

# TEACHERS SERVICE COMMISSION



## ANNUAL STAFF PERFORMANCE APPRAISAL REPORT

**Before completing this appraisal report, please read the following guidelines carefully.**

## **PREAMBLE**

The purpose of the Staff Performance Appraisal is to assess an officer's performance in the job comprehensively and objectively, with the help of full knowledge and understanding of the job descriptions and requirements. The information in the Appraisal Report will be used in assessing training needs and determining the officer's potential for promotion. It is therefore, important to provide accurate information about the officer.

The staff appraisal should reflect work output, achievement as well as display competencies over the review period.

**The report covers all the TSC Secretariat staff, except the Commissioners and the Commission Secretary.**

## **DEFINITION OF TERMS:**

<b>Appraisee</b>	This is the officer being assessed.
<b>Appraiser</b>	This is the appraisee's immediate supervisor.
<b>Countersigning Officer</b>	This is the head of Unit/Section/Division/Department

## **APPRAISAL PROCESS**

The appraisee is supplied with a copy of the appraisal form and divisional/sectional performance targets at the beginning of the review period. The appraisee is expected to draw an individual work plan which will form the basis of this performance report.

**The form shall be completed in duplicate.** The appraisal will be done quarterly and at the end of the fourth quarter, the original report will be forwarded to DSHRM by 31st July of every year.

The duplicate will be retained by the appraisee.

## **PART 1 PERSONAL DATA**

This part should be fully completed by the appraisee to provide personal details and employment record.

## **PART 2 PERFORMANCE EVALUATION**

In this part, opportunity is provided to the appraisee and appraiser to jointly discuss the appraisee's performance in terms of departmental/divisional objectives, agreed work targets, performance standards, output and expected results. It also assesses the skills and competencies exhibited.

This part is divided into 5 sections:

**Parts 2A -2D** will provide evaluation on appraisees performance for each of the four quarters. This will account for 80% of the overall rating.

**Part 2E:** In this part the appraisee is rated on behavioral attributes which reflect the Commission's Core values. This will account for 20% of the overall rating.

### **PART 3 OVERALL RATING**

The Quarterly scores in Parts 2A to 2D and scores on the behavioral attributes in Part 2E will be summarized in this section. The cumulative scores will then be converted into an overall percentage score. It should be noted that in this part, the appraiser's rating shall constitute the actual grade of the appraisee.

### **PART 4 TRAINING NEEDS AND DEVELOPMENT**

In this part, the appraisee is given the opportunity to state specific performance gaps that if addressed will improve the appraisee's output and competencies. The appraiser will discuss the appraisee's performance gaps and then propose what he/she thinks, as a supervisor, are the training interventions required.

### **PART 5 COMMENTS BY THE COUNTERSIGNING OFFICER**

The countersigning officer is the overall supervisor of both the appraisee and appraiser. He/she is required to validate the report.

### **PART 1 – PERSONAL DETAILS (To be completed by the appraisee)**

<b>NAME</b>	<b>Surname:</b>
	<b>First Name:</b>
	<b>Middle name:</b>
<b>TSC NUMBER</b>	
<b>DATE OF BIRTH</b>	
<b>GENDER (Please tick as appropriate)</b>	<b>MALE</b>
	<b>FEMALE</b>
<b>DESIGNATION</b>	
<b>TSC/ SCALE</b>	
<b>DIRECTORATE</b>	
<b>DIVISION</b>	
<b>SECTION/ UNIT</b>	
<b>DATE OF FIRST APPOINTMENT</b>	
<b>DATE OF APPOINTMENT TO CURRENT POST</b>	
<b>ACTING APPOINTMENT/ SPECIAL DUTY (If Any)</b>	
<b>TERMS OF SERVICE (Probation/ Contract/ Permanent/ Temporary)</b>	
<b>Period of appraisal: From _____ To _____</b>	

## PART 2 – PERFORMANCE EVALUATION

(To be completed by both the appraiser and the appraisee)

### DIRECTORATE/DIVISIONAL OBJECTIVES

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

- 1.
- 2.
- 3.
- 4.
- 5.

### PERFORMANCE AGAINST AGREED TARGETS

Assess the level of performance against a maximum of four (4) key assignments/ targets set at the beginning of each quarter (refer to work plan prepared and agreed upon at the beginning of the Appraisal period).

**Rating Scale:** The following rating should be used to indicate the level of performance by the appraisee for the key targets. Each target carries a maximum score of five (5) marks.

