

2. User Manual for Employees

The “Personnel Evaluation Sheet” clarifies the extent to which the employee (evaluee) showcased their abilities and work-related attitude in various evaluation criteria during their daily work routine, as assessed through both self-evaluation and supervisor evaluation. Aimed at employees undergoing assessment, this manual guides you through embracing the supervisor’s evaluation, understanding the organization’s expectations, and clarifying the process of translating these insights into tangible behavioral enhancements for personal professional growth and the organizational management development. It further outlines the requisite attitudes and content integral to this process.



(1) How to Use the Personnel Evaluation Sheet

The “evaluation items” are established in alignment with the organization’s management philosophy and policies. By gaining a thorough understanding of the specifics of each item and the associated evaluation criteria, you can effectively perform a self-evaluation and enhance your comprehension of the assessment provided by your supervisor. In case of any uncertainties about the content, it is advisable to consult with your supervisor (evaluator) before proceeding.

III. Sample Personnel Evaluation Sheets per Livestock Species

Personnel Evaluation Sheet: Dairy farming

Target period: Start date: End date: Date of self-evaluation: Date of final evaluation: Date of final evaluation: First evaluator: Final evaluator: First evaluator: Final evaluator:

Department: Date of hire: Evaluator: Reviewer of results:

1. Goals for Outcome/Performance Evaluation Items

2. Goals for Duties/Process Evaluation Items

3. Additional Goals

Outcome/Performance Evaluation (8 items x 5 points = maximum of 40 points)

Evaluation Criteria: 1. Evaluate according to the specified task evaluation. 2. Capable of performing tasks with guidance. 3. Unable to perform the task.

Evaluation Item	Evaluation Definition	Self	First	Final
Individual Observation and Herd Management	Able to identify abnormalities in cattle, promptly report them, and take necessary actions. Capable of accurately recording control items.			
Feeding and Watering	Adheres to established feeding and watering procedures, contributing to the overall health maintenance of cows.			
Cattle Floor Management and Barn Cleaning	Demonstrates the ability to uphold hygiene standards through adherence to established procedures for cattle floor management and cleaning.			
Move Cows	Safely moves cows following established procedures and does so efficiently within a reasonable timeframe.			
Milking	Performs milking according to correct procedures and in a timely manner.			
Breeding	Recognizes signs of heat and calving, promptly reports them, and takes necessary actions.			
Feeding (Calves)	Effectively manages calf feeding in accordance with established procedures.			
Quarantine	Maintains an awareness of quarantine procedures and contributes to preventing cow diseases and ensuring business continuity by cleaning and disinfecting cows according to established procedures.			
Subtotal				

2. Goals for Duties/Process Evaluation (6 items x 5 points x 2 = maximum of 60 points)

Evaluation Criteria: 1. Entertains a role model for other employees. 2. Attains high results in daily work. 3. Applies the items in daily work. 4. Understands the evaluation definition. 5. Does not understand the evaluation definition.

Evaluation Item	Evaluation Definition	Self	First	Final
Philosophy Understanding and Practice	Designs the company's management philosophy and integrates it into daily work practices.			
Outings and Communication	Gets along in a cordial manner, demonstrating strong communication skills.			
Amotion and Positive Attitude	Displays an unwavering positive attitude and a proactive approach to improvement, accompanied with the status quo and actively seeking opportunities for improvement.			
Cooperation, Consideration, and Care	Demonstrates consideration, care, and cooperation toward team members, fostering a positive teamwork environment and contributing to overall business results.			
Report, Consultation, and Consult	Raises and communicates reports, communicates, and consults with colleagues and superiors, facilitating effective workplace interactions.			
Discipline and Self-management	Adheres to laws, regulations, and workplace rules. Effectively manages one's own physical condition and health, ensuring punctuality and proper attendance.			
Subtotal x 2				

3. Special Points Awarded and/or Deducted (x1-5 points/maximum of ±5 points)

Content	First Evaluation Comment	Second Evaluation Comment	Self	First	Final
Subtotal					

