



Mahidol University Notice

Subject: Determining the forms relevant to  
Mahidol University Workers' performance evaluation

B.E. 2565

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Seeing that it is expedient to determine the forms required for Mahidol University Workers' performance evaluation, in order to ensure clarity and consistency,

The President, with the Human Resource Management Committee's approval from the meeting number 9/2565 on 11 May 2565 B.E., and with his formal authority as stated in Section 8 (6) of the Mahidol University Regulation regarding the University's personnel management B.E. 2551 and item 9 of the Mahidol University Regulation regarding performance evaluation criteria and methods for Workers in Mahidol University B.E. 2565, hereby determines the forms relevant to Mahidol University Workers' performance evaluation as follows:

1. Performance Agreement and performance evaluation
2. Performance follow-up
3. Performance report
4. Performance evaluation result summary and notification
5. Individual Development Plan
6. Declaration of Promise
7. Operation report produced by the performance evaluation results screening committee

This notice takes effect from evaluation period B.E. 2566 onwards.

Announced on 25 May 2565, B.E.

*B. Mahai*

(Professor Banchong Mahaisavariya, M.D.)  
President of Mahidol University



## Performance Agreement and performance evaluation

Evaluation period: B.E. ....

## Section 1 Personal information

Title-name-surname of the subject .....		Position .....	
Affiliated department .....		Faculty/equivalent status .....	
<input type="checkbox"/> University Staff	Evaluation period	(1 Jul. .... - 30 Jun. ....)	
<input type="checkbox"/> Government official/employee	Evaluation period	<input type="radio"/> First period (1 Jul. .... - 31 Dec. ....)	<input type="radio"/> Second period (1 Jan. .... - 30 Jun. ....)
Title-name-surname of the evaluator (immediate supervisor) .....			

## Section 2 Performance Agreement (PA)

1. Responsibilities, work weight, metrics, targets, and evaluation criteria shall be agreed upon by the immediate supervisor and the subject in accordance with the subject's job description, position, and capabilities, reminding the strategies, plans, or goals of the university, department, and/or organization.

2. The subject must fill out this form with their responsibilities, weighing, metrics, targets, and evaluation criteria. Then, the subject and their immediate supervisor must sign this form.

## 2.1 Responsibilities and metrics of success

Responsibilities stated in PA	Percentage (weight)	Metrics of success (percentage)				
		Quantity	Quality	Time	Cost- effectiveness	Level of satisfaction
1.						

Responsibilities stated in PA	Percentage (weight)	Metrics of success (percentage)				
		Quantity	Quality	Time	Cost- effectiveness	Level of satisfaction
2.						
3.						
4.						
5.						
6.						
Total weight of responsibilities	100					

**2.2 Performance evaluation criteria:** Describe the scoring criteria for each responsibility stated in the PA, including metrics and targets.

Details of metrics of success	Evaluation criteria				
	Significantly above target A (9-10 points)	On target B (7-8 points)	Near target C (5-6 points)	Below target D (3-4 points)	Significantly below target E (0-2 points)
1.					
2.					
3.					
4.					
5.					
6.					
7.					

Signed ..... Subject

( )

Position .....

Date ...../...../.....

Signed ..... Evaluator (immediate supervisor)

( )

Position .....

Date ...../...../.....

### Section 3 Performance evaluation:

**3.1 Performance evaluation:** The immediate supervisor shall provide Performance scores in accordance with the PA, then submit them to the performance evaluation committee for review.

(1) Responsibilities stated in PA	(2) Percentage (weight)	(3) Evaluation results: immediate supervisor <i>(Please specify score: 0-10)</i>	(4) Evaluation results: performance evaluation committee <i>(Please specify score: 0-10)</i>	(4) X (2) Obtained score (the committee's evaluation X weight)
1.				
2.				
3.				
4.				
5.				
6.				
7.				
Total Performance evaluation score				
Performance evaluation score, proportioned to 80%				

**\* Performance score calculator**

1. Multiply the performance evaluation committee's score for each item by its corresponding weight: (4) X (2).
2. Combine all the multiplied evaluation scores for all items.
3. Proportion the evaluation scores to the designated percentage.

