



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

Grade/Salary (p.a)-----

Present Job Title/Position: _____

Department/ Division: _____

Date of Appointment to Present Grade (dd/mm/yyyy): _____

TRAINING RECEIVED DURING THE PREVIOUS YEAR

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 three to five key results areas.

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 5
Step 4: Appraiser and Appraisee discuss key resources required for the attainment of targets

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 1st to December 31st. 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 appraisees 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
- 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
- Step 5 - The appraiser should discuss the competences not demonstrated one after the other.
- Step 6 - The appraiser should summarise his / her observations and communicate them 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 is engaged.

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

Key Competencies Required: (see Section 5)

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.

END-OF-YEAR REVIEW FORM

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

APPRaisee'S SIGNATURE

APPRaiser'S SIGNATURE

DATE (dd/mm/yyyy)

DATE (dd/mm/yyyy)

SECTION 5: Annual Appraisal

Assessment of Core Competencies

Rating	Explanation
5 -	Exceptional, exceeds expectations: Has consistently demonstrated this behavior competency and always encouraged others to do same. Four (4) or more examples can be evidenced to support this rating. Exceptionally, exceeded expectations on this behavioural competency requirement.
4.	Exceeds Expectations : Has frequently demonstrated this behavior competency and sometimes encouraged others to do same. Three (3) or more examples can be evidenced to support this rating. Exceeded expectations on this behavioural competency requirement.
3.	Meets Expectations: Has demonstrated this behavior competency and at least two (2) examples can be evidenced to support this rating. Meets expectations on this behavioural competency requirement.
2.	Below Expectation: Has rarely demonstrated this behavior competency and two (2) or more examples can be evidenced to support this rating. Demonstration of requirements of this behavioural competency was below expectation
1.	Unacceptable: Has not at all demonstrated this behavior competency and three (3) or more examples can be evidenced to support this rating. Demonstration of requirements of this behavioural competency was unacceptable and did not meet any expectations.

A/. CORE COMPETENCIES	(W) weight	(S) Score on Scale	W × S	COMMENTS
(i) Organisation and Management:				
■ Ability to plan, organise and manage work load.	0.3	-1- -2- -3- -4- -5-		Total.....
■ Ability to work systematically and maintain quality.	0.3	-1- -2- -3- -4- -5-		..
■ Ability to manage others to achieve shared goals.	0.3	-1- -2- -3- -4- -5-		Average.....
				...
(ii) Innovation and Strategic Thinking				
■ Support for organisational change	0.3	-1- -2- -3- -4- -5-		Total.....
■ Ability to think broadly and demonstrate creativity.	0.3	-1- -2- -3- -4- -5-		..
■ Originality in thinking	0.3	-1- -2- -3- -4- -5-		Average.....
				...
(iii) Leadership and Decision Making				
■ Ability to initiate action and provide direction to others	0.3	-1- -2- -3- -4- -5-		Total.....
■ Accept responsibility and decision-making.	0.3	-1- -2- -3- -4- -5-		..
■ Ability to exercise good judgment	0.3	-1- -2- -3- -4- -5-		Average.....
				...
(iv) Developing and Improving				
■ Commitment to organization development	0.3	-1- -2- -3- -4- -5-		Total.....
■ Commitment to customer satisfaction	0.3	-1- -2- -3- -4- -5-		..
■ Commitment to personnel development	0.3	-1- -2- -3- -4- -5-		Average.....
				...
(v) Communication (oral, written & electronic)				
■ Ability to communicate decisions clearly and fluently	0.3	-1- -2- -3- -4- -5-		Total.....
■ Ability to negotiate and manage conflict effectively.	0.3	-1- -2- -3- -4- -5-		..
■ Ability to relate and network across different levels and departments	0.3	-1- -2- -3- -4- -5-		Average.....
				...
(vi) Job Knowledge and Technical Skills				
■ Demonstration of correct mental, physical and manual skills.	0.3	-1- -2- -3- -4- -5-		Total.....
■ Demonstration of cross-functional awareness.	0.3	-1- -2- -3- -4- -5-		..
■ Building, applying and sharing of necessary expertise and technology.	0.3	-1- -2- -3- -4- -5-		Average.....
				...
(vii) Supporting and Cooperating				
■ Ability to work effectively with teams, clients and staff.	0.3	-1- -2- -3- -4- -5-		Total.....
■ Ability to show support to others.	0.3	-1- -2- -3- -4- -5-		..
■ Ability to adhere to organisation's principles, ethics and values.	0.3	-1- -2- -3- -4- -5-		Average.....
				...
(viii) Maximising and maintaining Productivity				
■ Ability to motivate and inspire others.	0.3	-1- -2- -3- -4- -5-		Total.....
■ Ability to accept challenges and execute them with confidence.	0.3	-1- -2- -3- -4- -5-		..
■ Ability to manage pressure and setbacks effectively.	0.3	-1- -2- -3- -4- -5-		Average.....
				...
(ix) Developing / Managing budgets and saving cost:				
■ Firm awareness of financial issues and accountabilities.	0.3	-1- -2- -3- -4- -5-		Total.....
■ Understanding of business processes and customer priorities.	0.3	-1- -2- -3- -4- -5-		..
■ Executing result-based actions.	0.3	-1- -2- -3- -4- -5-		Average.....
				...

