/Unit: _____
 Review Period: _____ From: _____ To: _____

B. RESULTS SCORECARD (TO BE COMPLETED BY 10 FEBRUARY)

		←----- Supervisor Rating ----->				
		Not successful	Partially success ful	Successfu l	Exceeded expectatio n	Outstandin g
1.	Individual Results:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Relevant CO and HQ Unit Output (Optional):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Link to relevant HQ/CO work plan outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	Individual Results:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Relevant CO and HQ Unit Output (Optional):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Link to relevant HQ/CO work plan outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	Individual Results:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Relevant CO and HQ Unit Output (Optional):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Link to relevant HQ/CO work plan outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	Individual Results:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Relevant CO and HQ Unit Output (Optional):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Link to relevant HQ/CO work plan outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	Individual Results:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Relevant CO and HQ Unit Output (Optional):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Link to relevant HQ/CO work plan outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C. LEARNING COMPACT (TO BE COMPLETED BY 1 MARCH)

1. Learning for results (in relation to Results Scorecard)

Outputs	Activities	Not Successful	Assessment Partially successful	Successful
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2. Learning for competency development
Outputs

Activities

3. Learning for career development
Outputs

Activities

Supervisor's remarks

I have actively searched the Learning Management System (LMS) and potentially found learning activities in support of my learning plan.

Yes No

Competency (select from the list below):

- DEVELOPMENT AND OPERATIONAL EFFECTIVENESS
- KNOWLEDGE AND ADVISORY SERVICES
- TEAM AND PARTNERSHIP BUILDING
- CORE VALUES AND CORPORATE COMMITMENT
- SELF MANAGEMENT

Staff member's signature :

Date:

Supervisor's signature:

Date:

Other supervisor's signature:

Date:

D. MID TERM REVIEW (TO BE COMPLETED BY 31 JULY)

Discussion with Supervisor, agreed recommendations and follow-up actions:

Comments:

Staff member's signature :

Date:

Supervisor's signature:

Date:

Other supervisor's signature:

Date:

E. COMPETENCY ASSESSMENT FOR STAFF (TO BE COMPLETED BY 15 FEBRUARY)

Domains/Behavioural Indicators	Not successful	Partially successful	Successful	Exceeded expectation	Outstanding
1. DEVELOPMENT AND OPERATIONAL EFFECTIVENESS					
1.1 Task Management					
1.1.1 Creative solutions: Works toward creative solutions by analyzing problems carefully and logically.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.1.2	Priority setting: Sets priorities, produces quality outputs, meets deadlines and manages time efficiently.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.3	Achieving results: Focuses on achieving results for external and internal clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	KNOWLEDGE AND ADVISORY SERVICES					
2.1	Building and Sharing Knowledge					
2.1.1	Knowledge sharing: Willingly provides support to others in FAO who request advice or help.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1.2	Contribution to practices: Makes valuable contributions (e.g. documented knowledge, community building) to FAO practice areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1.3	Technical knowledge: Demonstrates sufficient technical knowledge to perform effectively in own specialty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2	Learning					
2.2.1	Coaching: Regularly helps to develop the competencies of others by coaching and providing constructive feedback.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2.2	Self-learning: Actively works towards continuing personal learning and development, and applies newly acquired skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	TEAM AND PARTNERSHIP BUILDING					
3.1	Teamwork					
3.1.1	Active cooperation: Displays open, co-operative behavior with other team members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.2	Constructive contribution: Contributes to building team morale and consensus.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.3	Team player: Supports team decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2	Relationship Building					
3.2.1	Client relations: Maintains strong relationships with partners and clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2.2	Client needs: Anticipates evolving client needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2.3	Conflict resolution: When team members are in conflict, helps identify areas of agreement and resolve differences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3	Communications					
3.3.1	Writing skills: Writes clearly and convincingly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3.2	Oral skills: Speaks clearly and convincingly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3.3	Active listening: Practices attentive and active listening.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3.4	Dialogue: Acknowledges and responds constructively to the points of view of others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	CORE VALUES AND CORPORATE COMMITMENT					
4.1	Cultural & gender sensitivity: Communicates effectively and respectfully with individuals of a different culture, races, gender, religion, nationality and age.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2	Mission awareness: Continuously clarifies, refers to, and supports FAO's mission, values and guiding principles in his/her work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	SELF MANAGEMENT					
5.1	Work under pressure: Remains calm and in control, and good humored even under pressure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2	Respect for people: Demonstrates respect and a clear interest in people by what he/she says and does.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.3	Receiving feedback: Responds positively to critical feedback and differing points of view.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4	Responsiveness to feedback: Makes and sustains needed changes in the way he/she behaves.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5	Seeking feedback: Solicits feedback from staff about the impact of his/her own behavior.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.6	Balancing work-life: Demonstrates leadership, commitment and role modeling in managing home and work responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.7	Health Management: Maintains program to ensure regular health checks and manages stress levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E. COMPETENCY ASSESSMENT FOR MANAGERS (TO BE COMPLETED BY 15 FEBRUARY)

