



# PUBLIC SERVICES PERFORMANCE MANAGEMENT

(STAFF PERFORMANCE PLANNING, REVIEW AND APPRAISAL FORM)



**STRICTLY CONFIDENTIAL**

## SECTION 1 - A: Appraisee Personal Information

**PERIOD OF REPORT**

From (dd/mm/yyyy):

To: (dd/mm/yyyy):

Title:  Mr.  Mrs.  Ms.  Other (Pls. specify): \_\_\_\_\_

Surname: \_\_\_\_\_

First Name: \_\_\_\_\_

Other Name(s): \_\_\_\_\_

Gender:  Male  Female Present Job Title/Position: \_\_\_\_\_

Department/ Division: \_\_\_\_\_

Present Grade: \_\_\_\_\_

Date of promotion /appointment (dd-mm-yyyy): \_\_\_\_\_

### TRAINING RECEIVED DURING THE YEAR UNDER REVIEW

Institution	Date (dd-mm-yyyy)	Programme
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## SECTION 1 - B: Appraiser Information

Title:  Mr.  Mrs.  Ms.  Other (Pls. specify): \_\_\_\_\_

Surname: \_\_\_\_\_

First Name: \_\_\_\_\_

Other Name(s): \_\_\_\_\_

Position of Appraiser: \_\_\_\_\_

### Guidance Notes

#### COMPLETION OF STAFF PERFORMANCE MANAGEMENT FORM

The Performance Management System is designed to evaluate how well you are doing in your present position in relation to results achieved within the period of appraisal to enable the organization to achieve its goals and objectives. The Performance Management System is also aimed at assisting you to improve upon your performance and ensure your career development.

The Performance Management System is an annual cycle involving four key phases. All members of Staff/Heads of Divisions, Departments/Units and Appraisers should read the Guidelines below before filling the Form

### ■ Phase One – Performance Planning

Planning and setting of individual performance targets through work plans derived from the organisation's strategic plans and objectives set at the corporate, divisional, departmental and unit levels. The target setting process must be a top-down approach; preferably the first two weeks in January should serve as the period for setting of targets for the year.

### ■ Phase Two – Progress Reviews

Discussion and communication between appraiser and appraisee on progress of work, and adjustment of targets if necessary, through the provision of formal feedback.

### ■ Phase Three – Review and Appraisal

Evaluation of appraisee's performance at the end of the performance management period.

### ■ Phase Four- Decision-Making

Deciding on courses of action, i.e. recognition/reward, training plans, promotion prospects, career development plans and counselling and sanctions.

## PERFORMANCE PLANNING

➤ Performance Planning is the process of defining an employee's job and setting performance expectations for the annual review. It is important that you involve the appraisee and use his/her input in setting targets to ensure ownership by the appraisee. The process consists of three steps included on the appraisal form (all in Section 2):

- Key results areas
- Targets
- Resources required

For example, you will define the overall requirements of the job by identifying the three to five key responsibilities. A **key responsibility** may consist of:

### **Stage1 - Before the Meeting**

**Step 1:** Appraiser and Appraisee identify key results areas

**Step 2:** Appraiser and Appraisee identify targets

**Step 3:** Appraiser and Appraisee should exchange notes

### **Stage 2 - During the Meeting**

**Step 1:** Appraiser and Appraisee discuss and agree on key result areas identified for the appraisee

**Step 2:** Appraiser and Appraisee discuss and agree on targets

**Step 3:** Appraiser explains competencies as in section 4

**Step 4:** Appraiser and Appraisee discuss key resources required for the attainment of targets

**Step 5:** Appraiser fills out the Performance Plan Form

**Step 6:** Appraiser and Appraisee sign the Performance Planning Form and a copy of the page given to the Appraisee and return the original document to the HR.

