

Activity Completion Report
of the Short-term Expert on Project Management (Shinichi Mori)
for the Project for Balancing and Modernization of Workshop Facilities at PITAC

1. Background

The implementation of the Project for Balancing and Modernization of Workshop Facilities, which started in October 2002, has been significantly delayed because of the delay in the deployment of C/Ps and in the construction activities. Although some of the facilities are not yet properly functioning and there are still several un-filled positions for C/Ps, the project has started providing training courses in CAD/CAM and mold designing to the private sector, and the training of C/Ps on mold processing, mold assembly and trial shot is being conducted intensively in order to recover the delay in the project schedule.

On the other hand, it is observed that the environment surrounding the Project is drastically changing. PITAC is now governed by TUSDEC (Technology Up-gradation and Skill Development Company) created by the Ministry of Industries and Production. TUSDEC is responsible to manage training and common facility centers including PITAC. Nine out of the 17 members of TUSDEC Board are from the private sector, including the Chairman of the Board, which reflects the Ministry's strong commitment to improve the services of the centers toward the private sector. The General Manager of PITAC has also been replaced, and the new General Manager has initiated regularizing all the activities undertaken at the shops in PITAC, for the purpose of improving productivity by changing the mentality of workers, i.e. PITAC's corporate culture.

Although the technology transfer within the Project is picking up pace, the Project's management itself is far behind the schedule in reaching its sustainable level. In order to identify the necessary steps and actions to be taken to improve the management of the Project and to ensure its sustainability, JICA has dispatched Mr. Shinichi Mori, a short-term expert in project management to PITAC from May 30 to July 8. Mr. Mori is tasked to review the management structure of the Project, identify its constraints, and work out an Action Plan that indicates necessary actions to be taken by the completion of the Project.

2. Activities Completed

(1) Presentation of an Action Plan for the improvement of the Project's management

Based on the analysis on PITAC's and Project's management structures and systems, areas to be improved are identified and an action plan to address these problems were presented to PITAC's management on 23rd June (Annex 1). The action plan was approved by PITAC's management except for a minor modification, i.e. PITAC's training department should play a leading role in the planning and implementation of training courses.

(2) Implementation of the Action Plan

Implementation of the Action Plan was initiated in the following manner:

- The expert instructed the SME counterpart how to use monitoring sheets on training, marketing and back-up support services (Annex 2). While carrying out activities, the SME counterpart will keep updating the monitoring sheets as well as the annual plans of these activities (Annex 3). The annual plans are subject to pre-approval from Japanese experts.
- The expert prepared a “Proposal of New Initiatives in Human Resource Management in PITAC-JICA Phase II Project” (Annex 4). The proposal was discussed at the weekly meeting of the Project (6th July, 2005) and approved to be implemented immediately.
- The expert prepared, in cooperation with technical experts, MBO (Management by Objectives and Self-Control) sheets for each technical section (Annex 5). MBO sheets are prepared not only to evaluate counterparts’ ability and performance but also to motivate them to achieve individual targets. The expert also prepared a performance evaluation sheet for project staff for the future reference of Project Manager (Annex 6).
- The expert prepared a monitoring sheet for procurement (Annex 7) to be used by the administration staff of the Project.

3. Next steps

Since the details and timing of reforms at PITAC are not currently known, it is quite difficult, at this stage, to define details of activities to be taken to improve the Project’s management. Therefore, it is recommended that a short-term expert in management be sent to the Project at intervals in order to incorporate PITAC’s actual reform initiatives into the Project, while following up the management system introduced by the current short-term expert.