4. Summary Table

1. Outcome/Performance Evaluation	2. Duties/Process Evaluation	3. Special Points Awarded and/or Deducted	Total

5. The Individual's Impression of the Evaluation

1 Goal Setting

Initiate the assessment period by establishing achievable goals aligned with the organization’s management philosophy and policies. Strive for a balance between goals that are challenging yet attainable, seeking guidance from your supervisor in goal-setting. Upon completion of the period, reflect on your goal outcomes, utilizing them as a reference for self-evaluation.

2 Types of Evaluation Categories

- i. Outcome/Performance Evaluation: Assess whether actions are taken to enhance job completion.
- ii. Duties/Process Evaluation: Evaluate the overall attitude in performing job responsibilities.
- iii. Special Points Awarded and Deducted: Earn points for personal goal achievements, such as obtaining relevant qualifications, and incur deductions for admonitions (strict cautions), if any, provided at the evaluation’s conclusion.

3 Evaluation Criteria

The evaluation criteria gauge the extent to which the defined content for each evaluation item is achieved. During self-evaluation, ensure understanding of each level of the criteria and clarify any confusion. Seek explanations from your supervisor if certain points remain unclear.

5 The Individual’s Impression of the Evaluation

Following the explanation of evaluation results, express your sincere impressions of how you received them and outline your intentions for improvement.

4 Allocation of Evaluation Items

The evaluation sheet comprises eight items for “Outcome/Performance Evaluation” rated on a scale of 1 to 5, totaling a maximum of 40 points. For “Duties/Process Evaluation,” comprising six items, each rated up to 5 points, the individual item scores are doubled, resulting in a maximum overall score of 60 points. Recognizing that less experienced employees may have developing skills, there’s a tendency to prioritize motivation, enthusiasm, and work attitude, reflected by assigning higher points to “Duties/Process Evaluation” than to “Outcome/Performance Evaluation.” The allocation of scores for each evaluation item can be adjusted based on “employee work experience” and “organizationally valued items,” emphasizing the importance of confirming which aspects are considered significant.

(2) Points to Consider during Self-evaluation

1. Evaluation Based on Facts

When engaging in self-evaluation, prioritize an objective assessment aligned with the “evaluation criteria” rather than relying on emotions or assumptions. The “evaluation items” on the Evaluation Sheet are established in accordance with the organization’s management philosophy and policies. To ensure a precise self-evaluation, consult with your supervisor as needed to verify your understanding of the criteria.

2. Rationale for Self-evaluation

Conducting the evaluation requires a clear rationale for the chosen evaluation items. For instance, a more accurate self-evaluation can be achieved by assessing the degree of accomplishment against goals set for daily activities and task results or by considering feedback from supervisors and coworkers on your activities. Anticipate inquiries from your supervisor, such as “Why did you select this evaluation?” and be prepared to articulate your reasoning.

Details Guiding the Evaluation (Illustrative Examples)	
Daily Activities	Punctuality; promoting handwashing and disinfection; receiving commendation for promptly identifying minor irregularities in the assigned livestock, promptly reporting them to the supervisor, and collaborating on resolution strategies, etc.
Task Results	Attaining the target value and diminishing the accident rate of the assigned livestock, etc.

3. Reviewing Evaluation Results

Recognizing humans as emotional beings, there are instances when emotional states may hinder an accurate evaluation. Consider revisiting the results after a few days to gain a fresh perspective, fostering a more precise evaluation. Allocate ample time for multiple reviews of the self-evaluation.

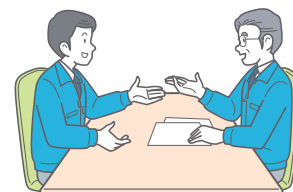
(3) Considerations after Receiving Supervisor’s Evaluation Explanation

1. Validate Evaluation Results to Your Satisfaction

Divergent evaluation results between you and your supervisor indicate a perception gap. It is crucial to engage in a discussion to understand the reasons for this disparity until both parties are content.

