



NATIONAL STATISTICAL OFFICE

THE NSO STAFF PERFORMANCE & MANAGEMENT POLICY

A guide to better performance

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This “Staff Performance & Management Policy: A guide to better performance” was designed, formulated and approved specifically for use by the National Statistical Office Corporate Services Management to guide and manage its staff performances.

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INTRODUCTION BY ACTING NATIONAL STATISTICIAN

The National Statistical Office activities and projects are often time bound. Therefore, we need to get the “best out of our staff” to deliver these activities and projects. Our staff have to perform smarter to achieve the target outputs/outcomes on schedule. NSO has to have a smart staff appraisal and performance policy as well to guide their daily tasks/ activities.

Getting the “best out of staff” is a crude term for management’s setting of key targets for its employees to achieve. Performance appraisal rests on the assumption that employees are scrutinized and feedbacks given with the intension to motivate the employees to work more effectively and efficiently. The dictionary term of the verb “appraise” is to fix a price for or to value an object or thing”. In personnel management, “performance” is concerned with the process of valuing the employee’s worth to the organization, with a view to increase it. Therefore, NSO needs to put a value to the work our staff do and continuously assess their incremental values to these work or tasks.

The NSO Management envisages to appraise employee performance in order to:

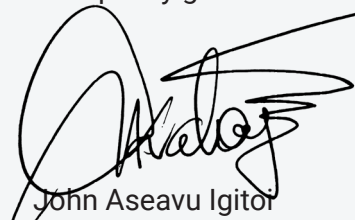
1. Help improve current performance;
2. Assess training and development needs;
3. Assess future potential for promotion;
4. Give employees feedback on their performance; and
5. Counsel employees on career opportunities.

Every NSO staff will be appraised regularly during the periods prescribed in this document. Our approach for appraisals is outcome/output based, consistent with our Reform Objectives spelt out in the NSO Strategic Blue Print Document. Our staff appraisals will also consider and examine recent developments that are consistent with the Government’s development policies, strategies and priorities. The appraisal will be engaging, meaning emphasis will be more objective, job-related and ‘results-oriented approach’. The NSO staff will be involved in their own appraisals which will concentrate more on their tasks/jobs than assessing their future potentials.

I expect that the key recommendations set out in this document “NSO Staff Performance and Management Policy” will position NSO for improved staff performances, establishing improved performance and not just mere performance only, highlighting the importance of goal setting in the performance appraisal process.

I also believe that it will guide and assist us to move to greater heights in producing better and timely statistical results by executing our statistical mandate resonated in the Statistical Services Act, 1981.

On this note, I acknowledge the NSO’s Corporate Services management staff for putting together this quality guide and look forward to its implementation.



John Aseavu Igitor
Acting National Statistician

1. INTRODUCTION AND PURPOSE

The Performance Appraisal System is designed to improve the overall work performance of each Staff Member against goals and objectives set out by the National Statistician from time to time in-line with the NSO Corporate Plan as follows:

- To identify areas of performance that can be improved by counselling, training, new work experience and/or other staff development activities to raise the level of competency.
- To enable the National Statistician on the recommendation of management to reward efforts and improved work performance through annual salary increments and enhanced levels of allowances and gratuities.
- To encourage effective work performance, enabling each staff member to contribute meaningfully to the NSO's goals and objectives.

2. METHODOLOGY AND OBJECTIVES

This Performance Appraisal System will succeed in meeting the above objectives when staff members being appraised are provided with full details of the work results expected of them. Managers must continuously ensure that staff under their control:

- Are made aware of their key tasks and performance standards expected of them, and the levels of competency required to achieve their performance commitments;
- Are provided with constructive and ongoing feed-back on their individual performance through counseling and on-job training and competency development;
- Are informed of the Corporation's achievements and the contributions made by them; and,
- Are treated fairly in relation to others and are counseled and disciplined as necessary in a timely manner to allow and encourage improvement in performance.

This is a "results oriented" Performance Appraisal System. Managers must maintain open constructive relationships with their subordinate staff and communicate with them on a frequent basis. Staff must continuously appraise their own performance as an ongoing activity.

3. NOTES FOR THE SUPERVISOR/MANAGER CONDUCTING AN APPRAISAL

The formal appraisal of a staff member's performance should be undertaken at not less than six monthly intervals in the attached Form 3. Also a staff member's performance should be appraised through an ongoing process of informal checks at regular intervals.