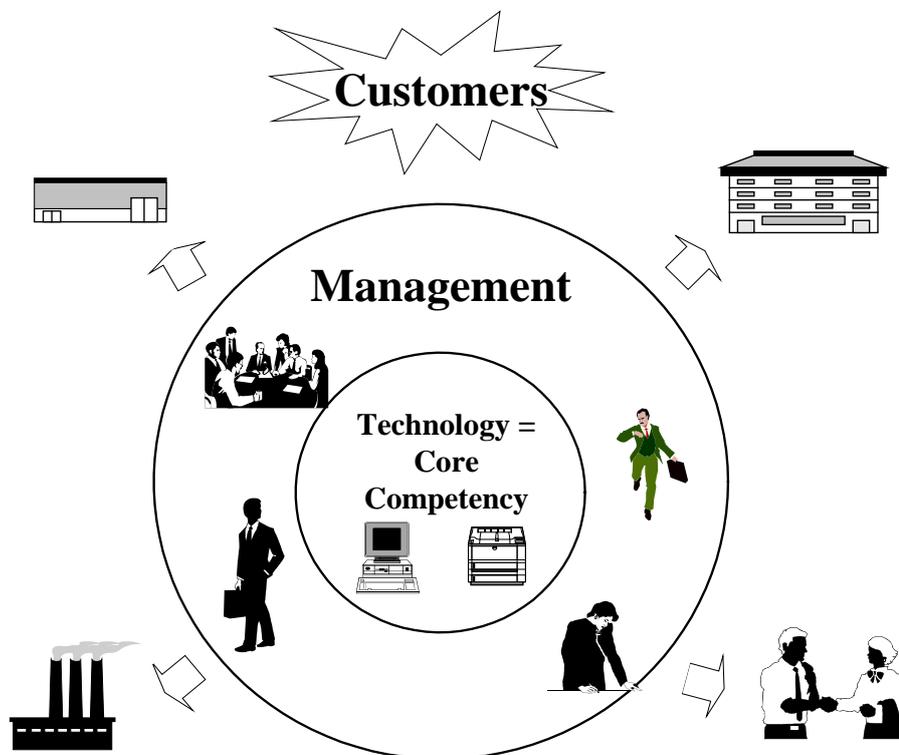
Action Plans (Draft for Discussion) for the Improvement of Management of PITAC - JICA Phase 2 Project

21st June, 2005

Shinichi Mori

Short-term Expert / IMG Inc.

Management is the Key to Reach Customers



Action Plans for Improvement of Project Management (draft for discussion)

- **Actions for Management of Training**
- **Actions for Management of Marketing**
- **Actions for Management of Back-up Support Services**
- **Actions for Human Resource Management**
- **Actions for Financial Management**
- **Actions for Procurement and Stock Management**

Actions for Management of Training

Action T-1:

<Task Force for Training is dissolved and all decisions are made by Project, Training Dept. and GM.>

Action T-2:

<Administrative procedures are handled by Project itself under TD's oversight in order to attain efficiency.>

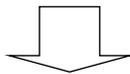
Action T-3:

<All procedures for training are conducted systematically in accordance with the monitoring sheet. Once the system is established, it is replicated in entire PITAC. >

Action T-1: Task Force for Training is dissolved and all decisions are made by Project, Training Dept. and GM

<The objective of Task Force was to support Project in:>

- Understanding customers' needs ("Training Needs Assessment").
- Learning how to proceed administrative work.
- Determining training fees.
- Learning how to evaluate the results of training.



Objectives have been already achieved and it is time to regularize the procedures.

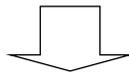
Action T-2: Administrative procedures are handled by Project itself under TD's oversight in order to attain efficiency.

<Current Tasks of Training Dept.>

- Send direct letters (prepared by Project) to companies.
- Answer inquiries.
- Receive training fees.

<Observation>

- It is quite cumbersome to keep inquiring TD about status of application.
- Most of procedures are already conducted by Project, since it is more efficient.



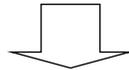
More efficiency can be achieved if Project handles all administrative procedures related to training under TD's oversight.

Action T-3: All procedures for training are conducted systematically in accordance with the monitoring sheet. Once the system is established, know-how will be transferred to entire PITAC. Once the system is established, it is replicated in entire PITAC.

<What are systematic administrative procedures?>

- Responsible persons are clearly defined for each process.
- Pre-determined proformas are used.
- A designated administrative staff takes initiatives in day-to-day management of training.

<At least another secretary should be placed under administrator.>



See Monitoring Sheet

Actions for Management of Marketing

Action M-1:

< Marketing activities are handled by Project itself under Marketing Dept's oversight in order to attain efficiency >

Action M-2:

< Administrator and Engineers (or Technicians) visit companies regularly based on the annual plan. >

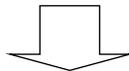
Action M-3

<Responsibilities of PR Committee must be made clear. >

Action M-1: Marketing activities are handled by Project itself under Marketing Dept's oversight in order to attain efficiency.