**3.2 Core Competency evaluation:** The performance evaluation committee shall evaluate the Competencies according to the corresponding department's preferred format, then specify the obtained score in order to calculate the Core Competency evaluation score.

Core Competency	Total score	Obtained score	Obtained score X Total score
1. <b>Mastery:</b> having mindfulness, control over one's mind and thoughts, and a strong passion for continuous learning and self-development, in order to gain deep, real, and profound knowledge in one's field of work	10		
2. <b>Altruism:</b> helping others without being asked, and being willing to sacrifice one's time for the benefit of all, in order for a job to be successful	10		
3. <b>Harmony:</b> listening to, respecting, and appreciating others; being able to collaborate with a diverse group of people; contributing ideas, making plans, and working together to achieve a common goal	10		
4. <b>Integrity:</b> being trustworthy and truthful; carrying out tasks with righteousness, fairness, and professional ethics in mind	10		
5. <b>Determination:</b> carrying out assignments to the best of one's ability; persevering in order to achieve an objective, despite challenges, obstacles, and hardship	10		
6. <b>Originality:</b> expressing one's opinions, taking initiatives, improving, and developing work methods or processes in order to exceed standards, resulting in new inventions or innovations	10		
7. <b>Leadership:</b> bringing about a great change; being able to communicate, influence, and persuade others in order to win their trust and support to realize a change	10		
Total Core Competency evaluation score (M+A+H+I+D+O+L)			
Core Competency evaluation score, proportioned to 20% (Obtained score ÷ 700) X 20			

**3.3 Functional Competency evaluation and/or Managerial Competency evaluation:** The performance evaluation committee shall evaluate the Competencies according to the corresponding department's preferred format, then specify the obtained score in order to calculate the Functional/Managerial Competency evaluation score.

Functional Competency	Total score	Obtained score
FC01	100	
FC02	100	
FC03	100	
FC04	100	
Functional Competency evaluation result (FC01+FC02+FC03+FC04)	400	

Managerial Competency	Total score	Obtained score
MC01 Visioning	100	
MC02 Leadership	100	
MC03 Change Management	100	
MC04 Strategic Thinking	100	
MC05 Self-Control	100	
MC06 Empowering Others	100	
MC07 Conceptual Thinking	100	
MC08 Caring & Developing Others	100	
MC09 Proactiveness	100	
MC10 Communication & Influencing	100	
Managerial Competency evaluation result (MC01+MC02+MC03+MC04+MC05+MC06+MC07+MC08+MC09+MC10)	1000	

**Section 4 Performance evaluation results summary:** Calculate the final score by combining the Performance evaluation score (3.1) and the Core Competency evaluation score (3.2) then use it to summarize a performance evaluation result.

Elements of evaluation	Work weight (percentage)	Obtained score (points)	Performance evaluation result level
Performance	80		<input type="checkbox"/> Excellent 90.00 - 100.00 points
Core Competency	20		<input type="checkbox"/> Great 80.00 - 89.99 points
Total (Performance + Core Competency)	100		<input type="checkbox"/> Good 70.00 - 79.99 points
			<input type="checkbox"/> Average 60.00 - 69.99 points
			<input type="checkbox"/> Needs improvement Below 60.00 points

**Section 5 Comments and feedback from the performance evaluation committee:** The performance evaluation committee shall provide comments and feedback to the subject in order for them to improve.

Comments and feedback for improvements

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Signed ..... President  
( ..... )  
Date ...../...../.....

Signed ..... Committee member  
( ..... )  
Date ...../...../.....

Signed ..... Committee member  
( ..... )  
Date ...../...../.....

Signed ..... Committee member  
( ..... )  
Date ...../...../.....





Performance follow-up

Evaluation period: B.E. ....

**Section 1** The subject's information

Title-name-surname ..... Position .....

Affiliated department ..... Faculty/equivalent status .....

**Section 2** Performance progress report according to PA: The subject shall make a progress report of their responsibilities as stated in the PA, based on the metrics of success specified in the evaluation criteria. If there is any issue/obstacle that hinders succeed a responsibility, please specify details. Then, the subject and their immediate supervisor must sign this form.

Responsibilities stated in PA	Performance progress report according to metrics of success	Challenges/obstacles
1.		
2.		
3.		
4.		

