



REPUBLIC OF KENYA



Staff Performance Appraisal Report GP 247 A (Revised 2008)

(For officers on Job Group 'H' and above in the Civil Service and officers on salary scale 1-9 in Local Authorities)



PREAMBLE

1. The overall objective of the Performance Appraisal System is to manage and improve performance of the Public Service by enabling a higher level of staff participation and involvement in planning, delivery and evaluation of work performance.
2. The PAS is a component of Performance Management System in the Civil Service and Local Authorities and integrates work planning, target setting, performance reporting and feedback.
3. This appraisal form will be completed by officers in job Group 'H' and above and officers on salary scale 1-9 in the Civil Service and Local Authorities, respectively. It is expected that both the Appraiser and the Supervisor will read the Guide to the Performance Appraisal System prior to embarking on the actual appraisal. The form is to be filled in triplicate and distributed after the evaluation process as follows:-
 - Original to the Secretary, Public Service Commission;
 - Duplicate to the Appraiser's personal file; and
 - Triplicate to be retained by the Appraiser.

STEPS FOR COMPLETING THE PERFORMANCE APPRAISAL FORM

Section 1 (i-iv):	The section is to be completed by the Appraiser
Section 2:	The section will be completed by the Appraiser in consultation with the Supervisor at the beginning of the appraisal period
Section 3(a):	(i) The column on the agreed performance targets will be completed by the Appraiser in consultation with the Supervisor (ii) The column on performance indicators shall be completed by the Appraiser in consultation with the Supervisor at the beginning of the Appraisal period (iii) The column on results achieved will be completed by the Supervisor in consultation with the Appraiser at the end of the appraisal period (iv) The column on performance appraisal is to be completed by the Supervisor at the end of the appraisal period using the rating scale provided. Performance of each target will be scored and the total recorded. A mean score will be calculated and recorded as the appraisal score
Section 3(b):	The appraisal score of the previous year will be completed by the Supervisor
Section 4(a):	(i) The column on Appraiser's training and development needs will be completed by the Appraiser as agreed with the Supervisor at the beginning of the Appraisal period (ii) The column on duration of training will be completed by the Appraiser in consultation with the Supervisor (iii) The column on comments will be filled by both the Appraiser and Supervisor at the end of the appraisal period (iv) The Appraiser and the Supervisor will be required to sign the form after setting the performance targets
Section 4(b):	The section is to be completed by the second Supervisor at the beginning of the appraisal period after discussion with first Supervisor (where applicable)
Section 5(a):	The section will be discussed and understood by the Appraiser and Supervisor at the beginning of the Appraisal period. The section will be completed by the Supervisor at the end of the appraisal period after discussion with the Appraiser
Section 5(b):	The section will be completed by the Supervisor at the end of the appraisal period after discussion with the Appraiser
Section 6(a):	The section will be completed by the Supervisor after discussion with the Appraiser
Section 6(b):	(i) The column on the targets changed or added is to be completed by the Supervisor in consultation with the Appraiser during the mid year review (ii) The column on performance indicators/proof of performance will be completed by the Supervisor in consultation with the Appraiser during the mid year staff performance review (iii) The column on results achieved/performance appraisal will be completed by the Supervisor in consultation with the Appraiser at the end of the appraisal period
Section 7:	The section will be completed by the Appraiser during performance evaluation
Section 8:	The section will be completed by the second Supervisor (where applicable) at the end of the performance appraisal period
Section 9:	The section will be completed by the Supervisor and the recommendation submitted to the Ministerial Performance Management Committee for deliberation and recommendation. Approval will be granted by the Authorized Officer.



STAFF PERFORMANCE APPRAISAL REPORT

Period under review: From To

SECTION 1: Personal Particulars

- (i) Name Personal No.
(Surname, First Name, Others)
- (ii) Ministry/Department/Local Authority
Division Section
Duty Station
- (iii) Current Designation Terms of Service
Job Group (Civil Service Staff) With effect from
Salary Scale (Local Authority Staff).....With effect from
- (iv) Acting Appointment/Special Duty (if any).....
Job Group (Civil Service Staff) With effect from.....
Salary Scale (Local Authority Staff) With effect from
- (v) Supervisors Name Designation

SECTION 2: Departmental Objectives

List the Departmental priority objectives from which performance targets will be derived

- 1.
- 2.
- 3.