<Advantage of Project>

Project's marketing staff is (becomes) familiar with plastic mold making technology, thus can have good communication with customers.



Marketing is more effective if Project conducts marketing activities by itself under Marketing Dept's oversight.

Action M-2: Administrator and Engineer (or Technician) visit companies regularly based on the annual plan.

<Marketing (SME Promotion) = Increase the number of customers and orders>

- Administrator and technicians visit new customers to identify potential customers and understand their training needs.
- Administrator and engineers visit specific customers to discuss their problems and to get orders for back-up support services.
- Project Manager should be responsible for overall scheduling of company visits and monitoring.

Action M-3: Responsibilities of PR Committee should be made clear.

<Is PR Committee an official set-up?>

- It remains to be seen whether PR committee really starts functioning. Chairman's responsibilities are not clear.
- Activities of PR committee (website, newsletter) must be made more business-like.

Actions for Management of Back-up Support Services

Action B-1:

< All administrative procedures are handled by Project itself under IED's oversight in order to attain efficiency.>

Action B-2:

< All procedures for training are conducted systematically in accordance with the monitoring sheet. Once the system is established, it is replicated in entire PITAC. >

Action B-3:

< The whole procedures from inquiry to delivery should be tested and understood by Project staff.>

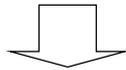
Action B-1: All administrative procedures are handled by Project itself under IED's oversight in order to attain efficiency.

<Current Tasks of Marketing and IED Dept.>

- Maintain customers' list.
- Receive inquiries from walk-in customers.
- Request relevant shops to estimate process time and cost.

<Advantages of Project>

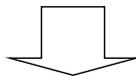
- Project maintains its own customers' list.
- Project staff visit customers, directly get orders, and have face-to-face relationships with customers.



More efficiency can be achieved if Project handles all administrative procedures related to back-up support services.

Action B-2: All procedures for back-up support services are conducted systematically in accordance with the monitoring sheet. Once the system is established, it is replicated in entire PITAC.

Systematic administrative procedures



See Monitoring Sheet

Action B-3: The whole procedures from inquiry to delivery should be tested and understood by Project staff.

<Back-up support services have not yet been initiated.>

- Back-up Support Services should be started from CAD/CAM and Mold Design, and lessons must be learned/accumulated.
- Engineers must learn how to properly take orders from Experts. --- Can engineers really reach this level by the completion of Project?

Actions for Human Resource Management

Action H-1:

< Target-oriented evaluation system is introduced.>

Action H-2:

< Salaries of project staff as well as their working days/hours are raised to be equivalent to the private sector .>

Action H-3:

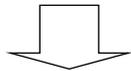
< Capacity of project staff is strengthened through external and internal training.>

Action H-1: Target-oriented evaluation system is introduced.

<Introduction of MBO >

(Management By Objectives and Self-Control)

- C/P must clearly understand their current technical level. (Some C/P are overestimating their abilities.)
- Targets must be clearly defined for each C/P and agreed upon among C/P, Expert and PM.
- MBO facilitates communication between C/P, Expert and PM.



See MBO Sheet

Action H-2: Salaries of project staff as well as their working days/hours are raised to be equivalent to the private sector .

<Motivation of Project staff should be raised in order to provide quality services to the private sector. >

- Hard work must pay off.
- Performance of all project staff will be monitored and reported to PITAC management.

Action H-3: Capacity of project staff is strengthened through external and internal training.

<Capacity development is a continuous process.>

- In order to achieve efficiency, all project staff should have minimum computer skills. - Reports must be submitted in typed form.
- In order to improve services to the private sector, project staff should be sent to external training courses based on the annual plan.
- Internal resources should also be used to strengthen project staff's capacity.

Actions for Financial Management

Action F-1:

< Shop-wise accounting system is introduced.>

Action F-2:

< Project produces budget plans (revenues and expenditures) for each category of activities.>

Action F-1: Shop-wise accounting system is introduced.

Action F-2: Project produces budget plan (revenues and expenditures) for each category of activities.

