

## NATIONAL PUBLIC SERVICE



## STAFF PERFORMANCE APPRAISAL FORM

### PERSONAL DETAILS OF OFFICER BEING ASSESSED:

<b>Surname:</b>	<b>Other names:</b>
<b>Employment Number:</b>	<b>Previous names (if any):</b>
<b>Department/Administration/Agency:</b>	<b>Division/Branch/Unit:</b>
<b>Substantive position and No:</b>	<b>Acting position and No: (if applicable)</b>
<b>First Review Period:</b>	<b>Second review period :</b>
<b>Supervisor's name:</b>	<b>Supervisor's current position:</b>

**PART A: ANNUAL STAFF WORK PLAN**

The tasks, duties, projects and activities taken from the agency’s *Management Action Plan* and the officer’s Job Description and any other duties or tasks that the officer is responsible for are to be written down at the **BEGINNING** of the appraisal period and the evaluation to be done at the **END** of the appraisal period.

**INSTRUCTIONS FOR COMPLETING PART A:**

1. In the **FIRST COLUMN**, first write down all the MAP Activities from the MAP Implementation Schedule or Business Plan activities that you have to do or assist with during the year and put in the MAP reference number.
2. If the MAP or Business Plan is very broad or general, and you are only doing a part of it, list the **MAIN** parts or tasks you will do in relation to that MAP activity. **DO NOT** list every single step involved.
3. In the **FIRST COLUMN**, list ongoing duties from the Job Description that you have to do during the year and put in the Job Description reference number.
4. In the **FIRST COLUMN**, List **ANY** other regular duties you have to do this year that are **NOT** in the MAP or in your Job Description.
5. In the **SECOND COLUMN**, Write down the specific outputs you have to produce in relation to these activities. That is, what specific thing (e.g. report), product (e.g. new database) or outcome (e.g. a better process) do you have to make or create?
6. In the **THIRD COLUMN**, Write down the due date for the activity. This can be one of three specified times or dates:
  - A set date (e.g. finish project by 31 August)
  - A turn around time (e.g. 5 days to reply to a letter)
  - Ongoing activity which has to be done all the time (write down “ongoing”)

1. Required activities, tasks, projects and duties within the next 12 months	2. Required work output or result from this officer	3. Due date	4. MAP ref #	5. JD ref #	6. Rating out of five		7. Highest possible score : 5	
					1 <sup>ST</sup>	2 <sup>ND</sup>	1 <sup>ST</sup>	2 <sup>ND</sup>

**Staff Performance Appraisal Form SDT5.1**

1. Required activities, tasks, projects and duties within the next 12 months	2. Required work output or result from this officer	3. Due date	4. MAP ref #	5. JD ref #	6. Rating out of five		7. Highest possible score : 5	
					1 <sup>ST</sup>	2 <sup>ND</sup>	1 <sup>ST</sup>	2 <sup>ND</sup>
<b>A. TOTAL SCORE FOR ANNUAL STAFF WORK PLAN:</b>								

**Supervisor's comments on activities, tasks, and duties and ratings:** *(compulsory)*

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**Officer's comments on activities, tasks, and duties and ratings:** *(compulsory)*

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**PART B: REQUIRED JOB COMPETENCIES AND SKILLS**

**INSTRUCTIONS FOR COMPLETING PART B:**

1. At the beginning of the appraisal period, the Supervisor is required, in consultation with the officer who occupies the positions, to identify and list in **PART B** up to SIX (6) main job competencies and skills for the position that the officer occupies (e.g. writing skills; computer skills; negotiation and advocacy skills; accountancy skills; presentation skills; filing skills; gardening skills; driving skills; etc). In other words, what skills knowledge does the position need to carry out the activities identified in Part A?
2. In addition, staff with supervisory responsibilities are to be assessed on the standard additional four (4) management competencies in the table below

