



A Member of the Abelica Global Network

Solutions Incorporated

Consultants, Actuaries, Brokers

ASSOCIATE PERFORMANCE APPRAISAL REPORT

At solutions, we believe all our associates have the right to know what is expected of them in their jobs and to be told how well they are performing.

Name	Date Hired	Date in Present Position	
Position/Title		Rating Period Covered	
		From	To
Type of Appraisal <input checked="" type="checkbox"/> Annual <input type="checkbox"/> Mid-Probation <input type="checkbox"/> End-Probation <input type="checkbox"/> Other, please explain below _____ _____ _____			

GUIDELINES TO PERFORMANCE APPRAISAL

The following ratings are used in our Performance Appraisal:

LEARNER (75-99) Used for an individual who is still in the process of becoming fully adept at applying the competency as it applies to his position. The competency is applied correctly about 75% to 99% of the time

IMPLEMENTOR (100-124) Used for an individual who has satisfactorily applied the competency as it applies to his position. Competency is applied consistently.

APPLIER (125-149) Used for an individual who is fully adept at applying the competency as it applies to his position. There are virtually no failures of application and the individual is a role model for learners. May also have assisted in the learning of others

INNOVATOR (150-174) Used for an individual who is not only fully adept at the competency as it applies to the position, the individual is flexible and has suggested and implemented acceptable improvements in systems and application. May also have assisted in the learning of others.

LEADER (175-200) Used for an individual who is fully adept at the competency as it applies to his position, and is considered a leader in ensuring that practices are maintained at high standards, including the development of innovations and the assistance in the learning of others. Used for an individual who takes responsibility for standards, practices and protocol for his position.

Definition of Key Result Areas (KRA)

Customer Service and Relationship Management. Familiarity with client references, client internal procedures, relationships with key contacts including providers; ability to anticipate requirements.

Business Development. Meeting new clients, anticipating renewal demands, proposal preparation. New projects / services to clients.

Compliance including Data Management. Paper and electronic filing, process standards and documents, reporting standards (timing, formats) back-ups.

Analysis and Report Preparation. Completeness, timing, accuracy and depth.

Learning and Supervision. Own learning, staff learning (e.g. teaching and coaching) – breadth, depth

Definition of Competencies

Customer Focus. Ability to develop an understanding of the customer (preferences, processes, etc) and apply it to the job.

Business Line Expertise. Breadth, depth of knowledge within a business line. Should include regulatory environment, knowledge of major players, knowledge of major contractual provisions (standard and major players), general practice.

Learning, Flexibility and Innovation. Ability to learn new things and apply it to the job, also includes ability to develop new ways of

doing things and making do with inadequate resources or in the face of limited time.

Applied Technical Skills. Technical skills means skills other than business skills- includes quantitative analysis, computer skills, etc.

Interpersonal and Communication Skills. Oral and written communications, ability to develop functional relationships.

Critical Thinking and Process Management. Analytic skills, ability to discriminate between important and unimportant, urgent and not urgent, ability to prioritize, ability to develop processes that conserve resources and time (for self and team, as applicable).

Strategic Alignment including Organization Management. Ability to understand general corporate policy and extend it to work process and formats, ability to spot deviation and take appropriate action (including calling management attention). Includes courage and character.