PERFORMANCE APPRAISAL FORM  
(General)  

MINISTRY/DEPARTMENT: .................................................................

PERIOD: From .................................................... to ..................................................  

NAME & GRADE OF APPRAIER: .................................................................

NAME & GRADE OF NEXT LEVEL SUPERVISOR:  

(Before filling in the form, please refer to Guidance Notes on last page and to Booklets on Performance Management in the Civil Service)

Section 1: Personal Data  
(to be filled in by appraisee)

SURNAME: ........................................................................................................... Mr, Mrs, Ms (tick as appropriate)

NAME: ................................................................................................................

DATE OF BIRTH: ..................................................

PRESENT APPOINTMENT: ..........................................................................................

POSTING - UNIT/DIVISION: ..................................................................................

Date of Posting: ..................................................

QUALIFICATIONS:  

SC/GCE ‘O’ LEVEL  □  HSC/ GCE ‘A’ LEVEL  □  DIPLOMA  □  DEGREE  □  OTHERS  □  

(tick as appropriate)  

* Please specify: ........................................................................................................

TRAINING/SEMINAR/WORKSHOP ATTENDED (Last 3 years)  

DATE (From – To)  

..................................................................................................................................................

..........................................................

..........................................................

..........................................................

..........................................................

Section 2: For Office Use  
(to be filled in by HR section after Final Appraisal)

Attached documents, if any (tick as appropriate)  

Overall score for the PMC: .................................................................

Whether eligible for increment: Yes □ No □ N/A □  

(tick as appropriate)  

Follow up actions to be taken: (tick as appropriate and give details)  

Training Yes □ No □ .................................................................

PIP Yes □ No □ .................................................................

Other Yes □ No □ .................................................................

No of PAF(s) during the PMC  

..........................................................................................  

The above information has been recorded in the performance database.

Name of officer: ........................................................................................................... Grade:

Signature: ........................................................................................................... Date: ..................................................

MINISTRY OF CIVIL SERVICE & ADMINISTRATIVE REFORMS  

949/03/2019 – 62050
Section 3: Performance Agreement

(to be agreed upon between appraiser and appraisee at the start of the PMC or following a change in posting, new appointment, etc)

KRAs to be aligned with “Strategic Direction” & “Key Actions” in Annual Budget, wherever applicable

<table>
<thead>
<tr>
<th>KEY RESULT AREAS (KRAs)</th>
<th>KEY TASKS (KTs)</th>
<th>PERFORMANCE STANDARDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>(To be listed as A, B, C…)</td>
<td>(To be listed as A1, A2, A3, ... for each KRA)</td>
<td>(For each KT)</td>
</tr>
</tbody>
</table>

Appraisee’s Signature: ............................  Appraiser’s Signature: ............................  Date: ............................

Specimen Copy
### Section 3: Performance Agreement (Contd)

<table>
<thead>
<tr>
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</tbody>
</table>

Appraisee’s Signature: ..........................  Appraiser’s Signature: .......................... Date: ..........................
<table>
<thead>
<tr>
<th>Competencies</th>
<th>Factors</th>
</tr>
</thead>
</table>
| 1. Communication | a. Writes in a clear and concise manner.  
b. Demonstrates effective listening skills.  
c. Speaks clearly, using appropriate verbal and non verbal language.  
d. Shares relevant, accurate and up to date information with others, using the range of methods and tools available. |
| 2. Customer Focus | a. Displays a positive outlook, pleasant manner, courtesy and respect in dealing with both internal and external customers.  
b. Listens and responds effectively to customers’ needs and expectations.  
c. Develops trust and credibility with customers.  
d. Uses customer feedback to improve own performance. |
| 3. Ethical Conduct & Personal Grooming | a. Takes care not to jeopardize the reputation of the organisation and upholds its core values.  
b. Shows commitment in terms of honesty, loyalty and integrity as specified in the “Code of Ethics for Public Officers”.  
c. Makes use of Government resources responsibly.  
d. Takes care for personal grooming and office etiquette in order not to cause any embarrassment to others. |
| 4. Job Knowledge | a. Applies technical or professional knowledge and skills to work situations.  
b. Keeps abreast of current developments and adapts to new technology.  
c. Incorporates new learning in related work activities.  
d. Requires minimal guidance and supervision. |
| 5. Reliability | a. Shows commitment, dedication and accountability in carrying out allocated tasks.  
b. Is available whenever required and complies with regulations in force with respect to attendance.  
c. Makes rational use of leave privileges thereby causing no inconvenience to colleagues and customers.  
d. Shows willingness to accept additional responsibility as and when required. |
b. Participates actively and positively towards achieving team goals.  
c. Works harmoniously within and across group(s).  
d. Shows respect for others’ views and opinions and values contribution. |
| 7. Management Skills* | a. Plans, organises and monitors work through efficient and effective use of all resources.  
b. Coaches and mentors staff to help develop their full potential.  
c. Demonstrates effective decision making and problem solving skills.  
d. Inspires respect and trust; leads by example. |
| 8. Other | ...........................................................................................................................................................  
...........................................................................................................................................................  
...........................................................................................................................................................  
........................................................................................................................................................... |