### **Stage 3 – After the Meeting**

**Step 1:** Appraiser fills out the Performance Planning Form

**Step 2:** Appraiser and Appraisee sign the Performance Planning Form

**Step 3:** Appraiser gives a copy of the page to the appraisee and returns the original document to the HR.

## PROGRESS REVIEW PROCESS

### The Progress Review Meeting

The Progress review Stage of the performance appraisal cycle provides a formal mechanism by which appraisers and appraisee meet to review progress on targets. The appraiser will arrange a mid-year progress review meeting in July. At least a week's notice must be given to the appraisee specifying the date, time and place of the meeting. The review process should be as follows:

- i. Appraiser and appraisee discuss progress of work in relation to targets set, one target after the other. If conclusions reached at the meeting necessitate changes or adjustments in targets, these modifications should be specified on the mid-year review form.
- ii. Appraiser and appraisee discuss the extent to which competencies are being demonstrated; one competency after the other.
- iii. Appraiser and appraisee agree on additions and deletions to targets and modifications where necessary.
- iv. Appraiser records the changes if any and comments on the Mid-year Review Form.
- v. Appraiser and appraisee sign the Mid-year Review Form.
- vi. Appraiser and appraisee take copies and the original document sent to the HR.

## THE END-OF-YEAR REVIEW AND APPRAISAL PROCESS

### The End-of-Year Review and Appraisal Meeting

The End-of-Year Review and Appraisal Process shall span the period of December 1<sup>st</sup> to December 31<sup>st</sup>. The process is in three parts, namely before the interview, during the interview and after the interview

#### **Stage 1 - Before the Meeting:**

- Step 1 – Appraiser should give at least one week notice to the Appraisee of the meeting.
- Step 2 – Appraiser should write down on a separate sheet appraisee's performance in terms of targets achieved and targets not achieved with reasons.
- Step 3 – Appraiser should write down appraisee's performance in terms of competencies demonstrated and not demonstrated with reason(s).
- Step 4 – The appraisee should review his/her performance and list the main achievements.
- Step 5 – The appraisee should prepare for the discussion with the appraiser.

#### **Stage 2 - During the Meeting:**

- Step 1 – The appraiser should welcome the appraisee and state the purpose for the meeting.
- Step 2 – The appraiser should discuss the targets achieved one after the other.
- Step 3 – The appraiser should discuss the targets not achieved one after the other
- Step 4 – The appraiser should discuss the competencies demonstrated one after the other
- Step 5 – The appraiser should discuss the competences not demonstrated one after the other.
- Step 6 – The appraiser should summarise his / her observation.
- Step 7 – The appraiser should communicate the overall performance rating to the appraisee.

#### **Stage 3 - After the Meeting**

- Step 1 – The appraiser fills the form within three working days.
- Step 2 – The appraiser invites the appraisee to read, provide comments on the appraisal and sign the End-of-Year Form (section 7).

## DECISION-MAKING

**Performance Improvement or Enhancement** plan is put in place by an autonomous body at the Human Resources Division to identify and list ways to enhance performance as well as any training/development or new challenges sought. The phase involves management ensuring that a plan of action is carried out such as coaching, counselling, salary increase, bonus and training programmes, which the employee will need during the next twelve months to continue growth, to develop new skills, and/or to improve various aspects of job performance.

## SECTION 2: Performance Planning Form

To be agreed between the appraiser and the employee at the start of the annual appraisal cycle or when a new employee commences.

<b>KEY RESULT AREAS</b> (Not more than 5 - To be drawn from employees Job Description)	<b>TARGETS</b> (Results to be achieved. Should be specific, measurable, realistic and time-framed)	<b>RESOURCES REQUIRED</b>

Key Competencies Required:

**APPRAISEE'S SIGNATURE**

**APPRAISER'S SIGNATURE**

**SECTION 3: Mid-Year Review Form**

This is to be completed in July by the Appraiser and Appraisee

Progress has been discussed and Agreements have been reached as detailed below.

**MID-YEAR REVIEW**

NO.	TARGET	PROGRESS REVIEW	REMARKS

NO.	COMPETENCY	PROGRESS REVIEW	REMARKS

APPRAISEE'S SIGNATURE

DATE (dd/mm/yyyy)

APPRAISER'S SIGNATURE

DATE (dd/mm/yyyy)

**SECTION 4: End-of-Year Review Form**

This is to be completed in December by the Appraiser and Appraisee.  
■ Please refer to page 8 of the manual for guidance to the scoring / rating.

