



Wastewater and Solid Waste Management in Provincial Centers

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FORMATS FOR THE PERSONNEL MANAGEMENT INFORMATION SYSTEM (PMIS)

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Ministry of Construction – Hanoi

in cooperation with

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH

Technical Assistance on behalf of GTZ by GFA Consulting Group & Associates

PERSONAL MANAGEMENT INFORMATION SYSTEM
BASELINE DATA COLLECTION FORM

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PREFACE

In the scope of technical cooperation (TC) component 2 of the 'Wastewater and Solid Waste Management in Provincial Centers' program, Personnel Management Information Systems (PMIS) are introduced to public wastewater service providers (wastewater companies) in six medium-sized cities in Vietnam.

In a first step, necessary hardware (server, network cables and equipment etc.) was provided and installed by the TC within the six companies. Based on the servers, six individual Management Information Systems (MIS) are currently under preparation, installation and trial within the companies. A MIS can provide the company's management with timely updated information on the company's performance in all aspects, be it personnel, financial, customer related, or asset operation and maintenance related data. A central database on the server is frequently fed with updated information by the different departments and units of the company. In order for this to work properly, agreed and universalized data input formats are needed. Authorized staff, the director and higher management can then access and filter these database via a familiar and easy-to-use interface (MS Excel) and produce reports or, lists, charts and all other kinds of outputs.

A PMIS is one integrated central part of the MIS, focusing on data related to personnel and human resources. The present document is a collection of different PMIS data entry and output (report) formats that were mutually agreed on with the wastewater companies (WWCs) after an extensive preparation process.

It includes not only those formats important for the companies' management such as job descriptions (JDs), curriculum vitae (CVs), performance appraisal or training needs assessment but also formats that are needed for human resource management (HRM) and development (HRD) such as reports on staff training, staff assignment, promotion, salary and productivity, and report to the Department of Labor, Invalids and Social Affairs.

A PMIS helps leaders and managers to access personnel data needed for their management decisions in a timely manner; it also helps HRM staff to produce HRM reports to meet the needs of the director and from the outside. Every employee should provide his/her updated CV and a list of trainings and promotions he/she participated in; every head of department/unit needs to update the job descriptions of subordinated staff and frequently update the Personnel Departments with information on performance appraisal.

DEFINITIONS

Job Title	Indication of the duties of the job. It should also indicate the relative level of the job within the organization's structure.
Job Analysis	The process of obtaining valid, relevant information about jobs to assist management planning and decision making. It identifies tasks, duties and responsibilities of a particular job.
Job Design	The process of defining the way work will be performed and the tasks that will be required in a given job.
Job Description	One main outcome of a job analysis. It is a statement of the tasks, duties and responsibilities of a job that is the <i>work that is actually done on the job</i> .
Job Specification	Describes the qualifications, skills, knowledge, abilities, personal qualities and other prerequisites required to perform a job effectively.
Job Standard	Describes the level or kind of performance that is expected from an organization's employees.
Job Performance	Ability combined with Effort and Opportunity.
Performance Management	The means through which managers ensure that employees' activities and outputs are congruent with the organization's goal.
Performance Appraisal	The process through which an organization gets information on how well an employee is doing his or her job.
Performance Feed-back	The process of providing employees information regarding their performance effectiveness.
Training-needs Assessment	The process used to determine if training is necessary.