Average of ALL averages for CORE COMPETENCES (N) = _____

SECTION 5: Annual Appraisal (Continuation)

B. NONE -CORE COMPETENCIES	(W) weight	(S) Score on Scale	W × S	COMMENTS
(xi) Ability to Develop Staff. ■ Able to develop others (subordinates) . ■ Able to provide guidance and support to staff for their development .	0.1 0.1	-1- -2- -3- -4- -5- - 1- -2- -3- -4- -5-		Total..... Average.....
(xii) Commitment to Own Personal Development and Training ■ Eagerness for self development. ■ Inner drive to supplement training from organization.	0.1 0.1	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
(xiii) Delivering Results and Ensuring Customer Satisfaction ■ Ensuring customer satisfaction . ■ Ensuring the delivery of quality service and products .	0.1 0.1	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
(xiv) Following Instructions and Working Towards Organisational Goals: ■ Keeping to laid -down regulations and procedures. ■ Willingness to act on 'customer feedback' for customer satisfaction .	0.1 0.1	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
(xv) Respect and Commitment ■ Respect for superiors, colleagues and customers. ■ Commitment to work and Organisational Development.	0.1 0.1	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....
(xvi) Ability to Work Effectively in a Team ■ Ability to function in a team. ■ Ability to work in a team.	0.1 0.1	-1- -2- -3- -4- -5- -1- -2- -3- -4- -5-		Total..... Average.....

Average of ALL averages for NONE CORE COMPETENCES (O) = _____

OVERALL ASSESSMENT

PERFORMANCE ASSESSMENT (M) = _____
 CORE COMPETENCIES ASSESSMENT (N) = _____
 NON-CORE COMPETENCIES ASSESSMENT (O) = _____

OVERALL TOTAL = _____
 OVERALL ASSESSMENT/SCORE (Z) = T/5 X 100 = _____%

OVERALL RATINGS AND DESCRIPTIONS

The table below provides explanations for overall rating and descriptions

5	Exceptional, exceeded expectations	Behavioural competencies and/or work performance consistently far exceeded expectations due to exceptionally high quality of work performed in all <i>essential</i> areas of responsibility, resulting in an overall quality of work that was superior; and either 1) included the completion of a major goal or project, or made an exceptional or unique contribution in support of unit, department, or organizational objectives. The employee truly stands out and clearly and consistently demonstrates exceptional accomplishments in terms of quality and quantity of work. His/her demonstration of competencies is easily recognized as truly exceptional by others.	<i>There are not less than four (4) particular cases that can be cited to support the rating.</i>
4	Exceeded Expectations	Demonstration of behavioural competencies and work performance consistently exceeded expectations in all <i>essential</i> areas of responsibility, and the quality of work overall was excellent. Achievements are regularly above expected level. Performance is sustained and uniformly high with thorough and on time results. Annual goals were met above expectation.	<i>There are not less than three (3) particular cases that can be cited to support the rating.</i>
3	Met all Expectations	Behavioural competencies and/or work performance consistently fully met expectations in all <i>essential</i> areas of responsibility, and the quality of work overall was very good. While minor deviations may occur, the overall level of performance meets all requirements. The worker has achieved all critical annual goals.	<i>Performance met the expected standards</i>
2	Below Expectation	Behavioural competencies and/or work performance did not consistently meet expectations – performance failed to meet expectations in one or more <i>essential</i> areas of responsibility, and two or more of the most critical goals were not met. The employee generally struggles to fully meet expectations.	<i>Performance fell short of expected standards. There are not less than two (2) particular cases that can be cited to</i>
1	Unacceptable	Behavioural competencies and/or work performance was consistently below expectations in most <i>essential</i> areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in three or more important areas. The employee is not meeting the job requirements. Performance must improve substantially within a reasonable period of time if the individual is to remain in this position.	<i>Failed to meet performance standards. There are not less than three (3) particular cases that can be cited to support the rating.</i>

OVERALL RATING SCALE

Score	80% above	79-65 %	64-50%	49-41%	40% & below
Rating	5	4	3	2	1
Description	Exceptional, exceeded expectations	Exceeded Expectations	Met all Expectations	Below Expectation	Unacceptable

SECTION 6: Annual Appraisal

(Continuation)

Appraiser's Comments on Performance Plan Achievements

(Comment on Performance Plan achievements and additional contributions made)

APPRAISER'S SIGNATURE

DATE (dd/mm/yyyy)

SECTION 7: Career Development

Training and Development - Comments and Plan

(To be completed by the Appraiser in discussion with the employee)

SECTION 8: ASSESSEMENT DECISION

Assess the Appraiser's potential to perform the duties of the next grade, taking account of the assessment of performance in **Section 5** above.)

- Outstanding** –should be promoted as soon as possible (promotion out-of-turn, study visits, commendations, salary increments and etc.)
- Suitable for promotion** (encourage through mentoring, coaching, training and etc.)
- Likely to be ready for promotion in 2 to 3 years** (encourage through mentoring, coaching, training and etc)
- Not ready for promotion for at least 3years** (forfeit yearly increment, reassignment and etc.)
- Unlikely to be promoted further:** (apply sanctions: demotion, dismissal, removal and etc)

SECTION 9: Appraiser's Comments

APPRAISEE'S SIGNATURE

DATE (dd/mm/yyyy)

SECTION 10: Head of Department's / Division's (HOD) Comments

NAME AND HOD'S SIGNATURE

DATE (dd/mm/yyyy)