JOB COMPETENCIES AND SKILLS	Rating out of five		Highest possible score : 5	
	1 <sup>ST</sup>	2 <sup>ND</sup>	1 <sup>ST</sup>	2 <sup>ND</sup>
1.				
2.				
3.				
4.				
5.				
6.				
<b>Additional competencies for supervisory and managerial positions</b>				
7. Strategic and business planning skills				
8. Budgeting and financial management skills (if required in position)				
9. Leadership and staff supervision skills				
10. Written and verbal communication skills				
<b>B. Total score for required job competencies and skills:</b>				

**Supervisor's comments on job competencies and skills:** *(compulsory)*

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**Officer's comments on job competencies and skills:** *(compulsory)*

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**GUIDE TO THE FIVE LEVEL RATING APPLICABLE TO PART A (WORK PLAN) AND PART B (SKILLS & COMPETENCIES)**

The following guide to the performance ratings should be used by Supervisors when assessing the officer and allocating a rating in **Part A** and **Part B** of the *Staff Performance Appraisal Form*.

**Performance Ratings Guide to Part A and Part B**

<b>1. WELL BELOW REQUIRED LEVEL</b>	
1. <b>Timing:</b>	Most of the time does not meet required deadlines
2. <b>Output:</b>	Most of the time does not produce the required work
3. <b>Quality Level:</b>	Most of the time does not meet the required quality level or professional standards for the activity or area of work
<b>2. BELOW REQUIRED LEVEL</b>	
1. <b>Timing:</b>	Regularly does not meet required deadlines without a reasonable excuse
2. <b>Output:</b>	Regularly does not produce the required work
3. <b>Quality Level:</b>	Regularly does not meet the required quality level or professional standards for the activity or area of work
<b>3. AT REQUIRED LEVEL</b>	
1. <b>Timing:</b>	Generally and regularly meets required deadlines and if not has a reasonable excuse
2. <b>Output:</b>	Generally and regularly produces the required output or performs the ongoing work and if not has a reasonable excuse
3. <b>Quality Level:</b>	Generally and regularly meets the required quality level or professional standards for the activity or area of work
<b>4. ABOVE REQUIRED LEVEL</b>	
1. <b>Timing:</b>	EXCEEDS and PROMPTLY MEETS all required deadlines or has reasonable excuse for not meeting them
2. <b>Output:</b>	Generally and regularly produces MORE THAN the required output or ongoing work
3. <b>Quality Level:</b>	Generally and regularly EXCEEDS the required quality level or professional standards for the activity or area of work
<b>5. WELL ABOVE THE REQUIRED LEVEL</b>	
1. <b>Timing:</b>	Generally and regularly finishes the required work WELL BEFORE the required deadlines or has a VERY GOOD excuse for not meeting them
2. <b>Output:</b>	Generally and regularly produces MORE THAN the required output or ongoing work and VOLUNTARILY takes on extra work
3. <b>Quality Level:</b>	Generally and regularly EXCEEDS AT AN OUTSTANDING AND EXCELLENT LEVEL the required quality level or professional standards for the activity or area of work

**PART C: GENERAL WORK STANDARDS**

NOTE: In the Table below, the *regular and ongoing* personal work related characteristics of an officer *during the appraisal period* are to be rated as either SATISFACTORY (scores 2 points) or NEEDS IMPROVEMENT (scores 1 point) in PART C. Please see the *Staff Performance Appraisal Guidelines* and the guide below for definitions of the terms used in the table below.

If rated as needing improvement, the improvement required should be identified and written down on the form and the officer should be re-assessed in three months in this area.