**END-OF-YEAR REVIEW FORM**

**TARGETS**

NO.	TARGET	PERFORMANCE ASSESSMENT	WEIGHT OF TARGET	SCORE / RATING	COMMENTS
			5		
			5		
			5		
			5		
			5		
			5		
			5		
			5		
			5		
			5		
			5		
			TOTAL (Q)	=	
			(A) AVERAGE (Q/n)	=	
			(M) = (A) × 0.6	=	

APPRAISEE'S SIGNATURE

DATE (dd/mm/yyyy)

APPRAISER'S SIGNATURE

DATE (dd/mm/yyyy)

## SECTION 5: Annual Appraisal

### Assessment of Core Competencies

- | Rating   | Explanation  |
|--|--|
| <input type="checkbox"/> 5 – <b>Exceptional, exceeds expectations:</b> | Exhibits the highest level of performance. Exceeds goals and objectives.   |
| <input type="checkbox"/> 4 – <b>Exceeds Expectations:</b>              | Performance above standard level. Job performance clearly more than satisfactory. Meets all goals and exceeds several. |
| <input type="checkbox"/> 3 – <b>Meets Expectations:</b>                | A solid, consistent performance. Meets most goals and exceeds some.  |
| <input type="checkbox"/> 2 – <b>Below Expectation:</b>                 | Performance needs to be improved in several major areas. Did not meet many goals.                                      |
| <input type="checkbox"/> 1 – <b>Unacceptable:</b>                      | Performance is below job requirements and needs definite and significant improvement. Did not meet most goals.         |

A/. CORE COMPETENCIES	(W) weight	(G) Grade on Scale	W × G	COMMENTS
<b>(i) Organisation and Management:</b> <ul style="list-style-type: none"> <li>■ Ability to plan, organise and manage work load.</li> <li>■ Ability to work systematically and maintain quality.</li> <li>■ Ability to manage others to achieve shared goals.</li> </ul>	0.3 0.3 0.3	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
<b>(ii) Innovation and Strategic Thinking</b> <ul style="list-style-type: none"> <li>■ Support for organisational change</li> <li>■ Ability to think broadly and demonstrate creativity.</li> <li>■ Originality in thinking</li> </ul>	0.3 0.3 0.3	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
<b>(iii) Leadership and Decision Making</b> <ul style="list-style-type: none"> <li>■ Ability to initiate action and provide direction to others</li> <li>■ Acceptance of responsibility and decision-making.</li> <li>■ Ability to exercise good judgement</li> </ul>	0.3 0.3 0.3	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
<b>(iv) Developing and Improving</b> <ul style="list-style-type: none"> <li>■ Commitment to organization development</li> <li>■ Commitment to customer satisfaction</li> </ul>	0.3 0.3	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
<b>(v) Communication (oral, written &amp; electronic)</b> <ul style="list-style-type: none"> <li>■ Ability to communicate decisions clearly and fluently</li> <li>■ Ability to negotiate and manage conflict effectively.</li> <li>■ Ability to relate and network across different levels and departments</li> </ul>	0.3 0.3 0.3	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
<b>(vi) Job Knowledge and Technical Skills</b> <ul style="list-style-type: none"> <li>■ Demonstration of correct mental, physical and manual skills.</li> <li>■ Demonstration of cross-functional awareness.</li> <li>■ Building, applying and sharing of necessary expertise and technology.</li> </ul>	0.3 0.3 0.3	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
<b>(vii) Supporting and Cooperating</b> <ul style="list-style-type: none"> <li>■ Ability to work effectively with teams, clients and staff.</li> <li>■ Ability to show support to others.</li> <li>■ Ability to adhere to organisation's principles, ethics and values.</li> </ul>	0.3 0.3 0.3	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
<b>(viii) Maximising and maintaining Productivity</b> <ul style="list-style-type: none"> <li>■ Ability to motivate and instigate others.</li> <li>■ Ability to accept challenges and execute them with confidence.</li> <li>■ Ability to manage pressure and setbacks effectively.</li> </ul>	0.3 0.3 0.3	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
<b>(ix) Developing / Managing budgets and saving cost:</b> <ul style="list-style-type: none"> <li>■ Firm awareness of financial issues and accountabilities.</li> <li>■ Understanding of business processes and customer priorities.</li> <li>■ Executing result-based actions.</li> </ul>	0.3 0.3 0.3	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....