SECTION 3(a): Performance Targets

Agreed Performance Targets <i>(To be completed by the Appraisee as agreed with the Supervisor at the beginning of the Appraisal period)</i>		Performance Indicators/Proof of Performance <i>(To be completed by the Appraisee in consultation with the Supervisor at the beginning of the appraisal period)</i>	To be completed by the Supervisor at the end of the appraisal period	
			Results achieved	Performance Appraisal (See rating scale)
1				
2				
3				
4				
5				
6				
Total score on performance targets				
Mean score /Appraisal score (%)				
3 (b) Appraisal score for the previous year (%)				

Rating Scale: The following rating should be used to indicate the level of performance by an Appraisee

Achievement of Performance Targets		
All Performance Targets consistently exceeded	Excellent	101% +
All Performance Targets fully met	Good	100%
Some Performance Targets fully met	Fair	80 - 99%
Performance Targets partially met	Poor	70 - 79%
Performance Targets not met	Very Poor	Below 70%

Supervisor's comments on performance

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Appraisee's comments on performance

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SECTION 4(a): Staff Training and Development Plan

Appraisee's training and development needs <i>(To be completed by the Appraisee as agreed with the Supervisor at the beginning of the appraisal period)</i>	Duration of training including on the job training	Comments on staff training and development undertaken over the appraisal period <i>(To be completed at the end of the reporting period)</i>	
		Comments by Appraisee	Comments by Supervisor

Appraisee's Signature **Date**

Supervisor's Signature **Date**

4 (b) Second Supervisor's comments on targets set by the Appraisee and the Supervisor
(Confirm whether the targets in section 3 are specific, measurable, agreed, realistic and have a timeline)

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Second Supervisor's Name.....**Signature**.....**Date**.....

SECTION 5: Values and Staff Competences Appraisal

This Section will be completed by the Supervisor after discussion with the Appraisee. The Supervisor and Appraisee should however discuss the values at the beginning of the appraisal period. The definitions of values/competences are as stated in the Guide. The Supervisor should comment on each of the values and competences listed below:

5(a): Values and Core Competences**(i) Values**

Values	Comments
Integrity	
Respect for National/Gender Diversity	
Meritocracy	
Fairness	
Confidentiality	

(ii) Core Competences

Core Competences	Comments
Customer/Citizen Focus (<i>As per each Ministry/Local Authority Service Charter</i>)	
Professionalism	
Technical Competency	
Communication	
Team work	
Time Management	
Continuous Learning and Performance Improvement	

5(b): Managerial and Supervisory Competences

(This part applies only to staff who have managerial and supervisory responsibilities)

Competency	Appraisal (Positive comments)	(Negative comments)
Planning and Organizing		
Training and Development of Staff		
Accountability in Managing Resources		
Anticipating risks and taking measures to mitigate against them		
Judgement and Objectivity		
Managing and Evaluating Performance		
Promoting use of Information Technology		

Section 6(a): Mid Year Staff Performance Review

This section will be completed by the Supervisor after discussion with the Appraisee. (*Comments on the Appraisee's performance including achievements, milestones and any constraints experienced over the first half of the reporting period*).

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6(b): Targets Varied Mid Year

Targets changed or added as agreed during mid year performance Review		Performance Indicators/Proof of Performance (<i>To be completed by Appraisee during mid year review</i>)	To be completed by the Supervisor at the end of the appraisal period	
			Results achieved	Performance Appraisal by the Supervisor (<i>See rating scale</i>)
1				
2				
3				

Supervisor's Name Signature Date

Note: *In the event of an Appraisee's transfer, promotion, redeployment or assignment of other duties other than those specified at the beginning of the appraisal period, the Appraisee's performance shall be assessed on a pro-rata basis.*

SECTION 7: Appraisee's Comments on Appraisal by the Supervisor (*tick as appropriate*) (To be completed at the end of the appraisal period)

- (i) Did performance related discussions with your supervisor take place during the reporting period? ☐ Yes ☐ No
- (ii) Did the discussions help you? ☐ Yes ☐ No

(iii) General comments (*if any*) on your overall performance

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(iv) Comments on your immediate Supervisor's contribution to your achievements

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Appraisee's Signature.....Date.....

SECTION 8: Comments by the Second Supervisor

Comments on the consistency and reasonableness of the comments given by the Supervisor and any significant statements made by the Appraisee

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Second Supervisor's Name

Designation Signature Date

Section 9: Recommended Reward or Sanction

(a) A bonus of one month's basic salary for excellent performance will be awarded upon approval by the Authorized Officer.

(b) Tick the recommended sanction for poor and very poor performance:

<input type="checkbox"/>	Warning/cautionary letter for poor performance
<input type="checkbox"/>	Dismissal/termination of appointment for very poor performance

(c) Other recommended interventions (specify)

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Supervisor's Name.....Signature.....Date.....

(d) Recommendation to the Authorized Officer by the Ministerial Performance Management Committee:

Minute No:.....

Meeting:.....

Signed:

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Chairperson

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Date

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Secretary

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Date

Approved/ Not Approved by **PERMANENT SECRETARY/ AUTHORIZED OFFICER**

Comments by the Authorized Officer

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Signed.....

Date.....