Personal Work Related Characteristics	Satisfactory(2) or Needs Improvement(1)		Highest possible score: 2		Identified improvement required
	1 <sup>ST</sup>	2 <sup>ND</sup>	1 <sup>ST</sup>	2 <sup>ND</sup>	
1. Standard of dress			2	2	
2. Co-operation with supervisors and team members			2	2	
3. Job attitude, sense of duty and reliability			2	2	
4. Ability to learn and adaptability to change			2	2	
5. Attendance at work and punctuality			2	2	
6. Courtesy and good manners towards with clients and colleagues			2	2	
<b>Total score</b>			<b>12</b>	<b>12</b>	

**Supervisor’s comments on work related characteristics of officer:** *(compulsory)*

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**Officer’s comments on his or her work related characteristics:** *(compulsory)*

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**GUIDE TO THE TWO LEVEL RATING APPLICABLE TO PART C**

The following guide to the two level performance ratings for **Part C** should be used by Supervisors when assessing the general work standards of the officer and allocating a rating in **Part C** of the *Staff Performance Appraisal Form*.

<b>1. Standard of dress</b>
<b>1. Needs Improvement</b>
<ul style="list-style-type: none"> <li>Sometimes dresses shabbily or has dirty clothes; wears improper footwear contrary to General Orders</li> </ul>
<b>2. Satisfactory</b>
<ul style="list-style-type: none"> <li>Most of the times dresses in a tidy manner and appropriate to the nature of the work being performed by the officer</li> </ul>
<b>2. Co-operation with supervisors and team members</b>
<b>1. Needs Improvement</b>
<ul style="list-style-type: none"> <li>Sometimes fails to co-operate with supervisors and/or team members</li> <li>Sometimes obstructs supervisors and/or team members in their work</li> </ul>
<b>2. Satisfactory</b>
<ul style="list-style-type: none"> <li>Resolves inter-personal problems between team members and promotes supervisory efforts</li> <li>Encourages and supports other team members and supervisors in work efforts</li> </ul>
<b>3. Job attitude, sense of duty and reliability</b>
<b>1. Needs Improvement</b>
<ul style="list-style-type: none"> <li>Generally not interested in the work to be completed, resulting in below standard work output and cannot be relied upon to meet work obligations and undertakings</li> <li>Devotes working time to pursuing personal objectives outside of normal duty and allows personal interests to over-ride the performance of duties</li> </ul>
<b>2. Satisfactory</b>
<ul style="list-style-type: none"> <li>Displays active interest, generally completing the work on time, and if not, has acceptable explanation</li> <li>Always considers work demands above personal interests during normal working time</li> <li>Can usually be relied upon to meet work obligations and undertakings</li> </ul>
<b>4. Ability to learn and adaptability to change</b>
<b>1. Needs Improvement</b>
<ul style="list-style-type: none"> <li>Unable or slow to absorb new information and learn new methods and procedures</li> <li>Finds difficulty in adapting to new ways of working</li> </ul>
<b>2. Satisfactory</b>
<ul style="list-style-type: none"> <li>Generally able to, or quick to, absorb and apply new information, methods and procedures</li> <li>Rapidly adapts to changing work requirements</li> </ul>
<b>5. Attendance at work and punctuality</b>
<b>1. Needs Improvement</b>
<ul style="list-style-type: none"> <li>Absent from place of work from time to time and unable to provide acceptable reasons for absence.</li> <li>Often late for work or work related meetings without acceptable reason</li> </ul>
<b>2. Satisfactory</b>
<ul style="list-style-type: none"> <li>Rarely absent and always able to provide documented genuine and acceptable reasons</li> <li>Usually attends work on time and when late provides an acceptable reason</li> </ul>
<b>6. Courtesy and good manners towards with clients and colleagues</b>
<b>1. Needs Improvement</b>
<ul style="list-style-type: none"> <li>Creates work problems when interacting with customers/clients.</li> <li>Is rude or abusive towards clients or colleagues or speaks in a loud or aggressive manner</li> </ul>
<b>2. Satisfactory</b>
<ul style="list-style-type: none"> <li>Always maintains constructive customer relations in the resolution of work problems</li> <li>Displays good manner and courtesy to all clients and work colleagues</li> </ul>

**PART D: Calculation of Overall Performance Rating**

**NOTE:** Once an appraisal has been completed for PARTS A, B and C, the Supervisor is required to complete the appropriate boxes by entering the actual and maximum possible scores applicable to the officer under each of the completed Parts the Form to obtain an Overall Performance Rating.