**A. MẪU BẢN MÔ TẢ CÔNG VIỆC CHUNG /GENERIC JOB DESCRIPTION
FORMAT**

Tên công ty / Company Name	
Địa chỉ / Location	
Phòng, Ban / Department	Phòng Kế hoạch - Kỹ thuật / <i>Planning and Technical Department</i>
Bộ phận / Unit	Bộ phận Quản lý Hồ sơ tài sản / <i>Asset Documentation Unit</i>
Chức danh / Job Title	Trưởng Bộ phận / Head of Asset Documentation Unit
Mã số công việc / Coding	ADU/001
Mục đích công việc Purpose of Job	<ul style="list-style-type: none"> Chịu trách nhiệm những công việc hàng ngày của trung tâm, tuân thủ theo Quy trình tác nghiệp chuẩn (SOP) <i>Manage daily operation of all team staffs in ADU Office in accordance to agreed SOPs</i> Báo cáo công tác hàng tháng cho Trưởng phòng Kế hoạch - Kỹ thuật, tuân thủ theo Quy trình tác nghiệp chuẩn (SOP) <i>Submit monthly report to the Head of Technical and Planning Department in accordance to agreed SOPs</i> Duy trì mối quan hệ làm việc trong công ty; <i>Maintain working on internal relationship with managers and heads at different levels;</i> Chỉ đạo công việc phù hợp với thực tế, động viên, khuyến khích nhân viên trong công việc thường nhật cũng như trong những tình huống xấu <i>Lead by example in daily routine work as well as in critical situations,</i>
Báo cáo cho / Report to	Trưởng phòng Kế hoạch - Kỹ thuật <i>Head of Planning and Technical Department</i>
Số người trực tiếp quản lý / Responsible for No. of staff	Tối đa 5 người / <i>Minimum 5 people</i>
Các quan hệ bên trong công ty / Coordinate internally with whom	<ul style="list-style-type: none"> Trưởng các phòng ban và chi nhánh <i>Heads of other departments and units</i>
Các điều kiện làm việc / Working conditions	
Máy móc và trang thiết bị / <i>Equipment and tools</i>	01 Máy tính / <i>01 Computer</i>
Môi trường làm việc / <i>Working environment</i>	
Tại văn phòng <i>Office work</i>	<input type="checkbox"/>
Giờ làm việc / Working hours:	
Bắt đầu và kết thúc ngày làm việc theo giờ hành chính / <i>Office hours:</i>	Số giờ làm việc một tuần/Per week:
Giờ làm việc theo ca/kíp/Shifting hours	Số giờ làm việc một tuần/Per week
Yêu cầu về trình độ và năng lực / Requirements	
Yêu cầu trình độ / <i>Education requirement</i>	Tốt nghiệp Đại học / <i>University degree</i>

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Yêu cầu về trình độ và năng lực / Requirements	
Kiến thức / <i>Technical skill and knowledge</i>	<ul style="list-style-type: none"> • Có kiến thức cơ bản về quản lý, xây dựng kế hoạch và bảo dưỡng cơ sở hạ tầng; <i>Having basic knowledge on management, planning and maintainance of infrastructure;</i> • Có kiến thức về xây dựng kế hoạch ngân sách và quản lý chi phí văn phòng; <i>Having basic knowledge on budget planning and cost estimation</i> • Có kỹ năng sử dụng các phần mềm văn phòng (MS Word, MS Excel...); <i>Good command in office software (MS Word, MS Excel...);</i>
Kỹ năng / <i>Soft skill</i>	<ul style="list-style-type: none"> • Có kỹ năng tốt về tổ chức và quản lý nhân sự; <i>Leadership and organizational skills, good communication skill</i>
Kinh nghiệm / <i>Practical experience</i>	<ul style="list-style-type: none"> • Có kinh nghiệm làm việc theo nhóm, lãnh đạo nhóm và quản lý công việc hàng ngày <i>Having good experiences on team work, leading a team and managing daily work</i>

Trách nhiệm, nhiệm vụ công việc và kết quả / Responsibilities, Tasks and Outputs

Theo thứ tự quan trọng nhất (chính) đến ít quan trọng hơn (phụ) và tuân thủ theo Quy trình tác nghiệp chuẩn được duyệt.

Responsibilities and tasks are arranged by level of importance and in accordance with agreed SOPs of ADU.

Trách nhiệm / Responsibility	Nhiệm vụ / Tasks	Kết quả / Output
Trách nhiệm 1 Xây dựng kế hoạch hoạt động hàng năm của Bộ phận Hồ sơ tài sản Responsibility 1 <i>Preparing annual work plan and operation cost for ADU</i>	Nhiệm vụ 1.1 Xem xét, xây dựng và đệ trình kế hoạch hoạt động Task 1.1 <i>Preparing and submitting annual work plan</i>	Kế hoạch hoạt động hàng năm <i>Annual work plan</i>
	Nhiệm vụ 1.2 Chuẩn bị và điều chỉnh ngân sách hoạt động cho phù hợp với kế hoạch ngân sách được duyệt Task 1.2 <i>Preparing and submitting operational cost in compliance with agreed annual work plan</i>	Khối lượng hàng năm và ngân sách hoạt động của BPHSTS <i>Annual scope and cost of ADU operations</i>
Trách nhiệm 2 Xây dựng kế hoạch hoạt động hàng tháng của Bộ phận Hồ sơ tài sản Responsibility 2 <i>Preparing monthly work plan for ADU</i>	Nhiệm vụ 2.1 Xem xét và phân công nhiệm vụ hàng tháng cho cán bộ công nhân viên Bộ phận Hồ sơ tài sản Task 2.1 <i>Preparing and allocating monthly work/job for the staff of ADU</i>	Bảng phân công nhiệm vụ hàng tháng <i>Monthly work/job allocation table</i>
Trách nhiệm 3 Thực hiện kế hoạch hoạt động hàng ngày Responsibility 3 <i>Daily work plan</i>	Nhiệm vụ 3.1 Chuẩn bị lệnh công việc trên cơ sở kế hoạch hoạt động hàng tháng được duyệt và các mẫu biểu thống nhất Task 3.1 <i>Preparing Work Order in accordance with agreed monthly</i>	Lệnh công việc <i>Work Orders</i>