The following factors must always be kept in mind by the supervisor/manager:

- a) Be sure that you understand your role in the development of your subordinate

staff, and the value of conducting an appraisal of their performance.

- b) Be sure to exclude personal bias for or against individual staff members on matters unrelated to their performance, such as province of origin. The supervisor must always be as objective as possible. Matters of personal taste should not on any occasion be allowed to affect judgment about performance.
- c) Be sure to appraise staff member's total record of competencies, personal qualities and performance against the main tasks and projects over the review period.
- d) Be honest in his/her opinions of the staff member being appraised.
- e) Be sure to encourage the staff member where he or she is required to participate in the appraisal process.

4. NOTES FOR THE STAFF MEMBER BEING APPRAISED

In your appraisal, your supervisor/manager will be commenting upon various aspects of your work performance. In doing so the supervisor/manager is required to give an honest opinion and you should try not to allow any criticism to cause you unnecessary upset.

In the event that you do not agree with any part of your supervisor's rating or comments, you yourself are free to record your own comments on the Form 3 above your own signature. You may also lodge any complaint of unfairness that you may feel with the National Statistician or his delegate.

Staff members should view the annual performance appraisal as an opportunity to find out exactly where he or she needs to improve upon their performance, raise their level of competency and to look forward to making improvements.

5. COMPLETION OF THE APPRAISAL FORM

PART A: Assessment of Performance Commitments is to be completed for all positions.

In this section, the supervisor/manager is to list in order of importance the Performance Commitments made (in Form 2 of the Schedule to the Contract Agreement) for the period under consideration. The commitments are to be specific deliverables that can be measured over a time scale. A minimum of 5 and maximum of 10 commitments or project assignments must be listed. (See the Guideline for the scoring procedure.)

In respect of re-current activities, the staff member should be appraised on the Approved Job Description of the position. The supervisor/manager is required to rank the staff member's performance under each of the committed tasks according to a five-point rating scale, by ticking one box that he/she feels best reflects the level of achievement reached.

PART B: Assessment of competencies is to be completed for all positions.

The Supervisor/Manager is required to tick the box that best describes the level of competency and skill achieved by the staff member being appraised, as compared to the level required for adequate performance of the job duties, tasks or project activities. In making this assessment the supervisor should be aware of any specialist technical skills and knowledge required for the performance of the position. Does the staff member possess the required technical and /or professional qualifications required? The appraiser should identify any deficiencies and note under Section "F" what training and development plans have been made to over-come these competency short-falls.

PART C: Assessment of general work performance is to be completed for all positions.

The personal qualities of a staff member are to be rated on the Performance Rating Scale of 1-5. The supervisor is required to tick which appropriate box best describes the officer with regard to the factor being rated.

i) Co-Operation with Supervisors and Team Members

1. Well below acceptable standards/ obstructs supervisors in their work/ subject to disciplinary action.
2. Below acceptable standards/ sometimes fails to co-operate with supervisors and/or team members.
3. Acceptable standards/ works satisfactorily with supervisors and team leaders alike.
4. Above acceptable standards/ resolves inter-personal problems between team members and promotes supervisory efforts.
5. Well above acceptable standards/ encourages and supports other team members in work efforts and assists supervisor in coordinating work efforts.

ii) Sense of Duty and Responsibility

1. Well below acceptable standards/ devotes most of working time to pursuing personal objectives outside of normal duty.
2. Below acceptable standards/ occasionally allows personal interests to override the performance of duties.
3. Acceptable standard/ always considers work demands above personal interests during normal working time.
4. Above acceptable standard/ readily available in and outside normal working time to ensure work tasks are completed.
5. Well above acceptable standard/ dedicated to a high degree to fulfilling work tasks at all times during and outside normal hours of work.

iii) Attendance at Work

1. Well below acceptable attendance requirements/ frequently absent from place of work on a daily basis without permission or acceptable reasons.
2. Below acceptable attendance requirements/ absent from place of work from time to time during a fortnight/ unable to provide acceptable reasons for absence.
3. Acceptable attendance record/ on a small number of occasions of absence in a month/ able to provide genuine and acceptable reasons.
4. Above acceptable standards of attendance/ rarely absent during a month and always able to provide genuine and acceptable reasons.
5. Well above acceptable attendance standards/ rarely absent in a 6 months period, and always able to provide genuine and acceptable reasons.