Some examples are given in the *Staff Performance Appraisal Guidelines* to assist Supervisors to obtain the Overall Performance Rating for the officer being appraised.

**Overall Performance Rating Chart**

The following calculation formula to used to determine percentage scores for PARTS A, B, and C:

Percentage Score = Actual Score *Divided* by Maximum Possible Score *Multiply* by 100%

SCORE FOR EACH OF THE THREE PARTS A TO C	ACTUAL SCORE		MAXIMUM POSSIBLE SCORE	
	1 <sup>ST</sup>	2 <sup>ND</sup>	1 <sup>ST</sup>	2 <sup>ND</sup>
PART A				
PART B				
PART C				
TOTAL SCORES:				
PERCENTAGE RATING				
OVERALL PERFORMANCE RATING				
ANNUAL PERFORMANCE RATING				

The Overall Performance Rating derived from the above formula is then read off the Overall Performance Rating Table according to the Percentage Score, as follows:

RATING DEFINITION	PERCENTAGE RATING ALL CATEGORIES	OVERALL PERFORMANCE RATING
WELL ABOVE THE REQUIRED LEVEL	86 - 100%	5
ABOVE REQUIRED LEVEL	70 – 85%	4
AT REQUIRED LEVEL (AVERAGE)	50 – 69%	3
BELOW REQUIRED LEVEL	30 – 49%	2
WELL BELOW REQUIRED LEVEL	0 – 29%	1

**PART E: DEVELOPMENTAL AND TRAINING REQUIREMENTS**

**PART E(1): TRAINING UNDERTAKEN IN THE PAST TWELVE (12) MONTHS:**

Course or training activity name	Dates & Duration	Training provider	Skills developed	Cost & and source of funding

**PART E(2): SKILLS AND COMPETENCIES TO BE UPGRADED AND RELEVANT TRAINING TO UNDERTAKEN IN THE NEXT 12 MONTHS  
(Subject to funding being available)**

Skills to be developed	Course or training activity name	Training provider	Proposed dates & duration	Cost & and source of funding

**Supervisor's comments on developmental & training requirements of officer:** *(compulsory)*

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**Officer's comments on his or her developmental & training requirements:** *(compulsory)*

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**PART F: POTENTIAL FOR PROMOTION**

NOTE: Dependent upon the officer's Overall Performance Rating, the supervisor is required to indicate whether or not the officer has potential for promotion at the end of the year. In order for the supervisor to recommend an officer for promotion, his or her overall performance rating should be three (3) or above. Tick the appropriate box that best indicates the officer's level of potential for promotion at the end of year (that is, only once per year).

Officer's potential for promotion	Officer's rating from Part D
1. Work output does not warrant potential for promotion	
2. No evidence of promotion potential at present	
3. Potential for promotion	
4. Ready for promotion above his or her substantive level	
5. Highly suitable for promotion above his or her substantive level	

**PART G: PERFORMANCE AND SALARY INCREMENTS**

Officer's end of year <u>Annual Performance Rating</u> From PART D	
Officer's current salary point	
Salary action to be taken according to the Increment Schedule in PART G of the Staff Performance Appraisal Guidelines	INCREMENT
	NO INCREMENT

**PART H: CERTIFICATION BY SUPERVISOR AND OFFICER**

**Supervisor's certification:**

I certify that I have assessed and interviewed the officer in accordance with the *Staff Performance Appraisal Guidelines* in a fair and impartial manner

(1<sup>st</sup> Appraisal Period) SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

(2<sup>nd</sup> Appraisal Period) SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

**Officer's certification: (cross out the boxed comments that do not apply)**

I certify that I have been/have not been assessed in accordance with the *Staff Performance Appraisal Guidelines* and I agree/do not agree with the outcomes of this appraisal.  
(Circle appropriate response)