* Applicable only to officers performing supervisory duties as per the agreed work plan (i.e under KRA, KT and PS at pages 2-3)

Appraisee’s Signature: ……………………. Appraiser’s Signature: ……………………. Date: ……………….
Section 4: Mid-Term Appraisal
(to be filled in by appraiser during meeting)

A. How satisfied are you with the officer’s general performance level with respect to agreed standards?
   - Very satisfied □
   - Satisfied □
   - Not satisfied □

B. Please specify with respect to the officer’s Performance Agreement:
   (i) Any KRAs/KTs where appraisee performed above expectations.
       ...................................................................................................................................................................................................................................
       ...................................................................................................................................................................................................................................
   (ii) Any KRAs/KTs where performance was below standards.
       ...................................................................................................................................................................................................................................
       ...................................................................................................................................................................................................................................
   (iii) Any competencies where appraisee displayed all four factors required.
       ...................................................................................................................................................................................................................................
   (iv) Any competencies which need to be developed further.
       ...................................................................................................................................................................................................................................

C. Has the officer been given feedback on achievements throughout the review period?
   - Yes □
   - No □
   - N/A □

D. Has the officer been given feedback on shortcomings throughout the review period?
   - Yes □
   - No □
   - N/A □

E. Has a Performance Improvement Plan been agreed upon with respect to shortcomings identified above?
   - Yes □
   - No □
   - N/A □

F. Comments of appraiser, including recommendations for training (to specify area of training)
   ...................................................................................................................................................................................................................................
   ...................................................................................................................................................................................................................................

G. Comments of appraisee, if any
   ...................................................................................................................................................................................................................................
   ...................................................................................................................................................................................................................................
   ...................................................................................................................................................................................................................................
   ...................................................................................................................................................................................................................................

Appraiser’s Signature: ……………………... Appraisee’s Signature: ……………………... Date: ……………………...
Section 5: Final Appraisal – Self Assessment
(to be filled in by appraisee)

A. How was your general performance during the year? Very good □  Good □  Average □

B. In respect of your KRAs/KTs, what achievement(s) are you particularly pleased with?

C. What do you consider to be your major strength(s) with respect to your competencies?

D. List down any work you accomplished in addition to your agreed tasks/responsibilities.

E. Specify any areas where you could not meet the expected standards and give reasons thereof.

F. Identify the competencies in which you should develop yourself further.

G. Select any proposed actions for improving your performance from the list below:
(tick as appropriate and give details)

1. Coaching □

2. Training : (i) On-the-job □
   (ii) Off-the-job □
   (iii) Self learning □

3. Provision of adequate resources □

4. Better work environment □

5. Other □

H. Any other job related issues you wish to highlight.

Appraisee’s Signature: .................................................................  Date: .................................
## Section 6: Final Appraisal – Progress Discussed and Recorded

_(to be filled in by appraiser during meeting)_

Please refer to Sections 6 of Guidance Notes for rating mechanism

<table>
<thead>
<tr>
<th>KRA/KT Nos. (A1, A2...)</th>
<th>Rating</th>
<th>COMPETENCIES</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1. Communication</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Customer Focus</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Ethical Conduct &amp; Personal Grooming</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>4. Job Knowledge</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>5. Reliability</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>6. Teamwork</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>7. Management Skills <em>(if applicable)</em></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>8. Other</td>
<td></td>
</tr>
</tbody>
</table>

**Total score**

### COMPUTATION

\[
\text{Total score of Key Tasks} = A = \frac{\text{Total score of Competencies}}{\text{Number of Competencies}} = B = \frac{A + B}{2}
\]

**OVERALL PERFORMANCE** *(tick as appropriate)*

- Excellent
- Good
- Fair
- Unsatisfactory

Training needs identified (to specify area of training)

Comments of appraiser, if any

Comments of appraisee, if any

Appraiser’s Signature: __________________________ Appraisee’s Signature: __________________________ Date: __________________________

**NEXT LEVEL SUPERVISOR**

*(Where Applicable)*

I have taken cognizance of the officer’s performance.