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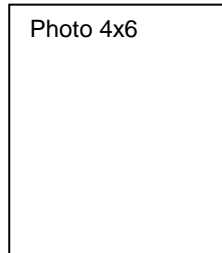
Trách nhiệm / Responsibility	Nhiệm vụ / Tasks	Kết quả / Output
<i>implemtation</i>	<i>work plan and formats</i>	
	<p>Nhiệm vụ 3.2 Nhận các thông báo về những vấn đề phát sinh của Đội thu thập và Đội Quản lý dữ liệu, ra các quyết định giải quyết vấn đề bao gồm các công việc liên quan tới “phần cứng”, “phần mềm”, “quy trình tác nghiệp chuẩn”, “thu thập và quản lý dữ liệu”</p> <p>Task 3.2 <i>Receiving informs/work reports from Data Acquisition and Data Management Team on raising problems, making decision to solve these problems, including “hardware”, “software”, “work-procedures/SOPs”, “data acquisition” and “data management”.</i></p>	Các giải pháp <i>Technical notes on “Solutions and decision-making”</i>
	<p>Nhiệm vụ 3.3 Quản lý chất lượng công việc; Kiểm tra và giám sát hoạt động của Đội Thu thập và Đội Quản lý dữ liệu, tuân thủ theo Quy trình tác nghiệp chuẩn</p> <p>Task 3.3 <i>Quality Management by checking and supervising the activities and Data Acquisition and Data Management Team in accordance to agreed SOP</i></p>	Biên bản đánh giá chất lượng <i>QM Report</i>
Trách nhiệm 4 Những trách nhiệm khác Responsibility 4 <i>Other responsibilities</i>	<p>Nhiệm vụ 4.1 Báo cáo hoạt động cho Phòng Kế hoạch - Kỹ thuật và Ban Giám đốc</p> <p>Task 4.1 <i>Reporting to Planning and Technical Department and Managerial Board</i></p>	Báo cáo hàng tháng <i>Monthly Reports</i>
	<p>Nhiệm vụ 4.2 Giám sát và đánh giá hiệu quả hoạt động của cán bộ Bộ phận Hồ sơ tài sản tuân thủ theo mẫu biểu của công ty</p> <p>Task 4.2 <i>Job supervising and performance appraisal of ADU Staff in accordance to Company format</i></p>	Báo cáo Đánh giá <i>Assessment Report</i>
	<p>Nhiệm vụ 4.3 Tổ chức các cuộc họp với các phòng ban có liên quan trong công ty để thu thập dữ liệu tài sản</p> <p>Task 4.3 <i>Coordinating with other departments in order to obtain data information, maps, drawings, etc in aresa to be surveyed</i></p>	Các dữ liệu, bản đồ, bản vẽ... đã cập nhật <i>Updated data information, maps, drawings, etc.</i>

Nơi viết và ngày hoàn thành / Place & Date	
Người viết / Prepared by	
Ký và ghi rõ họ tên, chức danh công việc, chức vụ <i>Full name, job title, position, and signature)</i>	

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B. CURRICULUM VITEA

1. SECTION 1: BASIC PERSONAL PARTICULARS



1. Full name			
2. Personnel Number			
3. Nationality			
4. Sex	Male	Female	
5. Date of Birth	Day:	Month:	Year:
6. Current Marital Status	Single	Married	Widowed Divorced
7. Number of Children	Total <input type="checkbox"/>	Male <input type="checkbox"/>	Female <input type="checkbox"/>
8. Place of origin	Street: Ward.....District:..... . Town:		
9. Current home address	Street: Ward.....District:..... Town:		
10. Telephone Number	Home tel:		Mobile tel:
11. Communist Party Member <input type="checkbox"/>	Entering date:	Trade Union Member <input type="checkbox"/>	Youth Member <input type="checkbox"/>
12. Highest Education Attainment		University/school/college: Location:.....	Year:
13. Current Job Title			Started year:
14. Previous Job Titles	1.		Period:
	2.		Period:
	3.		Period:

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15. Start working in the Company	Day:MonthYear	
16. Start working	Day:MonthYear	
17. Type of Contract	<input type="checkbox"/> fixed contract <input type="checkbox"/> short-term contract from 1 to 3 year <input type="checkbox"/> short-term contract less than 1 year <input type="checkbox"/> ocational contract	From DD/MM/YY to DD/MM/YY From DD/MM/YY to DD/MM/YY From DD/MM/YY to DD/MM/YY From DD/MM/YY to DD/MM/YY
18. Salary	Pay Scale:	Pay grade: Pay rate: When salary was increased:
19. Participate in social and health insurance	Yes <input type="checkbox"/> No <input type="checkbox"/> Number of social and health insurance book:	
20. His story of Participating in social and health insurance	From DD/MM/YY to DD/MM/YY	Salary level

2. SECTION 2: EMPLOYMENT PARTICULARS

Please state your working history from Present to Past

No.	Name of Organization	Job Title	Date (from / until)
1.			From DD/MM/YY to DD/MM/YY
Responsibilities /Tasks: 1. 2. 3.			
2.			From DD/MM/YY to DD/MM/YY
Responsibilities /Tasks: 1. 2. 3.			
3.			From DD/MM/YY to DD/MM/YY
Responsibilities /Tasks: 1. 2. 3.			
4.			From DD/MM/YY to DD/MM/YY
Responsibilities /Tasks: 1. 2. 3.			
5.			From DD/MM/YY to DD/MM/YY
Responsibilities /Tasks: 1. 2. 3.			

3. SECTION 3: EDUCATION BACKGROUND AND TRAINING

3.1 Basic Education

Level of Education	Name of School	Year of Completion
1. Elementary school		
2. Secondary school		
3. Tertiary school		

3.2 Vocational Education / University

No	Type of Degree	Name of Institution / University	Year of Completion
1.			
2.			
3.			
4.			

3.3 Other Certificates or Qualifications

No	Type of Certificates	Name of Institution	Year of Completion
1.			
2.			
3.			
4.			

3.4 Short Courses, Training, Workshops, Seminars

No	Type of Course/Workshop	Name of Institution	Date
1.			
2.			
3.			
4.			

4. SECTION 4 : RESULT OF PREVIOUS JOB PERFORMANCE APPRAISAL

Year	Results			
	basically does not meet the requirements	meets the requirements, but with certain shortcomings	entirely meets requirements	clearly surpasses requirements
2004				
2005				
2006				
2007				
2008				

5. SECTION FIVE: REWARDS AND DISCIPLINARY

REWARDS				
	Type:	Issued by:	Value:	Date
1.				
2.				
3.				

DISCIPLINARY			
	Type:	Issued by:	Date
1.			
2.			
3.			

Confirmation: I confirm that above made statements are correct.

Date.....Month....Year....

Signature

C. STAFF PERFORMANCE APPRAISAL

1. STAFF PERFORMANCE APPRAISAL FORM

1.1 General Information

Full Name	Personnel Number:
Job Title	Managerial duties Yes <input type="checkbox"/> No <input type="checkbox"/>
Period of Performance Assessment from Month Year until Month Year	
Performance Assessment held on: Day Month Year	
Name of the Superior conducting the Assessment: Function of Superior:	

1.2 Notes for Managers on Assessment Procedure

Basic Principles

All company personnel should be assessed once a year. The assessment is an important human resources development instrument. As such, the assessment must always be conducted by the direct superior and cannot be delegated.

Objectives of the Assessment

The assessment provides the opportunity to provide feedback to the company's staff on their performance and to agree on performance adjustments, corrective measures and / or additional training and education. Moreover, the performance assessment is the basis for the provision of performance based incentives, promotion and training plan.

This form is used to:

- Recognize and promote a positive work attitude and performance
- Communicate critical conducts
- Define fields of learning and improvements
- Agree on training and professional development measures
- Document development potentials that go beyond the employee's current tasks and position.