<By introducing shop-wise accounting system and budget plans, project will achieve financial efficiency.>

- Project staff must be aware of revenues and expenditures of each activity. Targets should be set up and achieved.
- Unit costs for training, back-up support services, marketing, etc. must be identified.

Actions for Procurement and Stock Management

Need to be discussed

Action P-1:

< Monitoring system is introduced in Procurement Dept. in order to keep track of the status of each items under procurement.>

Action P-2:

< Project follows PITAC's new stock management system.>

Action P-3:

*< Due to Procurement Dept's limited capacity, project staff support procurement process when urgent or complicated items are purchased . - -
- lead to moral hazard? >*

Action P-4:

< Some materials for back-up support services can be procured by customers.>

<ANNEX 2>

Monitoring Sheet for Training Courses (to be prepared for each course)

Name of Training Course: Mold Design Bsic (Evening Course)
 SME promotion in charge: Muhammad Arslan Anwer
 Technical Officer in charge: Mr. Tariq Baig

Date of Plan: 1-Jul-05
 Course Period: 3 weeks
 from 25-Jul-05 to 12-Aug-05
 write date or "X"

	Activity	Person in Charge	Plan	Actual	
			Finish by	Start	Finish
0	Overall management of training courses				
0-1	Prepare annual training plan and budget	SME, TD			
0-2	Approve annual training plan and budget	PM, GM			
0-3	Update annual training plan upon necessity	SME (TD)			
0-4	Take overall responsibility on training	SME, TD			
1	Preparation of training courses				
1-1	Prepare course outline and propose training fee	Tec	x		
1-2	Approve course outline and training fee	TD, PM, GM	x		
1-3	Prepare overall implementing schedule	SME	1-Jul-05		
1-4	Prepare course schedule and curriculum	Tec	x		
1-5	Approve overall schedule and contents	PM	x		
1-6	Give course materials and textbooks	Tec	13-Jul-05		
1-7	Print course materials and textbooks	Sec	20-Jul-05		
2	Invitation of trainees				
2-1	Prepare website page	SME, Sec	x		
2-2	Upload course outline	Sec	x		
2-3	List-up companies to send direct mails	SME, Sec	x		
2-4	Send course outline to companies (4 weeks before start of course)	Sec	25-Jun-05	4-Jul-05	4-Jul-05
2-5	Call companies to make sure of the delivery of mails	Sec	7-Jul-05		
2-6	Receive and answer inquiries	SME, Sec	11-Jul-05		
3	Selection of Trainees				
3-1	Receive applications (2 weeks before start of course)	Sec	11-Jul-05		
3-2	Prepare list of applicants	Sec	12-Jul-05		
3-3	Select trainees	PM, Tec, SME, (TD)	14-Jul-05		
3-4	Inform trainees of their Selection	Sec	15-Jul-05		
3-5	Confirm participation of trainees	Sec	15-Jul-05		
3-6	Send regret letters to unselected applicants	Sec	16-Jul-05		
3-7	Collect training fees	Sec, TD	18-Jul-05		
4	Execution of Training				
4-1	Hold opening ceremony	GM, PM, Tec, SME	25-Jul-05		
4-2	Conduct orientation	Tec, SME	25-Jul-05		
4-3	Distribute course materials and textbooks	Sec	25-Jul-05		
4-4	Prepare and distribute ID cards	Sec	25-Jul-05		
4-5	Prepare attendance sheet	Sec	22-Jul-05		
4-6	Conduct training	Tec	25-Jul-05		
4-7	Prepare questionnaire to trainees	Tec	21-Jul-05		
4-8	Distribute and collect questionnaire	Tec, Sec	12-Aug-05		
4-9	Prepare certificate	TD	25-Jul-05		
4-10	Issue certificate	GM	12-Aug-05		
4-11	Hold closing ceremony	GM, PM, Tec, SME	12-Aug-05		
4-12	Produce evaluation report	Tec	22-Aug-05		
5	Follow-up of Training				
5-1	Prepare questionnaire (benefit analysis) to trainees' companies	Tec	25-Sep-05		
5-2	Send questionnaire to trainees' companies	Sec	25-Oct-05		
5-3	Ask trainees' companies to send back evaluation sheet	Sec	31-Oct-05		
5-4	Produce summary report	Tec	7-Nov-05		
5-5	Examine overall evaluation results	PM, TD	x		

