

# PERFORMANCE APPRAISAL FORM

( *Workmen's Group* )



MINISTRY/DEPARTMENT: .....

PERIOD: From ..... to .....  
(mm/yy) (mm/yy)

NAME & GRADE OF APPRAISER: .....

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: .....  
(mm/yy)

QUALIFICATIONS: CPE SC/GCE 'O' LEVEL OTHERS\*  
(tick as appropriate)

\* Please specify: .....

TRAINING/SEMINAR/WORKSHOP ATTENDED (Last 3 years) DATE (From - To)

.....

.....

.....

.....

## Section 2: For Ofce Use

(to be filled in by HR section after Final Appraisal)

Attached documents, if any (tick as appropriate)

Overall score for the PMC :

Performance Improvement Plan (PIP)

Whether eligible for increment: Yes No N/A

Moderation Remarks

(tick as appropriate)

Performance Appraisal Interim Report (PAIR)

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

Other (give details): .....

Training Yes No .....

PIP Yes No .....

No of PAF(s) during the PMC 1 2 3 Other Yes No .....

The above information has been recorded in the performance database.

Name of ofcer: .....

Grade: .....

Signature: .....

Date: .....

### Section 3: Performance Agreement

*(to be signed by appraiser and appraisee after discussion at the start of PMC or following a change in posting, new appointment, etc)*

**Competencies**

**Factors**

1. **Communicationa.** Expresses facts and ideas clearly and concisely.  
 b. Listens attentively.  
 c. Uses appropriate language in all circumstances.  
 d. Maintains harmonious relations with co-workers.
2. **Customer Focusa.** Displays positive outlook and has pleasant manners.  
 b. Shows respect and courtesy in dealing with staff and members of public.  
 c. Responds effectively to customers' needs and expectations.  
 d. Behaves in an honest, fair and ethical manner.
3. **Job Knowledge a.** Has a good all round working knowledge.  
 b. Applies relevant technical skills to work situations.  
 c. Is keen to learn and improve existing job knowledge.  
 d. Requires minimal guidance and supervision.
4. **Output of work a.** Carries out work according to procedures and specifications including Health & Safety norms.  
 b. Completes allocated tasks on time.  
 c. Adheres to quality standards in delivery of output.  
 d. Is able to handle efficiently a variety of tasks.
5. **Reliability a.** Takes responsibility for own actions.  
 b. Is willing to accept additional responsibilities as and when required.  
 c. Is available whenever required and complies with regulations in force with respect to attendance.  
 d. Makes rational use of leave privileges thereby causing no inconvenience to others.
6. **Management of Subordinates\*** a. Inspires respect and trust.  
 b. Provides direction and gains compliance through clear instructions.  
 c. Makes self available to staff for guidance and support.  
 d. Develops staff skills and encourages personal growth.
7. **Other**.....

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.....

*\* Applicable only to officers performing supervisory duties*

**Appraiser's Signature:** ..... **Appraiser's Signature:** ..... **Date:** .....

### Section 4: Mid-Term Appraisal

*(to be filed in by appraiser during meeting)*

A. How satisfied are you with the employee's general performance level?

Very satisfied   Satisfied   Not

satisfied

B. Please specify with respect to the employee's Performance Agreement:

(i) Any competencies where appraisee displayed all four factors required.

.....

.....

(ii) Any competencies which need to be developed further.

.....

.....

**Section 4: Mid-Term Appraisal (cont)**

C. Has the employee been given feedback on achievements throughout the review period?

Yes                      No                      N/A

D. Has the employee 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. **including recommendations for training**

**Comments of appraiser,**  
(to specify area of training) .....

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

Appraiser's Signature: ..... Appraisee's Signature: ..... Date: .....

**Section 5: Final Appraisal Progress Discussed and Recorded**

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

*Please refer to Section 5 of Guidance Notes for rating mechanism*

COMPETENCIES	Rating	COMPUTATION
1. Communication		
2.		Customer Focus Overall score =
<b>Total score of Competencies</b>		
3. performance		Job Knowledge of
4. Output of work		Number of Competencies
5. Reliability		
6. Management of Subordinates		Overall score of performance =
(if applicable)		[ to 2 decimal places (dp) ]
7. Other		

**Total score**

**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**

I have taken cognizance of the officer's performance.

Signature: .....

Date:

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# GUIDANCE NOTES FILLING OF PERFORMANCE APPRAISAL FORM (PAF) - Workmen s Group

1. This form should be filled in by Workmen's Group as defined in the Human Resource Management Manual (2011) under Para. 24 "Interpretation" (Pg 5).

2. Timeline for different phases of the Performance Management Cycle (PMC)

The appraisal period is aligned with financial year-01 July to 30 June.

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

\* In case of change in posting, 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.

**Section 2** - To be filled in by HR section following completion of the PMC including outcome of Moderation / Appeal procedures, if any.

**Section 3 - Performance Agreement (PA)** is reached after discussion between appraiser and appraisee on competencies to be displayed with respect to allocated work during the PMC. Five generic competencies and their respective four factors have been provided and are applicable to all employees. The sixth one, Management of Subordinates, applies only to employees performing supervisory duties. Specific competencies, including their four factors, to be added under 'Other', where applicable.

**Section 4 - 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'.

**Section 5 - Rating** indicates the level of appraisee's performance against 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 Competencies are tabulated below:

Rating	Definition
1	Consistently displays less than 2 factors specified under the respective competency. <i>Intensive development required.</i>
2	Consistently displays 2 factors specified under the respective competency. <i>Further development required.</i>
3	Consistently displays 3 factors specified under the respective competency.
4	Consistently displays all 4 factors specified under the respective competency. <i>Serves as an example for others to follow.</i>

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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