Grade	Description	Rating Scale (5-1)
Outstanding	Fully met and often exceeded expectations	5
Very good	Fully met expectations	4
Good	Met most expectations	3
Fair	Met some expectations	2
Poor	Did not meet expectations	1

### PART 2 A – 1<sup>ST</sup> QUARTER (1<sup>ST</sup> OF JULY TO 30<sup>TH</sup> OF SEPTEMBER)

TARGETS/ASSIGNMENTS		RATINGS	
	Results Achieved  (State whether set target fully met and exceeded, fully met, met most expectations, met some expectations or did not meet expectations as per the rating scale above)	Appraisee's Rating  (Rate on a scale of 5-1)	Appraiser's Rating  (Rate on a scale of 5-1)
<b>TOTAL SCORE</b>			

Comments by:

Appraisee: \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Appraiser: \_\_\_\_\_

Name \_\_\_\_\_ Designation \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Countersigning Officer: \_\_\_\_\_

Name \_\_\_\_\_ Designation \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**PART 2 B - 2<sup>nd</sup> QUARTER (1<sup>ST</sup> OF OCTOBER TO 31<sup>ST</sup> OF DECEMBER)**

TARGETS/ASSIGNMENTS		RATINGS	
	<b>Results Achieved</b>  (State whether set target fully met and exceeded, fully met, met most expectations, met some expectations or did not meet expectations as per the rating scale above)	<b>Appraisee's Rating</b>  (Rate on a scale of 5-1)	<b>Appraiser's Rating</b>  (Rate on a scale of 5-1)
<b>TOTAL SCORE</b>			

Comments by:

Appraisee: \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Appraiser: \_\_\_\_\_

Name \_\_\_\_\_ Designation \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Countersigning Officer: \_\_\_\_\_

Name \_\_\_\_\_ Designation \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**PART 2 C - 3<sup>rd</sup> QUARTER (1<sup>ST</sup> OF JANUARY TO 31<sup>ST</sup> OF MARCH)**

TARGETS/ASSIGNMENTS		RATINGS	
	<b>Results Achieved</b>  (State whether set target fully met and exceeded, fully met, met most expectations, met some expectations or did not meet expectations as per the rating scale above)	<b>Appraisee's Rating</b>  (Rate on a scale of 5-1)	<b>Appraiser's Rating</b>  (Rate on a scale of 5-1)
<b>TOTAL SCORE</b>			

Comments by:

Appraisee: \_\_\_\_\_

\_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Appraiser: \_\_\_\_\_

\_\_\_\_\_

Name \_\_\_\_\_ Designation \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Countersigning Officer: \_\_\_\_\_

Name \_\_\_\_\_ Designation \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**PART 2 D - 4th QUARTER (1<sup>ST</sup> OF APRIL TO 30<sup>TH</sup> OF JUNE)**

TARGETS/ASSIGNMENTS		RATINGS	
	<b>Results Achieved</b>  (State whether set target fully met and exceeded, fully met, met most expectations, met some expectations or did not meet expectations as per the rating scale above)	<b>Appraisee's Rating</b>  (Rate on a scale of 5-1)	<b>Appraiser's Rating</b>  (Rate on a scale of 5-1)
<b>TOTAL SCORE</b>			

**Comments by:**

**Appraisee:** \_\_\_\_\_

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Appraiser:** \_\_\_\_\_

**Name** \_\_\_\_\_ **Designation** \_\_\_\_\_

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Countersigning Officer:** \_\_\_\_\_

**Name** \_\_\_\_\_ **Designation** \_\_\_\_\_

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_



**PART 2E: BEHAVIORAL ATTRIBUTES/ CORE VALUES**

Rate the appraisee's performance on each of the following areas using the rating scale indicated

ATTRIBUTE	QUARTERLY RATING							
	Appraisee				Appriaser			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>PROFESSIONALISM:</b> Considers the manner in which the employee applies skills, knowledge, competencies and meets the standards needed for the job and has ability to work without close supervision.	4-Very High							
	3-High							
	2-Average							
	1-Low							
<b>CUSTOMER FOCUS:</b> Consider the level of responsiveness of the appraisee to customer needs.	4-Very High							
	3-High							
	2-Average							
	1-Low							
<b>INTEGRITY:</b> Considers the manner in which the employee exhibits honesty, moral and ethical standards, including punctuality and commitment to the work.	4-Very High							
	3-High							
	2-Average							
	1-Low							
<b>INNOVATIVENESS:</b> Considers the appraisee's ability to introduce new ideas and approaches in service delivery.	4-Very High							
	3-High							
	2-Average							
	1-Low							
<b>TEAM WORK:</b> Consider manner of handling work relationships; ability to work in a team; sharing new information with colleagues.	4-Very High							
	3-High							
	2-Average							
	1-Low							
<b>TOTAL SCORE</b>								
<b>MEAN SCORE</b>								