Specifically, inquire about the evaluation items where your self-evaluation scored high while your supervisor’s evaluation was lower. Seek insights into the actions and outcomes influencing this evaluation, addressing key points in your discussion with your supervisor.

- Clarify the expected role, results (contribution), and actions.
- Identify the factual basis for their evaluation.
- Explore the impact of your actions and efforts on those around you, highlighting positive aspects and areas for improvement.



2. Embrace the Evaluation Results

Upon a satisfactory explanation of the evaluation results, it is essential to accept them as they are, whether they are high or low. Recognize that the evaluation reflects your current status, with room for future improvements. Share your genuine impressions of the evaluation with your supervisor and outline your intentions for future improvement.

3. Develop an Action Plan for Improvement

The personnel evaluation system aims to gauge your growth level and connect it to further development. After comprehending the evaluation results, identify specific areas for improvement within the evaluation items and determine the extent of improvement needed before the next evaluation. Utilize these insights to establish goals for the upcoming term.

What to Do If I’m...?

1. Unsure about Self-evaluation Scoring

Evaluate your daily activities, aligning them with the defined criteria levels (1-5) for each item on the Evaluation Sheet. Consider your supervisor’s and colleagues’ evaluations for additional perspective.

2. Dissatisfied with a Supervisor’s Evaluation

Avoid framing the discussion in terms of being “better” or “worse” than colleagues. Instead, provide evidence to your supervisor about your contributions to positive results related to evaluation items. Seek explanations for your supervisor’s evaluation to understand improvement opportunities and expectations. Accept the evaluation, linking it to your personal growth.

III. Sample Personnel Evaluation Sheets per Livestock Species



Personnel Evaluation Sheet: Dairy farming

Target period	Start date	End date
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Department	Date of hire
Evaluee	

Date of self-evaluation	
Date of first evaluation	
Date of final evaluation	
First evaluator	
Final evaluator	

Goals	Review of results
1. Goals for Outcome/ Performance Evaluation Items	
2. Goals for Duties/ Process Evaluation Items	
3. Additional Goals	

1. Outcome/Performance Evaluation (8 items x 5 points = maximum of 40 points)

[Evaluation Criteria]	5... Proficient in teaching other employees 2... Capable of performing tasks with guidance	4... Demonstrates accuracy and speed in task execution 1... Unable to perform the task	3... Capable of independently completing tasks	
Evaluation Item	Evaluation Definition	Self	First	Final
Individual Observation and Herd Management	Able to identify abnormalities in cattle, promptly report them, and take necessary actions. Capable of accurately recording control items.			
Feeding and Watering	Adheres to established feeding and watering procedures, contributing to the overall health maintenance of cows.			
Cattle Floor Management and Barn Cleaning	Demonstrates the ability to uphold hygiene standards through adherence to established procedures for cattle floor management and cleaning.			
Move Cows	Safely moves cows following established procedures and does so efficiently within a reasonable timeframe.			
Milking	Performs milking according to correct procedures and in a timely manner.			
Breeding	Recognizes signs of heat and calving, promptly reports them, and takes necessary actions.			
Feeding (Calves)	Effectively manages calf feeding in accordance with established procedures.			
Quarantine	Maintains an awareness of quarantine procedures and contributes to preventing cow diseases and ensuring business continuity by cleaning and disinfecting cows according to established procedures.			
Subtotal				

