ตลาดหลักทรัพย์แห่งประเทศไทย
The Stock Exchange of Thailand

Sample

CEO Evaluation Form

Objective

1. This evaluation form was prepared to evaluate the performance of the highest-ranking officer, president of the company, managing director, or a position equivalent to the highest-ranking corporate officer (Chief Executive Officer : CEO).
2. To be used as an initial sample. The Board of Directors of listed companies are free to adapt it as they deem appropriate and consistent with their firm's characteristics and sizes.
3. To be used by the CEO for self-evaluation, by each individual member of the remuneration committee or the board of directors, or by the whole committee or the whole board
4. This form uses a rating system to compare the results of each assessment criterion, or compare the results from year to year. The meanings of the ratings are as follows:

   0 = There has been no implementation of the matter

   1 = There has been little implementation of the matter

   2 = There has been initial implementation of the matter

   3 = There has been progressive implementation of the matter

   4 = There has been complete implementation of the matter

   N/A = No information or not available

Corporate Governance Center

2012

CEO Evaluation Form

Section I : Status of Achievements

List the firm's key goals and the extent to which each have been achieved.

Goals	Status

Section II : Performance Measures

Evaluation Criterion	Scores						Comments/ suggestions
	0	1	2	3	4	N/A	
1. Leadership							
1.1. The CEO has shown clear vision in correctly anticipating business trends, opportunities, and priorities affecting the company's prosperity and operations							
1.2. The CEO has clearly translated his/her vision and strategy into feasible business or operational plans to achieve strategic success for the organization							
1.3. The CEO has accurately communicated his/her concept, vision, mission, strategies, goals, and directions for the organization to stakeholders							
1.4. The CEO has motivated and encouraged high employee morale and loyalty to the organization, and facilitated team-building and cohesiveness among the company's employees to achieve the firm's vision							

Evaluation Criterion	Scores						Comments/ suggestions
	0	1	2	3	4	N/A	
1.5. The CEO has performed as an admirable role model for the organization, maintained a working style which is open to constructive suggestions, and exercised effective leadership for the organization							
1.6. The CEO has been an initiator, setting high working standards and pursuing goals with a high level of personal drive and energy							
2. Strategy formulation							
2.1. The CEO has developed clear mission statements, policies, and strategic plans that harmoniously balance the needs of shareholders, clients, employees, and other stakeholders							
2.2. The CEO has accurately identified and analyzed problems and issues confronting the organization							
2.3. The CEO has accurately determined and assessed key success factors for formulating the organization's strategy							
2.4. The CEO has ensured that board members, senior management and other employees had participated in the formulation of strategic plans so that they had the ownership of the plans							
2.5. The CEO has assured that company's resources and budgets are aligned to the implementation of the organization's strategic plan							

Evaluation Criterion	Scores						Comments/ suggestions
	0	1	2	3	4	N/A	
2.6. The CEO has established processes that did the monitoring and controlling works, thus ensuring that the effectiveness of organizational performance, including risk management, was achieved							
3. Strategy execution							
3.1. The CEO has established an effective organization structure, ensuring that there is management focus on key functions necessary for the organization to align with its mission							
3.2. The CEO has organized and delegated work accurately, and has performed his or her functions within his/her scope of responsibility and referred other functions to others in a professional manner							
3.3. The CEO has consistently made sound decisions and made timely adjustments in strategies when conditions demanded such changes							
3.4. The CEO has timely and effectively executed strategies on priorities and with measures set by the board							
3.5. The CEO has accurately supervised performance monitoring and performance control to ensure accountability at all levels of the organization							
3.6. The CEO has ensured that the company's operations complied with requirements from all pertinent laws and regulations							

Evaluation Criterion	Scores						Comments/ suggestions
	0	1	2	3	4	N/A	
4. Financial planning/Performance							
4.1. The CEO has possessed a good understanding of the company's financial measures relevant to its business and financial situation							
4.2. The CEO has exercised good judgment in managing the financial affairs and budgets of the organization							
4.3. The CEO has established sound practices and procedures for up-to-date and accurate accounting and financial planning							
4.4. The CEO has effectively monitored and evaluated financial planning, budget and administrative operations, and reported the results to the board in a timely manner							
4.5. The CEO has achieved the company's financial goals and market share targets							
4.6. The CEO has ensured that the company's accounts are of such professional quality that they have received a "clean" financial audit							
5. Relationships with the Board							
5.1. The CEO has built strong working relationships with board members and helped strengthen the board, and thus has worked closely and cooperatively with the board in developing the mission, and short, medium and long-term strategic plans							