Domains/Behavioural Indicators		Not successful	Partially successful	Successful	Exceeded expectation	Outstanding
1.	DEVELOPMENT AND OPERATIONAL EFFECTIVENESS					
1.1	Managing Complexity -- Leads development of clear office strategy, manages projects effectively, and develops innovative solutions.					
1.1.1	Quality of work: Consistently ensures timeliness and quality of project work carried out by the office.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.2	Priority setting for results: Prioritizes use of resources to achieve strategic results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.3	Change management: Helps people to cope positively with periods of uncertainty and change (e.g., equipping people with the skills needed to make and cope with changes).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.4	Creative solutions: Contributes creative solutions to address challenging situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.1.5	Encouraging creativity: Encourages others to contribute creative solutions to address challenging situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2	Leadership - Focuses on impact and results for the client, takes initiative and calculated risks, leads teams effectively, displays a positive attitude and enthusiasm, and takes decisions.					
1.2.1	Strategic planning: Formulates clear strategic plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.2	Results orientation: Focuses on achieving results for external and internal customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.3	Encouraging risk taking: Encourages risk-taking in the pursuit of creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.4	Task formulation: Ensures that staff have clearly defined responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.5	Holding people accountable: Implements sanctions for performance that ensures achievement of results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.6	Decision making: Makes timely and informed decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2.7	Approach to work: Consistently approaches the work of the office with energy and a constructive attitude.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	KNOWLEDGE AND ADVISORY SERVICES					
2.1	Building And Sharing Knowledge - Actively builds deep knowledge in one or more areas, makes valuable practice contributions, applies existing knowledge to work, and provides advice and support to others in FAO.					

2.1.1	Knowledge sharing: Willingly shares knowledge and experience and makes contributions to FAO practice areas (e.g., documented knowledge, community of practice building initiatives).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1.2	Contribution to practices: Encourages office staff contributions to FAO practice areas (e.g., documented knowledge, community of practice building initiatives).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1.3	Promotes knowledge sharing: Actively encourages office staff to share personal knowledge with others in FAO.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.1.4	T-shaped learning: Actively develops deep understanding and experience in one or more knowledge areas, including process and/or substantive knowledge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2	Learning And People Development – Provides constructive coaching and feedback, acts as long-term mentor for others in the organization, promotes a learning environment in the office and acts on own learning plan.					
2.2.1	Providing feedback: Enthusiastically provides timely and specific feedback to clearly identify learning and development opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2.2	Coaching: Demonstrates strong coaching skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2.3	Mentoring: Builds people's self confidence by demonstrating belief in their abilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2.4	Empowerment: Empowers staff to address their own development needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	TEAM AND PARTNERSHIP BUILDING					
3.1	Managing Relationships – Builds strong relationships with clients and external actors, communicates clearly and convincingly, and manages conflict effectively.					
3.1.1	Client orientation: Establishes lasting relationships and substantive dialogue with clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.2	Networking: Cultivates productive relationships with other important institutions and individuals (i.e., donors, partners).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.3	Oral skills: Demonstrates strong oral communication skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.4	Writing skills: Demonstrates strong written communication skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.5	Team management: Motivates and manages teams well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.6	Resource mobilization: Mobilizes additional resources to achieve strategic results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.1.7	Conflict resolution: When team members are in conflict, helps identify areas of agreement and resolve differences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	SELF MANAGEMENT					
	Able to reflect on one's own behavior and assess its impact on self and others. Being committed to personal and professional development in the service of improving FAO's performance and effectiveness. Being transparent about his/her own personal development goals. Sensitive and adaptive to the demands of working in a cross-cultural environment. When situations arise requiring self-control, there is the ability to take appropriate and effective action despite strong emotions.					
4.1.1	Work under pressure: Remains calm, in control and good humored even under pressure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.2	Adapting behavior: Makes and sustains desirable changes in the way he/she behaves.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.1.3	Responsiveness to feedback: Responds positively to critical feedback and differing points of view.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.4	Receiving feedback: Solicits feedback from staff about the impact of his/her own behavior.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.5	Self-development: Addresses own personal development needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.1.6	Health management: Adopts planning to under take regular health checks and preventative action.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	CORE VALUES AND CORPORATE COMMITMENT :Demonstrates integrity and fairness, displays cultural sensitivity and adaptability, and shows strong corporate commitment.					
5.1	Cultural and gender sensitivity: Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2	Ethical standards: Demonstrates integrity by modeling ethical standards and FAO's values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3	Corporate contributions: Makes significant contributions to corporate priorities or initiatives led by other FAO offices and bureaus.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4	Open-mindedness: Demonstrates an ability to see issues from other perspectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5	Mission awareness: Brings FAO's mission, values, and guiding principles alive by continuously clarifying, referring to, and supporting them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.6	Fair treatment: Treats all people fairly without favoritism.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