2. Goals for Duties/Process Evaluation (6 items x 5 points x 2 = maximum of 60 points)

[Evaluation Criteria]	5... Exemplifies a role model for other employee 2... Understands the evaluation definition	4... Attains high results in daily work 1... Does not understand the evaluation definition	3... Applies the items in daily work	
Evaluation Item	Evaluation Definition	Self	First	Final
Philosophy Understanding and Practice	Grasps the company's management philosophy and integrates it into daily work practices.			
Greetings and Communication	Greets everyone in a cordial manner, demonstrating strong communication skills.			
Ambition and Positive Attitude	Displays an unwavering positive attitude and a proactive approach to improvement, dissatisfied with the status quo and actively seeking opportunities for improvement.			
Cooperation, Consideration, and Care	Demonstrates consideration, care, and cooperation toward team members, fostering a positive teamwork environment and contributing to overall business results.			
Report, Communicate, and Consult	Timely and appropriately reports, communicates, and consults with colleagues and superiors, facilitating effective workplace interactions.			
Discipline and Self-management	Adheres to laws, regulations, and workplace rules. Effectively manages one's own physical condition and health, ensuring punctuality and proper attendance.			
Subtotal				
		Subtotal x 2		

3. Special Points Awarded and/or Deducted (±1-5 points/maximum of ±5 points)

Content	First Evaluation Comment	Second Evaluation Comment	Self	First	Final
Subtotal					

1. Outcome/ Performance Evaluation	2. Duties/ Process Evaluation	3. Special Points Awarded and/or Deducted	Total

The Individual's Impression of the Evaluation

III. Sample Personnel Evaluation Sheets per Livestock Species



Personnel Evaluation Sheet: Beef cattle farming

Target period	Start date	End date
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Date of self-evaluation	
Date of first evaluation	
Date of final evaluation	
First evaluator	
Final evaluator	

Department		Date of hire
Evaluee		

Action Plans/Goals		Review of results
1. Goals for Outcome/ Performance Evaluation Items		
2. Goals for Duties/ Process Evaluation Items		
3. Additional Goals		

1. Outcome/Performance Evaluation (8 items x 5 points = maximum of 40 points)

[Evaluation Criteria]	5... Proficient in teaching other employees 2... Capable of performing tasks with guidance	4... Demonstrates accuracy and speed in task execution 1... Unable to perform the task	3... Capable of independently completing tasks	
Evaluation Item	Evaluation Definition	Self	First	Final
Individual Observation and Herd Management	Able to identify abnormalities in cattle, promptly report them, and take necessary actions. Capable of accurately recording control items.			
Feeding and Watering	Adheres to established feeding and watering procedures, contributing to the overall health maintenance of cows.			
Cattle Floor Management and Barn Cleaning	Demonstrates the ability to uphold hygiene standards through adherence to established procedures for cattle floor management and cleaning.			
Move Cows	Safely moves cows following established procedures and does so efficiently within a reasonable timeframe.			
Calf Growth and Management	Conducts calf introduction and growth tasks with precision, following established procedures.			
Shipping	Proficiently prepares livestock or poultry in accordance with established procedures, ensuring their well-being and the quality of the product during the shipping process.			
Breeding	Recognizes signs of heat and calving, promptly reports them, and takes necessary actions.			
Quarantine	Maintains an awareness of quarantine procedures and contributes to preventing cow diseases and ensuring business continuity by cleaning and disinfecting cows according to established procedures.			
Subtotal				

2. Goals for Duties/Process Evaluation (6 items x 5 points x 2 = maximum of 60 points)

[Evaluation Criteria]	5... Exemplifies a role model for other employees 2... Understands the evaluation definition	4... Attains high results in daily work 1... Does not understand the evaluation definition	3... Applies the items in daily work	
Evaluation Item	Evaluation Definition	Self	First	Final
Philosophy Understanding and Practice	Grasps the company's management philosophy and integrates it into daily work practices.			
Greetings and Communication	Greets everyone in a cordial manner, demonstrating strong communication skills.			
Ambition and Positive Attitude	Displays an unwavering positive attitude and a proactive approach to improvement, dissatisfied with the status quo and actively seeking opportunities for improvement.			
Cooperation, Consideration, and Care	Demonstrates consideration, care, and cooperation toward team members, fostering a positive teamwork environment and contributing to overall business results.			
Report, Communicate, and Consult	Timely and appropriately reports, communicates, and consults with colleagues and superiors, facilitating effective workplace interactions.			
Discipline and Self-management	Adheres to laws, regulations, and workplace rules. Effectively manages one's own physical condition and health, ensuring punctuality and proper attendance.			
Subtotal				
		Subtotal x 2		