Assessment Criteria

The criteria listed below apply to all professions and functions. Apply them to the requirements of the specific position. This means that a criterion implies very different purposes, depending on whether the assessee is, for instance an auxiliary staff member, an administrative officer or an expert. If a criterion does not apply to a member of staff, please tick the box "criterion not relevant or not applicable".

You will find additional ***criteria for members of staff with managerial duties in the following page.***

Assessment Scale

The form gives provides a four-level scale for the assessment. A tick in the box "entirely meets requirements" means that the staff member fully meets all demands and expectations, and that you wish to express your recognition of and satisfaction with the performance and the conduct of the staff member.

Agreed Objectives

You should agree on objectives for all employee groups before each appraisal period. You, as manager, must decide whether or not the agreed objectives are expedient for the pertinent position.

Assessment Method

The supervisor should assess staff's performance level follow each performance appraisal criteria. The assessment should be done in an conducive environment, in a separate room, through a dialog between the staff member and the superior. It is important that both parties reach consensus on the assessment rating. Thus, the superior needs to explain the reason for each individual rating and the staff member should be able to question the rating if she/he feels discontented with the superior's judgment.

Professional Development Measures

Professional development should always be geared to the interests of the company and the needs of the staff members. By identifying learning fields and agreeing on professional development measures where required, you are supporting your staff members in their efforts to achieve the agreed objectives and to improve their performance.

Procedures

The completed form should be signed by you and the assessee. The staff member is entitled to add his or her comments. The original form remains in the personnel file in the company. The assessee should be provided with a copy.

1.3 Performance Appraisal Form Sheet

Assess your staff member in line with the following criteria:

Assessment Criteria	basically does not meet the requirements	meets the requirements, but with certain shortcomings	entirely meets requirements	clearly surpasses requirements	criterion not relevant or not applicable
1. Work related conduct and results					
1.1. Technical competence technical knowledge and skills appropriate for the requirements of the position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2. Work results produces usable, completed objectively correct results of good quality and in appropriate quantity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3 Economic efficiency uses human, material and financial resources carefully, respectfully and economically	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4 Organization of work organizes his/her work well; completes tasks on schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Assessment Criteria	basically does not meet the requirements	meets the requirements, but with certain shortcomings	entirely meets requirements	clearly surpasses requirements	criterion not relevant or not applicable
2. Cooperation with clients and colleagues					
2.1 Service orientation acts in a service-oriented way vis-à-vis clients / partners; offers services competently; is in demand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2 Consultancy asks about the needs of clients / partners, understand their problems and concerns and finds appropriate procedures and solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3 Teamwork works well with others; shares information and work experiences; is considerate of colleagues; helps one another; has team spirit; has an integrating influence on the group; demonstrates appropriate intercultural conduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Personal conduct					
3.1 Motivation is motivated, dedicated; aims to produce the best possible results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2 Perseverance shows perseverance; can work under time pressure; deals appropriately and constructively with conflicts, criticism and disappointments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3 Initiative and Flexibility thinks independently, sees what has to be done and acts appropriately within the framework of his/her sphere of responsibility. Adapts rapidly and successfully to changing situations and demands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4 Willingness to learn is willing to learn to improve specialization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5 Reliability / loyalty acts reliably; respects agreements; behaves honestly and loyally	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Labor discipline					
4.1 Compliance with company's directives is familiar with and takes into account company's regulations and standards as well as company's procedures.. Represents / acts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Assessment Criteria	basically does not meet the requirements	meets the requirements, but with certain shortcomings	entirely meets requirements	clearly surpasses requirements	criterion not relevant or not applicable
in the interests of the company					
4.2 Attitude to work is on time, full attendance , working days as company requirement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Assess the following additional criteria for all staff members with managerial duties:

Assessment Criteria	basically does not meet the requirements	meets the requirements, but with certain shortcomings	entirely meets requirements	clearly surpasses requirements
5. Management conduct				
5.1 Management plans, coordinates and organizes the work of the team; delegates appropriately; ensures that staff have performed the tasks allocated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2 Leadership gives orientation; provide work related information; motivates staff to use their competency and be initiative ; gives constructive feedback; develops the skills and abilities of staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3 Ability to deal with conflict recognizes conflicts and acts so as to achieve the desired goal; enforces unpopular decisions and can handle staff's resistances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4 Entrepreneurial initiative thinks and acts strategically; represents the interests of the company; accepts responsibility and risks; is innovative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.4 Comment for Overall Appraisal

1. Job strengths and superior performance incidents:

2. Area for improvement:

3. Progress achieved in attaining previously set goals:

4. What steps has the employee taken to correct the situation since the previous assessment (see the last performance improvement form - section 2?)