Monitoring Sheet for Marketing (to be prepared quarterly)

SME promotion in charge:

Date of Plan:

write date or "X"

	Activity	PM	Plan	Actual	
			Finish by	Start	Finish
0	Overall management of marketing				
0-1	Prepare annual marketing plan and budget	SME			
0-2	Approve annual marketing plan and budget	PM, MD, GM			
0-3	Update annual marketing plan	SME, (MD)			
0-4	Take overall responsibility on marketing activities	SME			
1	Identification of potential customers and customers' training needs				
1-1	List-up companies to visit	SME, Tec			
1-2	Prepare visiting schedule	SME, Tec			
1-3	Approve companies to visit and schedule	PM			
1-4	Prepare questionnaire	SME, Tec			
1-5	Make appointments	Sec			
1-6	Visit companies	SME, Tec			
1-7	Analyze collected information and prepare summary report	SME, Tec			
1-8	Examine summary report	PM			
1-9	Put resulting data into database	Sec			
2-1	Receipt of inquiry for back-up services (Mold Design)				
2-1-1	List-up potential customers from database	Tec, SME			
2-1-2	Prepare visiting schedule	Tec, SME			
2-1-3	Approve companies to visit and schedule	PM			
2-1-4	Make appointments	Sec			
2-1-5	Visit companies, discuss their problems and receive inquiries	Tec, SME			
2-2	Receipt of inquiry for back-up services (CAD/CAM)				
2-2-1	List-up potential customers from database	Tec, SME			
2-2-2	Prepare visiting schedule	Tec, SME			
2-2-3	Approve companies to visit and schedule	PM			
2-2-4	Make appointments	Sec			
2-2-5	Visit companies, discuss their problems and receive inquiries	Tec, SME			
2-3	Receipt of inquiry for back-up services (-----)				
2-3-1	List-up potential customers from database	Tec, SME			
2-3-2	Prepare visiting schedule	Tec, SME			
2-3-3	Approve companies to visit and schedule	PM			
2-3-4	Make appointments	Sec			
2-3-5	Visit companies, discuss their problems and receive inquiries	Tec, SME			
3	Updating of website				
3-1	Draft website pages	SME			
3-2	Approve website pages	PM (MD)			
3-3	Upload website pages	Sec			
4	Input to PITAC Newsletter (PR committee)				
4-1	Participate in PR committee	SME			
4-2	Solicit volunteers to write articles	SME			
4-3	Collect articles	Sec			
4-4	Approve the contents of articles	PM			
4-5	Send the articles to PR Committee	Sec			

Monitoring Sheet for Back-up Support Services (to be prepared for each order)

Name of Customer:

Date inquiry was received:

Technical Officer in charge:

Activity		Person in charge	Actual	
			Start	Finish
0	Overall management of back-up support service			
0-1	(Prepare annual back-up support plan and budget: TBD)			
0-2	(Approve annual back-up support plan and budget: TBD)			
0-3	(Update annual back-up support plan: TBD)			
0-4	Take overall responsibility on back-up support services	Tec		
1	Receive Inquiries	Tec, SME		
2	Processing of orders			
2-1	Estimate volume of work and materials	Tec		
2-2	Examine availability of machines, tools and materials	Tec		
2-3	Prepare tentative schedule	Tec		
2-4	Estimate cost	Tec		
2-5	Prepare offer and quotation	SME		
2-6	Approve offer and quotation	PM, (IED), GM		
2-7	Send out offer and quotation to customer	Sec		
2-8	Discuss offer and quotation with customer upon necessity	Tec, SME		
2-9	Approve final offer and quotation	PM, GM		
2-10	Prepare purchase contract and present to customer	SME		
2-11	Sign purchase contract	GM, (IED)		
3	Preparation of drawings and production of the product	Tec		
4	Delivery of the product			
4-1	Fill out inspection sheet	Tec, (Inspect. Dept.)		
4-2	Fill out delivery sheet	Tec, SME		
4-3	Approve inspection and delivery of the product	PM, (IED), GM		
4-4	Deliver the product	Tec, SME		
5	Payment			
5-1	Receive first payment	SME, Sec		
5-2	Issue receipt of First payment	Sec		
5-3	Send cash for first payment to cashier department	Sec		
5-4	Receive intermediate payment	SME, Sec		
5-5	Issue receipt of intermediate payment	Sec		
5-6	Send cash for intermediate payment to cashier department	Sec		
5-7	Receive final payment	SME, Sec		
5-8	Issue receipt of final payment	Sec		
5-9	Send cash for final payment to cashier department	Sec		