3. Special Points Awarded and/or Deducted (±1-5 points/maximum of ±5 points)

Content	First Evaluation Comment	Second Evaluation Comment	Self	First	Final
Subtotal					

1. Outcome/ Performance Evaluation	2. Duties/ Process Evaluation	3. Special Points Awarded and/or Deducted	Total

The Individual's Impression of the Evaluation

III. Sample Personnel Evaluation Sheets per Livestock Species



Personnel Evaluation Sheet: Pig farming

	Start date	End date
Target period		

Date of self-evaluation	
Date of first evaluation	
Date of final evaluation	
First evaluator	
Final evaluator	

Department		Date of hire
Evaluee		

Action Plans/Goals		Review of results
1. Goals for Outcome/ Performance Evaluation Items		
2. Goals for Duties/ Process Evaluation Items		
3. Additional Goals		

1. Outcome/Performance Evaluation (8 items x 5 points = maximum of 40 points)

[Evaluation Criteria]	5... Proficient in teaching other employees 2... Capable of performing tasks with guidance	4... Demonstrates accuracy and speed in task execution 1... Unable to perform the task	3... Capable of independently completing tasks	
Evaluation Item	Evaluation Definition	Self	First	Final
Individual Observation and Growth Management	Able to identify abnormalities in pigs, promptly report them, and take necessary actions. Accurately records control items and actively contributes to reducing the accident rate.			
Feeding and Watering	Adheres to established feeding and watering procedures, contributing to the overall health maintenance of pigs.			
Cleaning of Pig Cells and Barns	Demonstrates the ability to uphold hygiene standards through adherence to established procedures for cleaning pig cells and barns.			
Move Pigs	Safely moves pigs following established procedures and does so efficiently within a reasonable timeframe.			
Breeding	Recognizes signs of heat and calving, promptly reports them, and takes necessary actions.			
Piglet Growth and Management	Effectively manages sows and piglets before weaning, following established procedures.			
Fattening Management and Shipping Operations	Contributes to shipping pigs in good condition. Safely performs shipping operations following established procedures and does so efficiently within a reasonable timeframe.			
Quarantine	Maintains an awareness of quarantine procedures and contributes to preventing swine diseases and ensuring business continuity by cleaning and disinfecting pigs according to established procedures.			
Subtotal				

2. Goals for Duties/Process Evaluation (6 items x 5 points x 2 = maximum of 60 points)

[Evaluation Criteria]	5... Exemplifies a role model for other employees 2... Understands the evaluation definition	4... Attains high results in daily work 1... Does not understand the evaluation definition	3... Applies the items in daily work	
Evaluation Item	Evaluation Definition	Self	First	Final
Philosophy Understanding and Practice	Grasps the company's management philosophy and integrates it into daily work practices.			
Greetings and Communication	Greets everyone in a cordial manner, demonstrating strong communication skills.			
Ambition and Positive Attitude	Displays an unwavering positive attitude and a proactive approach to improvement, dissatisfied with the status quo and actively seeking opportunities for improvement.			
Cooperation, Consideration, and Care	Demonstrates consideration, care, and cooperation toward team members, fostering a positive teamwork environment and contributing to overall business results.			
Report, Communicate, and Consult	Timely and appropriately reports, communicates, and consults with colleagues and superiors, facilitating effective workplace interactions.			
Discipline and Self-management	Adheres to laws, regulations, and workplace rules. Effectively manages one's own physical condition and health, ensuring punctuality and proper attendance.			
Subtotal				
		Subtotal x 2		