iii) Reliability

1. Well below acceptable standards/ cannot be relied upon most of the time to meet work obligations.
2. Below acceptable standards/ cannot be relied upon frequently to meet work obligations and undertakings.
3. Acceptable standard of reliability/ can usually be relied upon to meet work obligations and undertakings.
4. Above acceptable standard/ always meets work obligations and undertakings.
5. Well above acceptable standard of reliability/ goes beyond the normal requirements of the office to meet work obligations and undertakings.

iv) Punctuality (Time of arrival at the work place & promptness in attending to work-related matters)

1. Well below acceptable standards/rarely attends work on time and provide unacceptable excuses.
2. Below required standards/often late for work without acceptable reason.
3. Acceptable standard/usually attends work on time and when late provides an acceptable reason.
4. Above acceptable standards/very rarely late for work and always has an acceptable reason.
5. Well above acceptable attendance standards/always on time.

v) Job Attitude (The amount of interest and enthusiasm shown in work)

1. Well below required standard/totally unenthusiastic about the work resulting in poor work output.
2. Below required standard/generally dis-interested in the work to be completed, often resulting in below standard work output.
3. Required standard of interest and enthusiasm generally completing the work on time.

4. Above required standard/of interest and enthusiasm always enabling work to be completed on time.
5. Well above required standard/shows a high level of enthusiasm /work completed ahead of schedule.

PART D: This Section is to be completed in respect of those positions of a supervisory or managerial nature. This includes positions with responsibility for supervision of consultants and contractors.

The supervisory skills are to be rated on scale 1-5. The immediate superior is to tick which box best describes the staff member with regard to the factor being rated: -

i) Plan, Organise, Control and Direct

1. Well below an acceptable standard of managerial competence resulting in poor work output.
2. Below an acceptable standard of managerial competence resulting in need to improve work output.
3. Acceptable standard of managerial competence resulting in work from the Unit generally being completed on time to desired quality.
4. Above required standard of managerial competence; work always being completed on time.
5. Well above the required standard of managerial competence resulting in work unit being completed ahead of time to the desired standard.

ii) Decision-Making

1. Well below required level/unable to make the decisions needed to manage his or her unit.
2. Below required level/has difficulties in making sound decisions.
3. Required level of decision making/generally makes the correct decisions required to manage his or her unit.
4. Above required level/always makes sound decisions which enable effective management of his or her unit.
5. Well above required level/always makes decisions which produce superior results from his/her unit.

iii) Analytical Reasoning and Problem Solving

1. Well below the required level/unable to reason logically or produce sensible solutions to problems.
2. Below required level/experiences difficulties in reasoning logically and needs assistance to solve problems.
3. At the required level/demonstrates logical reasoning ability and generally resolves work problems.

4. Above required level/always applies logical reasoning and produces good solutions to work problems.
5. Well above required level/demonstrates superior reasoning and problem-solving abilities, which always result in solutions to problems exceeding expectations.

iv) Maintaining Discipline

1. Well below required level/subordinates show total disrespect and always fail to conform to acceptable disciplinary standards.
2. Below required level/some subordinates show disrespect, and fail to conform to acceptable standards.
3. Required level of discipline maintained and subordinates show respect and generally behave to acceptable standards.
4. Above required level/subordinates always show respect and always behave in a disciplined manner.
5. Well above required level/subordinates show a high level of respect, and exemplary standards of discipline in every respect.

v) Communication Skills (Oral and Written)

1. Well below required level/command of the English language both oral and written is very poor/fails to understand and to be understood.
2. Below required level/has frequent difficulty in understanding others and making himself/herself understood.
3. Required level of command of the English language/usually able to communicate adequately in making himself of herself understood.
4. Above required level/always communicates fluently in English and is well understood.
5. Well above required level/exemplary command of English/communicates in superior, clear, concise language that commands attention.

PART E: Calculation of Overall Performance Rating

The Manager is required to complete the appropriate boxes by entering the actual and maximum possible scores applicable to the officer under each of the completed Sections of the Form. The end result is the Overall Performance Rating. Some examples have been done to assist with understanding; as follows:

Calculation Formula:

Percentage Score = Actual Score Divided by Maximum Possible Score Multiply by 100%

The Overall Performance Rating derived from the above formula is then read off this table according to Percentage Score, as follows:

Overall Performance Rating

RATING DEFINITION	PERCENTAGE RATING ALL CATEGORIES	OVERALL PERFORMANCE RATING
Well Above the Required Level	86 -100%	5
Above Required Level	70 - 85%	4
At Required Level (Average)	50 – 69%	3
Below Required Level	30 - 49%	2
Well Below Required Level	0-29%	1

Example Calculations

Example 1: Ten tasks were listed giving a maximum possible score for Part A of 10 x 10 = 100.