Evaluation Criterion	Scores						Comments/ suggestions
	0	1	2	3	4	N/A	
5.2. The CEO has demonstrated a sound knowledge of board governance procedures and has consistently followed them, as well as exercised the appropriate measure and balance of power between the CEO as leader of the organization and the board							
5.3. The CEO has prepared for the board by developing sufficient and appropriate agendas with adequate discussion time and providing accompanying information with all relevant aspects and conditions well in advance of the meeting							
5.4. The CEO has presented information to the board on items requiring board opinions and decisions in a professional manner, with recommendations based on thorough study and sound principles							
5.5. The CEO has been readily available to individual board members whenever necessary, as well as supported the board in its governance duties by providing necessary resources and other facilities							
5.6. The CEO has encouraged board training and development, as well as board roles in the community and as advocates for the company							
6. External Relations							
6.1. The CEO has served as an effective company representative in communicating with all stakeholders, including community groups and organizations							

Evaluation Criterion	Scores						Comments/ suggestions
	0	1	2	3	4	N/A	
6.2. The CEO has effectively communicated the company's financial performance and future prospects to the stakeholders and investment community							
6.3. The CEO has professionally handled public relations issues in a manner that builds good will for the company and lessens concerns from the community and general public							
6.4. The CEO has encouraged corporate social responsibility and community involvement in promoting a positive image of company, as well as creating awareness of available products and services to the community and general public							
6.5. The CEO has assured that the company maintains positive relationships in the community and cultivates good working relationships with community groups and organizations							
7. Human Resources Management/Relations							
7.1. The CEO has created and maintained an organizational culture and climate which attracts, keeps and motivates staff to carry out the firm's mission, strategic directions and organizational goals							
7.2. The CEO has empowered staff members appropriate levels of freedom and authority, as well as effectively solicited and fostered support for initiative and creativity within the organization							

Evaluation Criterion	Scores						Comments/ suggestions
	0	1	2	3	4	N/A	
7.3. The CEO has developed and executed sound personnel procedures and practices, including appraisal process and rewarding systems for management and employees, resulting in executives and staff working towards the same goals							
7.4. The CEO has supported personnel development and education, encouraged appropriate personnel to participate in planning and decision-making, and provided opportunities to employees to work in professional fields which they are good at for the benefit of the organization							
7.5. The CEO has built or recruited a highly competent management team with the skills, energy and passion to turn the company's mission and vision into a reality							
7.6. The CEO has ensured that the company has good internal communication and treated all personnel fairly, without favoritism or discrimination							
8. Succession							
8.1. The CEO has effectively reviewed the firm's succession plan, and, if appropriate, made necessary changes by taking into account conditions that are external or internal to the firm							
8.2. The CEO has put in place the processes and programs required to create a pipeline of future leadership							

Evaluation Criterion	Scores						Comments/ suggestions
	0	1	2	3	4	N/A	
8.3. The CEO has ensured that potential candidates for top management positions have had adequate exposure to the board							
9. Product/Service Knowledge							
9.1. The CEO has demonstrated a thorough knowledge and understanding about key aspects of the company's products and services							
9.2. The CEO has demonstrated a thorough knowledge and understanding of company management and operations							
9.3. The CEO has a good understanding of the company's business model and allocation of its resources, as well as business and industry environment							
9.4. The CEO has regularly demonstrated creativity and initiative in creating new products and services							
10. Personal Qualities							
10.1. The CEO has attained an image that reflects positively on the company, as well as demonstrated a personality, outlook, and attitude that wins trust and support from all stakeholders							
10.2. The CEO has shown sensitivity to and respect for others and exhibits concern for subordinates as individuals							
10.3. The CEO has exercised good judgment in dealing with sensitive issues between people and between groups							

Evaluation Criterion	Scores						Comments/ suggestions
	0	1	2	3	4	N/A	
10.4. The CEO has shown skills at analyzing and addressing problems, challenges and conflicts, and has been comfortable with ambiguity and complexity							
10.5. The CEO has maintained a high standard of ethics and integrity, as well as a healthy balance of time management and priorities in both work-related and personal matters							
10.6. The CEO has consistently sharpened his or her skills in the areas required for development of his or her potential							

<u>Section III: Development Needs</u>

3.1 What are the CEO's major strengths that should be maintained?

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3.2 What should be the areas for the CEO's personal development for the coming year?

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