(1<sup>st</sup> Appraisal Period) SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

I certify that I have been/have not been assessed in accordance with the *Staff Performance Appraisal Guidelines* and I agree/do not agree with the outcomes of this appraisal.  
(Circle appropriate response)

(2<sup>nd</sup> Appraisal Period) SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

**PART I: STAFF PERFORMANCE APPRAISAL VERIFICATION**

This section is to be completed by the Department or Authority Human Resource Manager (or equivalent position) and submitted to the Senior Management Committee for verification and moderation to ensure it fits within the normal distribution curve in the Guidelines.

SECTION	SPA FORM CHECKLIST	YES/NO	REQUIRED ACTION
<b>Personal details</b>	Have all personal details been identified?		
	Are all the personal details correct?		
<b>Part A</b>	Does the SPA Form have a completed <i>Annual Staff Workplan</i> ?		
	Is the <i>Annual Staff Workplan</i> linked to the MAP and the employee's Job Description?		
	Has a score been allocated for all due items listed in the <i>Annual Staff Workplan</i> ?		
	Are the supervisor and staff member comments related to the <i>Annual Staff Workplan</i> ?		
<b>Part B</b>	Have the required competencies and skills for the position been identified?		
	Has a score been allocated for all listed competencies and skills?		
	Are the supervisor and staff member comments related to the required competencies and skills?		
<b>Part C</b>	Has a score been allocated for all listed personal work related characteristics?		
	Are the supervisor and staff member comments related to the listed personal work related characteristics?		
<b>Part D</b>	Has an "Overall Performance Rating" been allocated to the officer?		
	Are the score calculations accurate?		
	Do the scores given to the officer seem reasonable? (are they excessively low or high?)		
	Should the appraisal be done again by HRM Branch in consultation with the supervisor and staff member to verify the accuracy and reasonableness of the score?		
<b>Part E</b>	Has training received by the officer in the past 12 months been identified?		
	Has proposed training for the officer been identified with full required details?		
	Is the proposed training in line with the Department's HRD Plan?		
	Is there budget for the proposed training?		

<b>SECTION</b>	<b>CHECKLIST</b>	<b>YES/NO</b>	<b>REQUIRED ACTION</b>
<b>Part F</b>	Has the officer's promotion potential been identified?		
	Is this reasonable based on the SPA?		
	Are there any suitable positions at the next highest level?		
<b>Part G</b>	Has the salary action been identified?		
	Has the salary action been undertaken by HRM Branch?		
<b>Part H</b>	Have both the supervisor and staff member signed the certification?		
	Does the staff member agree with the SPA outcomes?		
	If not, has counseling been provided to the employee?		
	Is mediation by the HRM Manager required between the supervisor and staff member? On what date was mediation provided: _____		
<b>Appeals</b>	Has the staff member lodged an appeal?		
	On what date was the appeal lodged: _____ Is this date within seven days of the date of the disputed SPA		
	Has the appeal been finalised?		
	Has the SPA been changed as a result of the appeal?		

**2. IF APPLICABLE, AMENDED OVERALL RATING: \_\_\_\_\_ AMENDED ON: \_\_\_\_\_**

**AMENDED BY: (tick box that applies)**

a) Agreement between supervisor and staff member

b) Senior management verification process

c) Outcome of appeal process

**3. DATE SALARY INCREMENT TO BE PAID: \_\_\_\_\_**

**4. CERTIFICATION:**

**NAME: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_**  
**HRM MANAGER OR EQUIVALENT POSITION**

**NAME: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_**  
**DIVISION MANAGER OR DIRECTOR OR EQUIVALENT POSITION**

**NAME: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_**  
**DEPUTY SECRETARY OR EQUIVALENT POSITION**

**NAME: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_**  
**SECRETARY OR EQUIVALENT POSITION (signature only necessary if rating amended)**