F. STAFF MEMBER'S SELF-ASSESSMENT OF PERFORMANCE AND PREFERENCE FOR NEXT ASSIGNMENT (TO BE COMPLETED BY 1 FEBRUARY)

G. SUPERVISOR'S ASSESSMENT (TO BE COMPLETED BY 15 FEBRUARY)

Name:

Title:

Comments:

H. OTHER SUPERVISOR'S ASSESSMENT (TO BE COMPLETED BY 15 FEBRUARY)

Name:

Title:

Comments:

I. SUPERVISOR'S OVERALL RATING (TO BE COMPLETED BY 1 MARCH)

- Outstanding performance
- Exceeded expectations
- Fully met expectations
- Partially met expectations
- Unsatisfactory performance

J. SIGNATURES (TO BE COMPLETED BY 1 MARCH)

I have read and discussed the RCA with my direct supervisor and I:

Agree with the evaluation

Disagree with the evaluation for the following reasons:

Staff Member's Signature:

Name and Title:

Date:

Supervisor's Signature

Name and Title:

Date:

K. CAREER REVIEW GROUP (CRG) PERFORMANCE AND OVERSIGHT DELIBERATIONS (TO BE COMPLETED BY 15 MARCH)

CRG endorses Supervisor's comments and recommended rating

CRG does not endorse the Supervisor's comments and recommended rating

CRG's Final Rating:

Comment (Optional):

Chairperson's Signature:

Name and Title:

Date:

L. CAREER REVIEW GROUP REVIEW (in case of disagreement by staff to be indicated in Section J) (TO BE COMPLETED BY 1 APRIL)

The CRG has reviewed the RCA and makes the following recommendation:

Chairperson's Signature:

Name and Title:

Date:

M. STAFF MEMBER SIGNATURE (TO BE COMPLETED BY 15 APRIL)

I have see the CRG comments and recommendation and

I accept them

I have see the CRG comments and recommendation and

I do not accept them and will file a rebuttal

Staff Member's Signature:

Date:



UNIVERSITAS
MERCU BUANA

LAMPIRAN 2.
Lembar Survey Penilaian RCA (Internal)

Nama karyawan :
Unit Kerja :
Tanggal penilaian :

1. Apakah anda puas dengan sistem penilaian kinerja yang digunakan saat ini:
 - a.puas
 - b.tidak puas
 - c.tidak tahu

2. Apakah anda merasa dirugikan dengan sistem penilaian kinerja yang digunakan saat ini :
 - a. Tidak dirugikan
 - b.Dirugikan
 - c.Tidak tahu

3. Apakah anda merasa karir anda tidak berkembang dengan sistem penilaian kinerja saat ini:
 - a.Tidak
 - b.Ya
 - c.Tidak tahu

4. Menurut anda perlu ada penggantian atau tidak pada sistem penilaian kinerja yang berlaku sekarang :
 - a.Tidak
 - b.Ya
 - c.Tidak tahu.

5. Menurut anda parameter apa yang seharusnya diukur supaya sistem penilaian kinerja menjadi obyektif :
 - a. Latar belakang pendidikan
 - b. b. Produktifitas
 - c. Jabatan dan tanggung jawab

LAMPIRAN 3.
Lembar Survey Penilaian RCA (Eksternal)

Nama Supervisor :
Unit Kerja :
Tanggal penilaian :

1. Apakah anda puas dengan sistem penilaian kinerja yang digunakan pada staff anda pada saat ini: a.puas
b.tidak puas
c.tidak tahu
2. Apakah anda merasa staff anda dirugikan dengan sistem penilaian kinerja yang digunakan saat ini : a. Tidak dirugikan
b.Dirugikan
c.Tidak tahu
3. Apakah anda merasa karir staff anda tidak berkembang dengan sistem penilaian kinerja saat ini: a.Tidak
b.Ya
c.Tidak tahu
4. Menurut anda perlu ada penggantian atau tidak pada sistem penilaian kinerja yang berlaku sekarang : a.Tidak
b.Ya
c.Tidak tahu.
5. Menurut anda parameter apa yang seharusnya diukur supaya sistem penilaian kinerja karyawan anda menjadi obyektif :
 - a. Latar belakang pendidikan
 - b. Produktifitas
 - c.Jabatan dan tanggung jawab.