Average of ALL averages for CORE COMPETENCES (N) = \_\_\_\_\_

B. NONE CORE COMPETENCIES	(W) weight	(G) Grade on Scale	W × G	COMMENTS
(xi) <b>Ability to Develop Staff.</b> <ul style="list-style-type: none"> <li>■ Able to develop others (subordinates)</li> <li>■ Able to provide guidance and support to staff for their development</li> </ul>	0.1 0.1	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
(xii) <b>Commitment to Own Personal Development and Training</b> <ul style="list-style-type: none"> <li>■ Eagerness for self-development.</li> <li>■ Inner drive to supplement training from organisation</li> </ul>	0.1 0.1	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
(xiii) <b>Delivering Results and Ensuring Customer Satisfaction</b> <ul style="list-style-type: none"> <li>■ Ensuring customer satisfaction</li> <li>■ Ensuring the delivery of quality service and products</li> </ul>	0.1 0.1	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
(xiv) <b>Following Instructions and Working Towards Organisational Goals:</b> <ul style="list-style-type: none"> <li>■ Keeping to laid down regulations and procedures</li> <li>■ Willingness to act on 'customer feedback' for customer satisfaction</li> </ul>	0.1 0.1	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
(xv) <b>Respect and Commitment</b>	0.1	-1- -2- -3- -4- -5-		Total..... Average.....
(xvi) <b>Ability to Work Effectively in a Team</b>	0.1	-1- -2- -3- -4- -5-		Total..... Average.....

Average of ALL averages for NONE CORE COMPETENCIES (O) = \_\_\_\_\_

OVERALL ASSESSMENT

PERFORMANCE ASSESSMENT (M) = \_\_\_\_\_

CORE COMPETENCIES ASSESSMENT (N) = \_\_\_\_\_

NONE COMPETENCIES ASSESSMENT (O) = \_\_\_\_\_

OVERALL PERFORMANCE RATING =  $T/5 \times 100 =$  \_\_\_\_\_%

OVERALL TOTAL (T) = \_\_\_\_\_

+-NB: Please use the scale below to interpret the overall performance of the appraisee.

Overall Performance Rating

- Outstanding Performance Employee has in all areas exceeded agreed expectations in achieving targets.
- Very Good Performance Employee has met all expectations in achieving set targets.
- Satisfactory / Acceptable Performance Employee has met most agreed expectations in achieving set targets.
- Needs Improvement Employee has not met most agreed expectations in achieving set targets.
- Unacceptable Performance Employee has failed to meet agreed expectations in achieving set targets.

SCALE					
Score	80% & above	79 - 65 %	64 - 50 %	49 - 41 %	40% & below
Rating	1	2	3	4	5
Grading	Outstanding	Very Good	Satisfactory	Needs Improvement	Unsatisfactory



**SECTION 8: Assessment Decision**

Assess the Appraiser's potential to perform the duties of the next grade, taking account of the assessment of performance in Section 2 above.)

- Outstanding –should be promoted as soon as possible
- Suitable for promotion
- Likely to be ready for promotion in 2 to 3years
- Not ready for at least 3years unlikely to be promoted further

**SECTION 9: Appraiser's Comments**

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**APPRAISER'S SIGNATURE**

**DATE (dd/mm/yyyy)**

**SECTION 10: Head of Division's Comments**

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**SIGNATURE**

**DATE (dd/mm/yyyy)**