Comments by:

Appraisee: \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Appraiser: \_\_\_\_\_

Name \_\_\_\_\_ Designation \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Countersigning Officer: \_\_\_\_\_

Name \_\_\_\_\_ Designation \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**PART 3: OVERALL RATING (cumulative scores/rating for each quarter plus rating on behavioral attributes, done after the 4<sup>th</sup> Quarter)**

1 <sup>st</sup> QUARTER	2 <sup>nd</sup> QUARTER	3 <sup>rd</sup> QUARTER	4 <sup>th</sup> QUARTER	BEHAVIORAL ATTRIBUTES	OVERAL SCORE	RATING

Notes on rating scale and description													
	<table border="0"> <thead> <tr> <th>Score</th> <th>Rating</th> </tr> </thead> <tbody> <tr> <td>81% and above</td> <td>Outstanding</td> </tr> <tr> <td>66% - 80%</td> <td>Very Good</td> </tr> <tr> <td>50 % - 65%</td> <td>Good</td> </tr> <tr> <td>31% - 49%</td> <td>Fair</td> </tr> <tr> <td>20% - 30%</td> <td>Poor</td> </tr> </tbody> </table> <p>**Insufficient Knowledge to Judge/Not graded. - Officer newly employed/deployed for less than three months An objective assessment cannot take place as the officer is new to the role and has not had the opportunity to display their skills in this role. This should only apply if the employee has been in the role for less than three months.</p>	Score	Rating	81% and above	Outstanding	66% - 80%	Very Good	50 % - 65%	Good	31% - 49%	Fair	20% - 30%	Poor
Score	Rating												
81% and above	Outstanding												
66% - 80%	Very Good												
50 % - 65%	Good												
31% - 49%	Fair												
20% - 30%	Poor												
<b>5- Outstanding</b>	<p><b>Fully met and often exceeded expectations</b></p> <p>The appraisees performance met the job requirements and often excelled in some of the most difficult and complex assignments.The officer takes initiative in development and implementation of challenging work goals; possesses the know-how to adapt to change in the work environment, usually with a minimum supervision/guidance.</p>												
<b>4-Very good</b>	<p><b>Fully met expectations</b></p> <p>Performance was as expected in the assigned position. The appraisee consistently met job requirements in terms of work quality, productivity and commitment.</p>												
<b>3-Good</b>	<p><b>Met most expectations</b></p> <p>The appraisee met most job requirements in terms of work responsibilities but improvement is required in certain areas.</p>												
<b>2- Fair</b>	<p><b>Met some expectations</b></p> <p>The appraisees Performance was marginal and did not meet some job requirements. The appraisee is not ripe for any additional responsibilities and requires significant effort in coaching and mentoring.</p>												
<b>1-Poor</b>	<p><b>Did not meet expectations</b></p> <p>The appraisee failed to meet minimum acceptable standards of the job requirements with respect to agreed duties and responsibilities. He/she requires immediate remedial action. (The counter signing officer should specify plan for remedial/corrective action in writing in part 5 of this report).</p>												

**Comments by:**

**Appraisee:** \_\_\_\_\_

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Appraiser:** \_\_\_\_\_

**Name** \_\_\_\_\_ **Designation** \_\_\_\_\_

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Countersigning Officer:** \_\_\_\_\_

**Name** \_\_\_\_\_ **Designation** \_\_\_\_\_

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**PART 4: TRAINING NEEDS AND DEVELOPMENT**

(To be completed by the Appraiser and the Appraisee)

List specific performance gaps that require to be addressed through training. Recommend relevant training to correct the identified performance gaps.

PERFORMANCE GAPS	
APPRAISEE	APPRAISER
RECOMMENDED TRAINING (BY APPRAISER)	

Comments by:

Appraisee: \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Appraiser: \_\_\_\_\_

Name \_\_\_\_\_ Designation \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Countersigning Officer: \_\_\_\_\_

Name \_\_\_\_\_ Designation \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**PART 5: COMMENTS BY THE COUNTERSIGNING OFFICER**

**(Comment on the appraisee's suitability for promotion and make general proposals for performance improvement)**

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**Name:** \_\_\_\_\_

**Designation:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_