Lampiran 4
Hasil Survey Penilaian
RCA (Internal)

		A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
1	Hetty Syauta															
2	Ayu Putu Madri Dewi															
3	Iwan Willyanto															
4	Margaretha Kristanti															
5	Anita Sri Indahyani															
6	Suparta Rivai															
7	Andri Pujlukumawati															
8	Mia Priluddina															
9	Mitra Suci Astari															
10	Ester Lucia Hutabarat															
11	Denni Rajagukguk															
12	Olivia Ornelia															
13	Ria Utami															
14	Mohamad Soleh Irawan															
15	Tania Fitriatyn Putri															
16	Ratna Isnaini															
17	Hendri Dalfi															
18	Monica Latulhamallo															
19	Ade Sonya Oktaviane															
20	Bengawanty V. Tambunan															
21	Enrico Suryo Adijondro															
22	I Ketut Wirata															
23	Lilis Chandra															
24	Lussy Wibowo															
25	Ridwan															
26	Ronnie Rounakdy															
27	Salfuddin Suaib															
28	Shinta Daryuni Rachman															
29	Wisnu Priyadi															
30	Yosepha Respati															
31	Djamila Said															
32	Aluisius Aricpto Suryomustiko															
33	Frans Balla															
34	Santi Maulintania															
35	Hendri Restuadhi															
36	Syafrul Senny															
37	Yudistriawan															
38	Binton Franky Silaban															
39	Agus Supriyadi															
40	Deny Kumlawan															
41	Donny Ardianto															
42	Eldygen Indrasari															
43	Monika Pandiangan															
44	Ranggawisnu															
45	Sekar Palupi															
46	Johan Purnama															
47	Anton Johannes Paulus															
48	Surya Al Qamar															
49	Soedjasmiran Prodjodihardjo															
50	Ajl Rakhmayanto															
51	Ahmad Djunaedi															
52	Hendri Restuadhi															
53	Heribertus Dian Hartopo															
54	Eko Prasetyo															
55	Lilis Ratnaningsih															
56	Ranggawisnu															
57	Ahsan Maulana															
58	Widya WJayanti															
		13	36	9	11	37	10	10	39	9	11	39	8	11	38	9

Lampiran 5
Hasil Survey
Penilaian RCA
(Eksternal)

No	Departemen	Staf	A			B			C			D			E		
			A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
1	Administrasi	End user		■			■			■			■			■	
2	training	End user					■										
3	epidemiologi	End user			■			■			■			■			■
4	translator	End user		■			■			■			■			■	
5	informasi dan komunikasi	End user			■			■			■			■			■
6	operational research	End user															
7	monitoring dan evaluasi	End user		■			■			■			■			■	
8	tehnologi informasi.	End user		■			■			■			■			■	
			2	4	2	1	5	2	2	4	2	2	4	2	2	5	1

LAMPIRAN 6

Lembar Survey Penilaian PAVA (Produktivitas)

Nama karyawan yang dinilai :
Nama responden penilai :
Status responden : Atasan / Bawahan / Teman Sejawat / Klien
Tanggal penilaian :

Lingkirlah skor yang anda anggap tepat untuk menilai kinerja karyawan di atas :

1. Manajemen tugas satu tahun terakhir	Persentase penyelesaian tugas di bawah tenggat waktu	1. 5. 10.	Di bawah 50 % Sekitar 50 % Di atas 75 %
2. Kegiatan belajar	Frekuensi pelatihan dan seminar yang diikuti setahun terakhir	1. 5. 10.	0 – 1 kali 2 – 3 kali Di atas 5 kali
3. Tim kerja	Frekuensi kehadiran dalam rapat tim kerja	1. 5. 10.	Di bawah 50 % Sekitar 50 % Di atas 75 %
4. Pembangunan relasi	Jumlah relasi organisasi yang dibangun setahun terakhir	1. 5. 10.	0 – 1 tim 2 – 3 tim Di atas 5 tim
5. Komitmen dan nilai-nilai pokok	Frekuensi penolakan terhadap misi organisasi di lapangan	1. 5. 10.	Lebih dari 3 kali 1 – 2 kali Tidak ada
6. Manajemen diri sendiri	Frekuensi kehadiran dalam satu tahun terakhir	1. 5. 10.	Di bawah 75 % Sekitar 80 % Sekitar 95 %