Describe actions / measures:

5. Has the employee satisfactorily corrected the situation?

Not achieved Partly achieved Fully achieved

6. Specific objectives to be undertaken prior to next review for improved work performance

7. Supervisor's comments:

8. Director's comments (only for heads of units):

9. Employee's comments:

1.5 Professional Development Measures

Any time an employee's performance rating is below expectations, the supervisor must complete the Performance Improvement Form (see section 2). The supervisor will use the form to give the employee a reasonable date by which improvement must take place.

1.6 Agreed and Understood

Does the staff member accept the assessment? Yes No

The staff member may attach his/her comments to the assessment form if he/she so desires.

Superior conducting the Assessment

Date & Signature

Staff Member

Date & Signature

2. PERFORMANCE IMPROVEMENT FORM

Full Name	Personnel Number:
Job Title	Managerial duties Yes <input type="checkbox"/> No <input type="checkbox"/>
Period of Performance Improvement from Month Year until Month Year	
Performance Assessment held on: Day Month Year	
Name of the Superior conducting the Assessment: Function of Superior:	

1. State in detail why the employee's performance has been rated below standard. Include specific incidents and dates of occurrence (attach extra pages if necessary).

2. State by when improvement must be made and what specific action steps the employee must take to correct the situation (attach extra pages if necessary).

3. State what specific action steps the supervisor will take to help the employee correct the situation (attach extra pages if necessary).
 - 3.1 With regard to company environment

 - 3.2 With regard to training needs.....

4. What action will be taken if necessary change is not accomplished within the prescribed time frame?

Does the staff member accept the assessment? Yes No

The staff member may attach his/her comments to the assessment form if he/she so desires.

Superior conducting the Assessment	Date & Signature
------------------------------------	------------------

I have met with my supervisor to discuss the areas and the reasons why I must improve. I agree to adhere to the improvement plan outlined above.

Staff Member	Date & Signature
--------------	------------------

D. TRAINING NEEDS ASSESSMENT

1. TRAINING NEEDS SELF ASSESSMENT

Full name::.....

Job Title:.....

Department:.....

Based on self performance appraisal, I realised that three criteria of performance assessment has been rated most below standard are:

No.	Three criteria	Reasons	Training solutions	Non-training solutions
1				
2				
3				

Referring to the tasks/duties/responsibilities in my job description in section A, in following tasks I feel that I am not capable to do (or to do well as needed) and I need more specific training, and the description of training content are as below table

Task No.	Title of training needed	Description of training contents
1.		
2.		
3.		
4.		
5.		

2. TRAINING NEEDS ASSESSMENT BY SUPERVISOR

Based on performance appraisal for my staff, I realized that three criteria of his/her performance assessment have been rated most below standard are:

No.	Three criteria	Reasons	Training solutions	Non-training solutions
1				
2				
3				

Referring to the tasks/duties/responsibilities in his/her job description in section A, in following tasks I feel that he/she is not capable to do (or to do well as needed) thus he/she need more specific training, and the description of training content are in the below table:

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Task No.	Title of training needed	Description of training contents
1.		
2.		
3.		
4.		
5.		

Signature of Head of Department/Uni	
Full Name	
Position	
Date	

F. REPORT ON STAFF TRAINING

REPORT ON STAFF TRAINING FOR THE YEAR.....

No	Type of Training	Training Method	Number of Participants	Duration (From....to)	Location	Training day	Training man-day	Cost (million VND)	Cost of Budget
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)=(4)*(7)	(9)	(10)
1.									
2.									
3.									
4.									
5.									
	Total					
	Last year					
	Compared this year with last year					

Datemonth.....year

Prepared by
(Name and Signature)

Approved by
(Name and Signature)

G. REPORT ON STAFF ASSIGNMENT, PROMOTION, TERMINATION AND RETIREMENT

**REPORT ON STAFF ASSIGNMENT, PROMOTION, TERMINATION AND RETIREMENT
FOR THE YEAR.....**

New Staff Assignment

No	Full name	Sex	Date of Birth	Job Title	Job Code	Level of Education	Pay Rate	Allowance Rate	Date of Enrollment	Decision No.
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
1.										
2.										
3.										