Responsibilities stated in PA	Performance progress report according to metrics of success	Challenges/obstacles
5.		
6.		
7.		

Signed ..... Subject  
(.....)

Position.....

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

Signed ..... Evaluator (immediate supervisor)  
(.....)

Position.....

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



## Performance report

Evaluation period: B.E. ....

Section 1 The subject's information

Title-name-surname ..... Position.....

Affiliated department ..... Faculty/equivalent status .....

☐ University Staff

Evaluation period (1 Jul. .... - 30 Jun. ....)

☐ Government official/employeeEvaluation period ☐ First period (1 Jul. .... - 31 Dec. ....)☐ Second period (1 Jan. .... - 30 Jun. ....)Section 2 Performance report according to PA:

(1) The subject shall report their performance based on the metrics of success specified in the PA, with supporting evidence attached.

(2) The subject shall conduct a preliminary self-evaluation, providing scores for each responsibility based on the metrics of success specified in the agreed-upon criteria.

Responsibilities stated in PA	Performance report based on metrics of success	Self-evaluation (Please specify score: 0-10)
1.		
2.		
3.		

Responsibilities stated in PA	Performance report based on metrics of success	Self-evaluation (Please specify score: 0-10)
4.		
5.		
6.		
7.		

The subject has reported their performance and the evaluator has received it; they are signing this form as evidence.

Signed ..... Subject

(.....)

Position.....

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

Signed ..... Evaluator (immediate supervisor)

(.....)

Position.....

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



## Performance evaluation results summary and notification

Evaluation period: B.E. ....

### Section 1 The subject's information

Title-name-surname .....

Position ..... Affiliated department .....

Faculty/equivalent status .....

☐ University Staff

Evaluation period (1 Jul. .... - 30 Jun. ....)

☐ Government official/employee

Evaluation period ☐ First period (1 Jul. .... - 31 Dec. ....)

☐ Second period (1 Jan. .... - 30 Jun. ....)

### Section 2 Performance evaluation results summary

Elements of evaluation	Work weight (percentage)	Obtained score
Performance	80	
Core Competency	20	
Total	100	

### Performance evaluation result level

- ☐ Excellent 90.00 - 100.00 points
- ☐ Great 80.00 - 89.99 points
- ☐ Good 70.00 - 79.99 points
- ☐ Average 60.00 - 69.99 points
- ☐ Needs improvement Below 60.00 points

**Section 3 Competency evaluation results:** In order to notify the subject, the evaluator shall attach the Core Competency evaluation results (3.2) together with Functional Competency evaluation and/or Managerial Competency evaluation results (3.3) to the Performance Agreement and performance evaluation form.

Section 4 Comments/feedback from the evaluator or the performance evaluation committee

4.1 The subject's strengths

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4.2 The subject's areas of improvement

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Section 5 Evaluation results acknowledgment

The evaluator

☐ has communicated the performance  
evaluation results to the subject.

Signed ..... Evaluator (immediate supervisor)  
(.....)

Position.....

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

The subject

☐ has acknowledged the performance  
evaluation results.

Signed ..... Subject  
(.....)

Position.....

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



## Individual Development Plan

Evaluation period: B.E. ....

## Section 1 Personal information

Title-name-surname of the individual ..... Position .....

Affiliated department ..... Faculty/equivalent status .....

Title-name-surname of the immediate supervisor .....

## Section 2 Individual Development Plan (IDP)

Instruction 1. The individual shall indicate (1) 1-2 competencies or skills that require development, (2) expected behaviors/outcomes, (3) development methods, (4) duration, and (5) budget, as agreed upon with their immediate supervisor. Please see additional examples and explanations in this attachment.

2. The immediate supervisor shall monitor the behaviors or outcomes that occur as a result of the individual's development efforts outlined in the IDP, then report such results in Section 3.

Competencies/skills that require development	Expected behaviors/outcomes	Development methods and details (70 : 20 : 10)	Duration (start-finish)	Budget	Outcome of development	
					Expectations met	Expectations <u>unmet</u> (Specify reason)

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Signed ..... Individual

(.....)

Position.....