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LAMPIRAN 7

Lembar Survey Penilaian PAVA (KOMPETENSI)

Nama karyawan yang dinilai :
Nama responden penilai :
Status responden : Atasan / Bawahan / Teman Sejawat / Klien
Tanggal penilaian :

Lingkirlah skor yang anda anggap tepat untuk menilai kinerja karyawan di atas :

1. Manajemen tugas satu tahun terakhir	Pengaturan prioritas	1. 5. 10.	Buruk Sedang Baik
2. Kegiatan belajar dan berbagi pengetahuan	Kemauan untuk berbagi pengetahuan dan belajar secara mandiri	1. 5. 10.	Buruk Sedang Baik
3. Tim kerja	Kerjasama secara aktif	1. 5. 10.	Buruk Sedang Baik
4. Pembangunan relasi	Hubungan dengan klien	1. 5. 10.	Buruk Sedang Baik
5. Komitmen dan nilai-nilai pokok	Kesadaran terhadap misi organisasi	1. 5. 10.	Buruk Sedang Baik
6. Manajemen diri sendiri	Proses kerja di bawah tekanan	1. 5. 10.	Buruk Sedang Baik

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Lampiran 8

Lembar Survey Tahunan Karyawan - Kompetensi

1.Manajemen tugas satu tahun terakhir				
Description	Score Ref.	Criteria	Year	Score
Pengaturan prioritas	1 5 10	Buruk Sedang Baik	I	
			II	
			III	
			IV	
			V	

2.Kegiatan belajar dan berbagi pengetahuan				
Description	Score Ref.	Criteria	Year	Score
Kemauan untuk berbagi pengetahuan dan belajar secara mandiri	1 5 10	Buruk Sedang Baik	I	
			II	
			III	
			IV	
			V	

3.Tim Kerja				
Description	Score Ref.	Criteria	Year	Score
Kerjasama secara aktif	1 5 10	Buruk Sedang Baik	I	
			II	
			III	
			IV	
			V	

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4. Pembangunan relasi				
Description	Score Ref.	Criteria	Year	Score
Hubungan dengan klien	1	Buruk	I	
	5	Sedang	II	
	10	Baik	III	
			IV	
			V	

5. Komitmen dan nilai-nilai pokok				
Description	Score Ref.	Criteria	Year	Score
Kesadaran terhadap misi organisasi	1	Buruk	I	
	5	Sedang	II	
	10	Baik	III	
			IV	
			V	

6. Manajemen diri sendiri				
Description	Score Ref.	Criteria	Year	Score
Proses kerja di bawah tekanan	1	Buruk	I	
	5	Sedang	II	
	10	Baik	III	
			IV	
			V	

Lampiran 9

Lembar Survey Tahunan Karyawan - Produktivitas

1.Manajemen tugas satu tahun terakhir				
Description	Score Ref.	Criteria	Year	Score
Persentase penyelesaian tugas di bawah tenggat waktu	1	Di bawah 50 %	I	
	5	Sekitar 50 %	II	
	10	Di atas 75 %	III	
			IV	
			V	

2.Kegiatan belajar				
Description	Score Ref.	Criteria	Year	Score
Frekuensi pelatihan dan seminar yang diikuti setahun terakhir	1	0 – 1 kali	I	
	5	2 – 3 kali	II	
	10	Di atas 5 kali	III	
			IV	
			V	

3.Tim kerja				
Description	Score Ref.	Criteria	Year	Score
Frekuensi kehadiran dalam rapat tim kerja	1	Di bawah 50 %	I	
	5	Sekitar 50 %	II	
	10	Di atas 75 %	III	
			IV	
			V	

4.Pembangunan relasi				
Description	Score Ref.	Criteria	Year	Score
Jumlah relasi organisasi yang dibangun setahun terakhir	1	0 – 1 tim	I	
	5	2 – 3 tim	II	
	10	Di atas 5 tim	III	
			IV	
			V	

5.Komitmen dan nilai-nilai pokok				
Description	Score Ref.	Criteria	Year	Score
Frekuensi penolakan terhadap misi organisasi di lapangan	1	Lebih dari 3 kali	I	
	5	1-2 kali	II	
	10	Tidak ada	III	
			IV	
			V	

6. Manajemen diri sendiri				
Description	Score Ref.	Criteria	Year	Score
Frekuensi kehadiran dalam satu tahun terakhir	1	Di bawah 75 %	I	
	5	Sekitar 80 %	II	
	10	Sekitar 95 %	III	
			IV	
			V	