Staff Promotion

No	Full name	Sex	Date of Birth	Attainment Education	Job Title prior Promotion	News Job Title	Job Code	Promotion Date	Decision number
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1.									
2.									
3.									

Termination and Retirement

No	Full name	Sex	Date of Birth	Level of Education	Job title	Job Code	Termination/ Retirement	Date	Decision number
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1.									
2.									
3.									

Day.....Month.....Year.....

Prepared by
(Name and Signature)

Approved by
(Name and Signature)

H. REPORT ON LABOR FORCE, STAFF SALARY AND PRODUCTIVITY

REPORT ON LABOR FORCE, STAFF SALARY AND PRODUCTIVITY FOR THE YEAR.....

(Report for Internal Use Only)

No	Indicator	Unit	Previous Year	Year		Actual/previous year (%)	Actual/plan (%)
				Planned	Actual		
1.	Revenue	Million VND					
2.	Labor norm	Person					
2.1	Number of standard staff	Person					
2.2	Number of average actual staff	Person					
2.3	Indirect staff (office staff)	Person					
2.4	Number of indirect staff who has university degree or higher						
2.5	Number of female staff	Person					
2.6	Number of fixed contract staff	Person					
2.7	Number of short-term contract from 1 to 3 year	Person					
2.8	Number of short-term contract less than 1 year	Person					

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No	Indicator	Unit	Previous Year	Year		Actual/previous year (%)	Actual/plan (%)
				Planned	Actual		
2.9	Staff who are not in work and need to assign a job	Person					
2.10	Increased employees in this period ¹⁾	Person					
2.11	Decreased employees in this period ²⁾	Person					
3.	Total salary budget, income	Million VND					
3.1	Salary and other salary item						
3.2	Overtime working fund						
3.3	Bonus						
3.4	Other income						
3.5	Total salary budget, income for indirect staff						
4.	Monthly average income per person per month (3/2.2/12)	VND/month					
4.1	Monthly average income per indirect staff per month (3.5/2.3/12)	VND/month					
5.	Number of monthly	Day					

PERSONAL MANAGEMENT INFORMATION SYSTEM
BASELINE DATA COLLECTION FORM

No	Indicator	Unit	Previous Year	Year		Actual/previous year (%)	Actual/plan (%)
				Planned	Actual		
	average working days per person						
6.	Number of average daily working hours per day person	Hour					
7.	Annual average labor productivity on revenues	Mil. VND/person					

- 1) Reason for increase of laborer:
- 2) Reason for decrease of laborer:

Day **Month** **Year**

Prepared by
(Name and Signature)

Approved by
(Name and Signature)

I. REPORT TO DEPARTMENT OF LABOR, INVALIDS AND SOCIAL AFFAIRS

REPORT ON USING LABOR IN THE YEAR.... AND FORECAST FOR NEXT YEAR

No	Indicator	Unit	Total	Female	Trained Labor
I	Labour	Person			
1	Total work force in the beginning of the year				
1.1	Number of staff in water supply production				
1.2	Number of staff in public service				
1.3	Number of staff in construction				
1.4	Number of seasonal staff				
2	Increased employees in this period ¹⁾				
3	Decreased employees in this period ²⁾				
3.1	Retirement				
3.2	Stop or loose the job				
3.3	Dismiss because of violet discipline				
3.4	Other reason (move to other company)				
4	Total labor at the end of the year				
4.1	Number of staff in water supply production				
4.2	Number of staff in public service				
4.3	Number of staff in construction				
4.4	Number of seasonal staff				
5	Type of contract				
5.1	Number of employee who are in fixed contract				
5.2	Number of employee who are in short-term contract from 1 to 3 year				
5.3	Number of employee who are in short-term contract less than 1 year				
6	Number of employee who are jobless and need to arrange the job				
II	Average income per person per month	VND			
III	Number of employee who participate the social insurance	Person			

PERSONAL MANAGEMENT INFORMATION SYSTEM
BASELINE DATA COLLECTION FORM

No	Indicator	Unit	Total	Female	Trained Labor
IV	Forecasting the number of staff who need to recruit	Person			
	Self recruitment				
	Through job introduction center				

Prepared by
(Name and Signature)

Date....Month.....Year....

Approved by
(Name and Signature)