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

Signed ..... Immediate supervisor

(.....)

Position.....

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

### Section 3 Development results notification

☐ The results have been communicated.

Signed ..... Immediate supervisor

(.....)

Position.....

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

☐ The results have been acknowledged.

Signed ..... Individual

(.....)

Position.....

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

### Description

1. Competencies/skills that require development refer to Core Competency and/or Functional Competency and/or Managerial Competency, as well as other skills that are vital to boosting performance and productivity.



2. **Expected behaviors/outcomes** refer to those that occur as a result of the IDP-based development efforts.

3. **Development methods** refer to the means of development that use tools based on the 70:20:10 learning theory (experiential learning : social learning : formal learning), which must be chosen in accordance with the learning aptitude of each individual. If you choose a development method that involves other people, please include their names.

Examples of development methods based on the 70:20:10 learning theory

Development methods	Examples of development methods
<u>Method 1: 70%</u> Experiential Learning	<ul style="list-style-type: none"><li>- On the Job Training (OJT)</li><li>- Job Enrichment</li><li>- Job Enlargement</li><li>- Job Rotation</li><li>- Special Project/Special Assignment</li><li>- Activity</li><li>- Job Shadowing</li><li>- Internal Trainer</li><li>- Counterpart</li></ul>
<u>Method 2: 20%</u> Social Learning	<ul style="list-style-type: none"><li>- Coaching</li><li>- Mentoring</li><li>- Consulting</li><li>- Feedback</li><li>- Field Trip</li><li>- Community of Practitioner (COP)</li></ul>
<u>Method 3: 10%</u> Formal Learning	<ul style="list-style-type: none"><li>- Classroom Training</li><li>- Meeting/Seminar</li><li>- Scholarship</li></ul>

Development methods	Examples of development methods
	- Self-Learning

#### Examples of development method descriptions

◆ Job Rotation refers to the practice of letting a personnel who has spent a significant amount of time in one department temporarily shift to another, allowing them to exchange information and discover new practices beyond their own department.

◆ Special Project/Special Assignment refers to the practice of giving a personnel a task they have never done before that is relevant to their required competency in order to sharpen that particular competency.

◆ On the Job Training refers to the practice of executing one's main duty or routine job in order to learn and comprehend the operation directly.

◆ Job Shadowing refers to the practice of monitoring and observing an expert, allowing a personnel to learn how to be a role model and to follow it. They will also observe the work environment, scope of work, real-world management scenarios, required skills, as well as behaviors and attitudes.

◆ Expert Briefing refers to the practice of learning and requesting experience-based information from qualified personnel or outsiders in one's desired areas of development.

◆ Self-Learning refers to the practice of studying and researching new job-related information and updates in order to improve one's performance, such as reading and researching from the internet, academic journals, and articles.

◆ Benchmarking refers to the practice of comparing the state of one's own organization against a "best practice" organization by analyzing instances of procedures or workflows of a "best practice" organization against one's own current procedures or workflows.

◆ Coaching refers to the practice of having someone with excellent job-related experience, talents, and skills assist, instruct, and advise an employee so that they can learn and improve their performance. A coach (usually the personnel's immediate supervisor) should offer advice, feedback, and follow-ups, as well as encouragement.

◆ Mentoring refers to the practice of having a colleague with excellent job-related experience, talents, and skills assist and advise a personnel in relation to their career, life, or everyday work, in order for them to sharpen their performance and familiarize themselves with their work. A mentor should be an experienced individual with a positive attitude towards their own organization who can serve as a role model.

◆ Field Trip refers to the practice of visiting another department or organization to inspect their work in one's areas of interest or improvement, which would broaden one's perspectives with different working approaches.

◆ Training/Workshop refers to the practice of holding a training, seminar, or a lab to improve the participants' job-related abilities or skills.

4. **Duration** refers to the start and end time of the development process. The development period in an assessment cycle shall not exceed one year.

5. **Budget** refers to the amount of money spent in a development effort in order to achieve expected behaviors/outcomes.

6. **Outcome of development** refers to behaviors or outcomes that result from carrying out the IDP. If a behavior or an outcome does not meet your expectations, please specify the reason.



## Declaration of Promise

Written at.....