Signature: __________________________ Date: __________________________
**GUIDANCE NOTES – FILLING OF PERFORMANCE APPRAISAL FORM (PAF) - General**

1. This form should be filled in by all grades, except those falling under (i) and (ii) below:
   (i) Heads of Divisions/Departments drawing salary in a scale with maximum point not less than Rs 83,000 (PRB Report 2016) and Supervising Officers

2. **Timeline for different phases of the Performance Management Cycle (PMC)**
   - The appraisal period is aligned with financial year – 01 July to 30 June.

<table>
<thead>
<tr>
<th>Phases of PMC</th>
<th>Time Frame</th>
<th>Change in posting of appraiser/appraisee*, new appointment, etc...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Agreement</td>
<td>By 31 July</td>
<td>Within one month on joining the Min/Dept</td>
</tr>
<tr>
<td>for the appraisal period</td>
<td></td>
<td>OR</td>
</tr>
<tr>
<td>finalised and agreed upon</td>
<td></td>
<td>At least three months after signing Performance Agreement</td>
</tr>
<tr>
<td>by appraiser and appraisee</td>
<td></td>
<td>otherwise only comments to be inserted</td>
</tr>
<tr>
<td>Mid-Term Appraisal</td>
<td>Mid-November to</td>
<td>At least three months following Performance Agreement</td>
</tr>
<tr>
<td></td>
<td>Mid-December</td>
<td>otherwise only comments to be inserted</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OR</td>
</tr>
<tr>
<td>Final Appraisal</td>
<td>July</td>
<td>OR</td>
</tr>
</tbody>
</table>

*In case of change in posting not necessitating new workplan, please refer to Performance Appraisal Interim Report (PAIR) and its Guidance Notes.

3. **Section 1** - Personal information/data to be filled in by appraisee at the start of the PMC.

   - To be filled in by HR section following completion of the PMC including outcome of Moderation/Appeal procedures, if any.

4. **Section 2** - Performance Agreement (PA)

   - To be filled in by appraiser during a formal meeting with appraisee. The latter may give appreciation of own performance, highlight constraints and make suggestions for general improvement under ‘Comments’.

5. **Section 3** - Mid-Term Appraisal is carried out to review progress made on PA, document feedback and initiate corrective action, where appropriate. To be filled in by appraiser during a formal meeting with appraisee. The latter may give appreciation of own performance, highlight constraints and make suggestions for general improvement under ‘Comments’.

6. **Section 4** - Self Assessment is carried out to give appraisee the opportunity to participate in the appraisal exercise. To be filled in by appraiser and submitted to appraiser before final appraisal meeting.

7. **Section 5** - Rating indicates the level of appraisee’s performance against standards set and factors specified under each competency. The interim score and comments in PAIR to be taken into consideration before allocating final rating, where applicable.

   - The four-level rating of KTs and Competencies are tabulated below:

<table>
<thead>
<tr>
<th>Key Tasks</th>
<th>Rating</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>Consistently below standards</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Sometimes meets standards</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Consistently meets standards</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Consistently exceeds standards</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Competencies</th>
<th>Rating</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>Consistently displays less than 2 factors specified under the respective competency. <strong>Intensive development required.</strong></td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Consistently displays 2 factors specified under the respective competency. <strong>Further development required.</strong></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Consistently displays 3 factors specified under the respective competency.</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Consistently displays 4 factors specified under the respective competency. <strong>Serves as an example for others to follow.</strong></td>
</tr>
</tbody>
</table>

8. **The definition of overall score** is tabulated below:

   - Excellent: 3.20 & above Qualifies for increment & promotion. (Eligible for non-financial reward)
   - Good: 2.40 & less than 3.20 Qualifies for increment & promotion.
   - Fair*: 2 and less than 2.40 Increment is granted. However, overall performance should be improved to ‘Good’ to qualify for further increment in the same grade.
   - Unsatisfactory*: less than 2 Does not qualify for increment.

* Please refer to Guidance Notes – Performance Improvement Plan

   - Next Level Supervisor is the immediate supervisor of the appraiser, who is required to take cognizance of the overall performance of the appraisee before countersigning the appraisal form. Any divergence between appraiser and appraisee is also sorted out at this level.

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*Specimen Copy*