<ANNEX 3>

TRAINING COURSES _ JICA PROJECT																							
Course Name		2005												2006									Seat
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	
		Japanese Financial Year												Pakistan Financial Year									
Mold Design	Basic	3	14								25	12	12									26
	Advance				2	13							12	30								26
	Beginner's Course																						
CAD/CAM	3D CAD/CAM	3		25							20	15											17
	3D CAD				2	27								5	23								16
	3D CAM						13		8								6	24					16
	3D MoldMaker											15	2										8
	CAD/CAM(Advance)																						8
Processing	CNC milling												19	23									4
	EDM,W/C															2	6						4
	Polishing & Finishing							27	1														4
Injection Molding	Basic																						
	Advance																						
		GRAND TOTAL =																			121		

Legend



Courses under consideration



No. of Trainees



Course dates yet to be confirmed

Updated Date:

Annual Plan for Marketing (Example)																						
	2005												2006									Number of Companies to visit in 200X/200X
	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9				
Pakistan Financial Year																						
Company Visits (Potential Customers)			—		—		—						—			—				—	XX companies/year	
Company Visits (Inquiry of Back-up Support Service)																						
Mold Design							—						—			—				—	X companies x X times =XX companies	
CAD/CAM							—						—			—				—	X companies x X times =XX companies	
Processing																—					X companies x X time = X companies	
Injection/ Trial Shot																—					X companies x X time = X companies	
Entire Process																			—		X companies x X time = X companies	
Website Updating			—		—			—					—				—			—		
Issue Newsletter (PR Committee)					—			—					—				—			—		

<ANNEX 4>

New Initiatives in Human Resource Management in PITAC-JICA Phase II Project

1. New Organizational Structure

The Project will be constituted of six technical sections, one administrative section and one SME promotion section. One staff will be designated as a section leader in each of the sections. The section leader will be responsible for all the activities of the section. Among others, the section leader will be expected to:

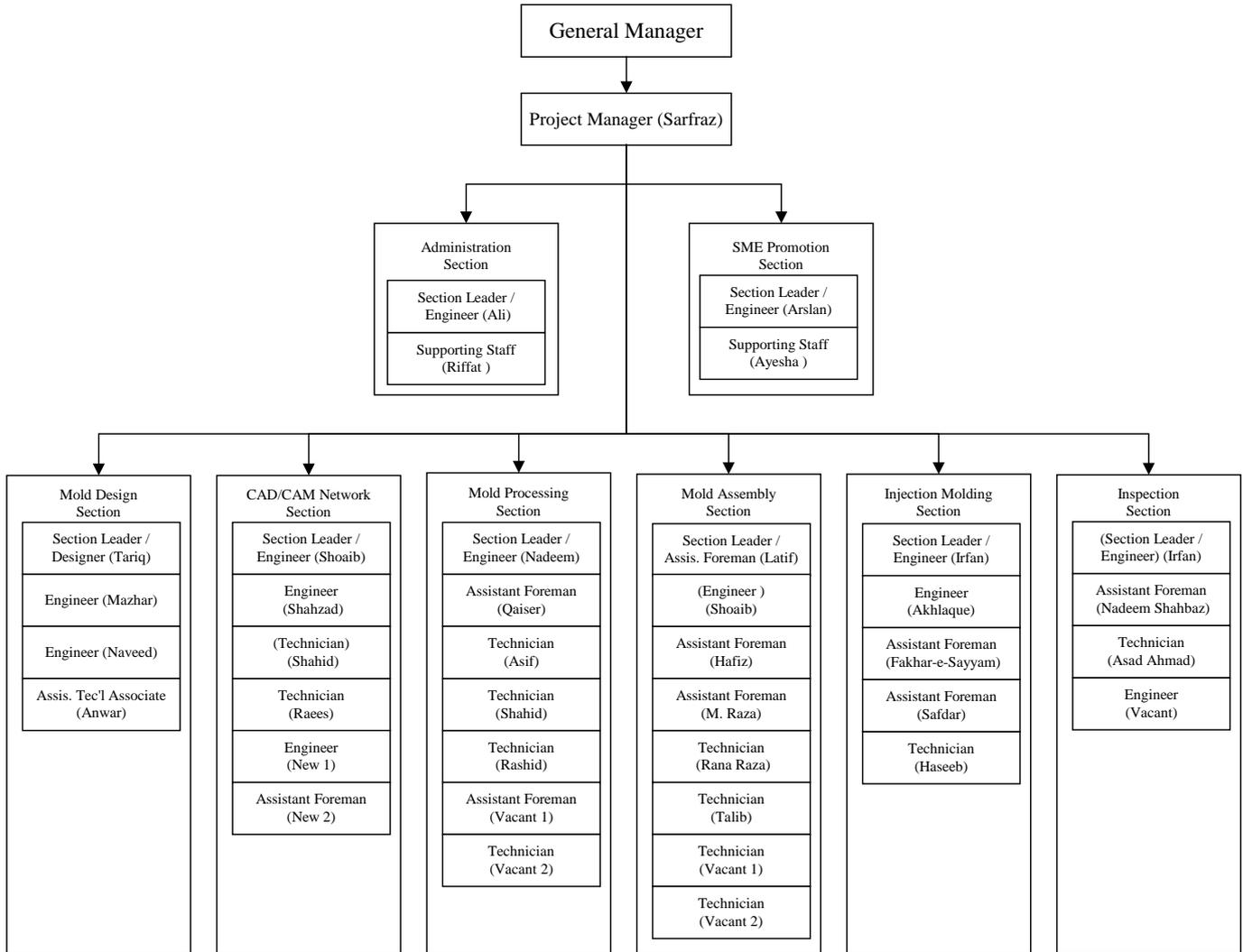
- Understand all technical matters in his section and have ability to conduct all activities without others' support
- Allocate assignments among section members and monitor their progress
- Monitor attendance of section members and report it to Project Manager
- Assure the safety of the workplace
- Maintain the sufficient stock level of materials and tools
- Identify and order necessary items to be procured in due time
- Motivate section members and promote teamwork
- Coordinate tasks between sections
- Continuously improve work methods of the section ("Kaizen" approach)
- Report the section's activities to Project Manager

2. Performance Evaluation and Introduction of MBO

Project Manager will strictly monitor each staff's skills and performance, and the results will be reflected into each staff's salary when a market-based salary system is introduced under PITAC's new by-law that is currently under consideration. More specifically, Project Manager will monitor each staff's technical skills, training ability, documentation ability including English proficiency, contribution to overall management, computer skills, working behavior, customer-oriented performance, teamwork ability, leadership, interactive communication skills, creativeness, etc.

MBO (Management By Objectives and Self-Control) methodology will be used, on a monthly basis, for the assessment of each staff's technical skills, while each staff's work behavior and office work skills will also be evaluated annually.

Proposed New Organizational Structure of PITAC-JICA Phase II Project



<ANNEX 5>

MBO Sheet (Management By Objectives and Self-Control)

<Based on this format, discussion should be held between C/P, Expert and Project Manager in the end of every month>

Name of C/P:
Field: Mold Design Group
Expert: Mr. Yoshimatsu

Year:
Month:

	Subjects	This Month		Next Month
		Targeted Level	Achieved Level	
			C/P	Expert
1.	Basic Knowledge and Skill for Mold Design			
1)	General Mechanical Drawing			
2)	Property of Plastic			
3)	Basic of Mold Material			
4)	Basic of Machining			
5)	Basic of Injection Molding -1. Condition of injection molding			
6)	Drawing by AUTO CAD			
7)	Basic Procedure of Mold Design -1. Function of standard Parts			
	-2. Function of Mold component Parts			
2.	Application Skill for Mold Design			
1)	Component Design for Injection Molding -1. Element of component			
	-2. Suggestion to Customer			
2)	Structure of Mold for Injection Molding -1. 2-Plate			
	(Gate & Runner style) -2. 3-Plate			
3)	Layout & System of Mold Design -1. Cooling			
	-2. Ejection			
4)	Sliding Parts for Undercut -1. Design for normal Out side Undercut			
	-2. Design for normal In side Undercut			
	-3. Design for special Undercut			
5)	Mold Design improvement -1. Trouble Shooting of Injection Mold			
	-2. Trouble Shooting of injection molding			
6)	Standardization of Mold Parts and Mold Design			
3	Mold Design for Target Mold			
	-1. Tray for Kitchen Cabinet			
	-2. Front Light Body for Motorcycle			
	-3. Mouse Cover (Upper & Lower Case)			
	-4. Telephone Case (Upper Side)			
4	Training Course			
5	Backup Support Service			
6	Advisory Service			
7	Number of Final Product (Manuals, Drawings, Training Courses, Backup Support Services, Advisory Services, etc.)			

Level= 1: I can perform the job under expert's instructions.

2: I can perform the job with expert's advice.

(- or + can be added upon necessity)

3: I can perform the job by myself.

4: I can instruct others.

Comments from Counterpart (reasons of unfulfillment of targets, requests to Expert, etc):

Comments from Expert:

Signature of C/P

Signature of Expert

Signature of Project Manager

<ANNEX 6>

PITAC –JICA Phase 2 Project
<Performance Review 1: Work Behavior >

	Performance Standards	Self-Evaluation		Evaluation by Supervisor		Remarks by Supervisor (when 0 or 5 is ticked)
		Rating	Score	Rating	Score	
1 Initiative & Innovation (4)	<ul style="list-style-type: none"> • Creative and innovative when contributing to organizational and individual objectives. • Originates ideas / actions. • Receptivity to new ideas and adaptability to new situations. 	4		4		
		3		3		
		2		2		
		1		1		
		0		0		
2 Judgment and Decisiveness (4)	<ul style="list-style-type: none"> • Utilize information and logic to develop alternative courses/ actions. • Takes calculated risks. • Takes responsibility for decisions. • Involves others in decision-making process. 	4		4		
		3		3		
		2		2		
		1		1		
		0		0		
3 Team Playing / Leadership Skills (8)	<ul style="list-style-type: none"> • Motivates others, promotes teamwork, and fosters good morale • Appropriately sharing information with others • Self confident and leads by examples • Remains visible and approachable and interacts with relevant people on a regular basis • Gains support through participation of others • Facilitates the flow of information among individuals and team 	4		4		
		3		3		
		2		2		
		1		1		
		0		0		
4 Output (3)	<ul style="list-style-type: none"> • Meeting targets in terms of quality, quantity and timeliness • Utilizes resources effectively • Achieve results 	4		4		
		3		3		
		2		2		
		1		1		
		0		0		
5 Customer-oriented behavior (6)	<ul style="list-style-type: none"> • Understands customers' needs and make constructive proposals • Endeavors to satisfy customers' requests • Builds customers' trust with sincere attitude 	4		4		
		3		3		
		2		2		
		1		1		
		0		0		

4: Outstanding; 3: Exceed Expectations; 2: Meets Expectations; 1: Below Expectations; 0: Unsatisfactory:

Any other comments / feedback by Supervisor

Sub-total Score: _____ / 100

PITAC –JICA Phase 2 Project

<Performance Review 2: Office Work Skills >

	Performance Standards	Self-Evaluation		Evaluation by Supervisor		Remarks by Supervisor (when 0 or 5 is ticked)
		Rating	Score	Rating	Score	
1	English proficiency (15) <ul style="list-style-type: none"> • Understands English materials • Writes English documents • Communicates in English 	4		4		
		3		3		
		2		2		
		1		1		
		0		0		
2	Computer skills (5) <ul style="list-style-type: none"> • Knows how to operate a computer • Produces various materials in electronic file 	4		4		
		3		3		
		2		2		
		1		1		
		0		0		
3	Documentation ability (5) <ul style="list-style-type: none"> • Writes accurate records and reports • Prepares logical documents in written form 	4		4		
		3		3		
		2		2		
		1		1		
		0		0		

4: Outstanding; 3: Exceed Expectations; 2: Meets Expectations; 1: Below Expectations; 0: Unsatisfactory:

Sub-total Score: _____ /100