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

I, (Mr./Mrs./Ms.) ..... Position .....

Affiliated department ..... Faculty/equivalent status .....

☐ University Staff Evaluation period (1 Jul. .... - 30 Jun. ....)

☐ Government official/employee Evaluation period ☒ First period (1 Jul. .... - 31 Dec. ....) ☐ Second period (1 Jan. .... - 30 Jun. ....)

have acknowledged that my performance evaluation result in the evaluation period mentioned above was “needs improvement” (below 60 points). I hereby promise my supervisor that I will improve my performance. Also, I have prepared the details of the Performance Agreement for evaluating my performance during evaluation period B.E. .... (from ..... to ..... ) in accordance with the Performance Agreement and performance evaluation form attached herein.

If I do not commit myself to fulfilling this commitment, my supervisor may take further action in accordance with Mahidol University Regulations regarding performance evaluation criteria and methods for Workers in Mahidol University. I hereby sign this form as evidence.

Signed ..... Promiser (subject)

(.....)

Position .....

Signed ..... Promisee (immediate supervisor)

(.....)

Position .....

Signed ..... Witness

(.....)

Position .....

Signed ..... Witness

(.....)

Position .....



### Operation report

#### Performance evaluation results screening committee

Department.....

Dear University President,

According to the meeting number ....., which took place on ....., the performance evaluation screening committee affiliated with the department ..... has reviewed the performance evaluation results from evaluation period B.E. .... (from 1 July .... B.E. to 30 June .... B.E.). The results are as follows:

#### 1. Performance evaluation results summary of affiliated personnel

Evaluation result level	Academic Position		Support Position		Notes
	Count	Percentage	Count	Percentage	
Excellent 90.00 - 100.00 points					
Great 80.00 - 89.99 points					
Good 70.00 - 79.99 points					
Average 60.00 - 69.99 points					
Needs improvement Below 60.00 points					
Total					

2. Methods executed to ensure standards and fairness in performance evaluation: Put a √ mark in the “Executed” or “Omitted” column. If a √ mark is put in the “Omitted” field, please specify the reason.

Item	Executed	Omitted	Reason of omission
1. Appointing a performance evaluation committee			
1.1 The body of the evaluation committee complies with the regulations.			
1.2 Related parties were informed of the committee appointment order.			
2. Producing a Performance Agreement (PA)			
2.1 The evaluator and the subject formed a PA and both signed it.			
2.2 The production of the PA is done within the time period stated in the regulations.			
2.3 The evaluator and the subject have reached an agreement on a clear and concrete work weight, metrics, target, and evaluation criteria.			
3. Elements used in the performance evaluation			
3.1 The performance score is proportionate, with Performance accounting for 80% of the score and Core Competency for 20%.			
3.2 Performance evaluation in accordance with prior PA			
3.3 Core Competency evaluation			
3.4 Functional Competency evaluation			
3.5 Managerial Competency evaluation (management positions only)			
4. Performance evaluation			
4.1 The performance evaluation committee has collectively reviewed the results.			
4.2 The performance results evaluation is done within the time period stated in the regulations.			
4.3 The evaluator has notified the subject of their strengths and areas of improvement; the subject has acknowledged such information; and both have signed the form.			
4.4 The evaluator and the subject have developed an Individual Development Plan.			
5. Usage of technology in the performance evaluation			
5.1 Performance evaluation			

Item	Executed	Omitted	Reason of omission
5.2 Competency evaluation			
6. The evaluation results are stored in a way that is easy to access.			
7. The department made an additional announcement including work weight, metrics, and targets, which are not covered by the regulation.			
8. The performance evaluation results screening committee			
8.1 The body of the screening committee complies with the regulations.			
8.2 The screening committee was assigned to cross-check the evaluation results and salary adjustments for the entire department.			
8.3 The screening committee was assigned to review the budget allocation for salary adjustments of a division in a department.			
Others (specify) ..... .....			

3. Did any complaints arise from the performance evaluation?

☐ No.

☐ Yes, there are ..... complaint(s) (please specify subject(s)) .....

4. Comments and feedback on the performance evaluation system

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(Signed).....

(.....)

President, Performance evaluation results screening committee

Date ...../...../.....