3. Special Points Awarded and/or Deducted (±1-5 points/maximum of ±5 points)

Content	First Evaluation Comment	Second Evaluation Comment	Self	First	Final
Subtotal					

1. Outcome/ Performance Evaluation	2. Duties/ Process Evaluation	3. Special Points Awarded and/or Deducted	Total

The Individual's Impression of the Evaluation

III. Sample Personnel Evaluation Sheets per Livestock Species



Personnel Evaluation Sheet: Poultry farming

Target period	Start date	End date
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Date of self-evaluation	
Date of first evaluation	
Date of final evaluation	
First evaluator	
Final evaluator	

Department		Date of hire
Evaluee		

Action Plans/Goals		Review of results
1. Goals for Outcome/ Performance Evaluation Items		
2. Goals for Duties/ Process Evaluation Items		
3. Additional Goals		

1. Outcome/Performance Evaluation (8 items x 5 points = maximum of 40 points)

[Evaluation Criteria]	5... Proficient in teaching other employees 2... Capable of performing tasks with guidance	4... Demonstrates accuracy and speed in task execution 1... Unable to perform the task	3... Capable of independently completing tasks	
Evaluation Item	Evaluation Definition	Self	First	Final
Individual Observation and Growth Management	Able to identify abnormalities in chickens, promptly report them, and take necessary actions. Capable of accurately recording control items.			
Feeding and Watering	Adheres to established feeding and watering procedures, contributing to the overall health maintenance of chickens.			
Cleaning of Cages and Poultry Houses	Demonstrates the ability to uphold hygiene standards through adherence to established procedures for cleaning cages and poultry houses.			
Chick Rearing Management	Conducts chick introduction and rearing tasks with precision, following established procedures.			
Egg Collection and Packing(*)	Accurately collect and pack eggs following proper procedures and in a timely manner.			
Shipping	Proficiently prepares livestock or poultry in accordance with established procedures, ensuring their well-being and the quality of the product during the shipping process.			
Poultry Litter and Waste Handling	Proficiently dispose of poultry litter and remove deceased chickens in accordance with established procedures.			
Quarantine	Maintains an awareness of quarantine procedures and contributes to preventing poultry diseases and ensuring business continuity by cleaning and disinfecting chickens according to established procedures.			
Subtotal				

(*) For broilers (meat chickens), modify the evaluation items for "Egg Collection and Packing" as required.

2. Goals for Duties/Process Evaluation (6 items x 5 points x 2 = maximum of 60 points)

[Evaluation Criteria]	5... Exemplifies a role model for other employees 2... Understands the evaluation definition	4... Attains high results in daily work 1... Does not understand the evaluation definition	3... Applies the items in daily work	
Evaluation Item	Evaluation Definition	Self	First	Final
Philosophy Understanding and Practice	Grasps the company's management philosophy and integrates it into daily work practices.			
Greetings and Communication	Greets everyone in a cordial manner, demonstrating strong communication skills.			
Ambition and Positive Attitude	Displays an unwavering positive attitude and a proactive approach to improvement, dissatisfied with the status quo and actively seeking opportunities for improvement.			
Cooperation, Consideration, and Care	Demonstrates consideration, care, and cooperation toward team members, fostering a positive teamwork environment and contributing to overall business results.			
Report, Communicate, and Consult	Timely and appropriately reports, communicates, and consults with colleagues and superiors, facilitating effective workplace interactions.			
Discipline and Self-management	Adheres to laws, regulations, and workplace rules. Effectively manages one's own physical condition and health, ensuring punctuality and proper attendance.			
Subtotal				
		Subtotal x 2		

3. Special Points Awarded and/or Deducted (±1-5 points/maximum of ±5 points)

Content	First Evaluation Comment	Second Evaluation Comment	Self	First	Final
Subtotal					

1. Outcome/ Performance Evaluation	2. Duties/ Process Evaluation	3. Special Points Awarded and/or Deducted	Total

The Individual's Impression of the Evaluation