SCORE FOR EACH OF THE FOUR PARTS A TO D	ACTUAL SCORE	MAXIMUM POSSI- BLE SCORE
• PART A	70	100
• PART B	18	25
• PART C	18	25
• PART D	NA	NA
TOTAL SCORES:	106	150
PERCENTAGE RATING	71%	
OVERALL PERFORMANCE RATING	4	

Example 2: Eight tasks are listed giving a maximum score for Part A of 8 x 10 = 80

SCORE FOR EACH OF THE FOUR PARTS A TO D	ACTUAL SCORE	MAXIMUM POSSI- BLE SCORE
• PART A	45	80
• PART B	10	25
• PART C	12	25
• PART D	10	25
TOTAL SCORES:	87	155
PERCENTAGE RATING	56%	
OVERALL PERFORMANCE RATING	3	

Example 3: Five projects are listed giving a maximum possible score for Part A of 5 x 10 =50

SCORE FOR EACH OF THE FOUR PARTS A TO D	ACTUAL SCORE	MAXIMUM POSSIBLE SCORE
• PART A	45	50
• PART B	15	25
• PART C	11	25
• PART D	18	25
TOTAL SCORES:	89	125
PERCENTAGE RATING	71%	
OVERALL PERFORMANCE RATING	4	

Having completed the calculation of Overall Performance Rating, the figure can then be used to determine any salary increments to be awarded under Part G

PART F: Developmental and Training Requirements

After completing Parts A to E and arriving at the Overall Performance Rating, the Appraiser should be able to identify the strengths and weaknesses of the staff member being appraised. Based upon that information Part F can be completed.

That is, in order of priority, three specific areas of training are to be ticked to show the training needs or the kind of training the staff member should undertake to improve or better his/her work performance, and at the same time, further his/her career plans.

The Corporation will only invest in a staff member's training and personal development where such an investment is to the Corporation's advantage and contributes directly to the achievement of the Corporation's goals and objectives.

PART G: Performance Rating and Salary Review

Dependent upon the staff member's Overall Performance Rating, and current Salary level as a percentage of the scale mid-point, the appropriate action to award or not award a salary increase, can be determined using the following Schedule:

CURRENT SALARY % MP	OVERALL PERFORMANCE RATINGS	REQUIRED SALARY ACTION
120% (MAXIMUM)	ALL RATINGS	NO INCREMENT
115% < 120%	"WELL ABOVE REQUIRED LEVEL" (5) "ABOVE REQUIRED LEVEL" (4) "REQUIRED LEVEL" (3), "BELOW REQUIRED LEVEL" (2), "WELL BELOW REQUIRED LEVEL" (1)	Max Increment to 120% MP Max Increment to 120% MP No Increment No Increment No Increment
110% < 115%	"WELL ABOVE REQUIRED LEVEL" (5) "ABOVE REQUIRED LEVEL" (4) "REQUIRED LEVEL" (3), "BELOW REQUIRED LEVEL" (2), "WELL BELOW REQUIRED LEVEL" (1)	Max Increment to 120% MP Max Increment to 115% MP No Increment No Increment No Increment
105% < 110%	"WELL ABOVE REQUIRED LEVEL" (5) "ABOVE REQUIRED LEVEL" (4) "REQUIRED LEVEL" (3), "BELOW REQUIRED LEVEL" (2), "WELL BELOW REQUIRED LEVEL" (1)	Max Increment to 115% MP Max Increment to 110% MP No Increment No Increment No Increment
100% < 105%	"WELL ABOVE REQUIRED LEVEL" (5) "ABOVE REQUIRED LEVEL" (4) "REQUIRED LEVEL" (3), "BELOW REQUIRED LEVEL" (2), "WELL BELOW REQUIRED LEVEL" (1)	Max Increment to 110% MP Max Increment to 110% MP Max Increment to 105% MP No Increment No Increment
95% < 100%	"WELL ABOVE REQUIRED LEVEL" (5) "ABOVE REQUIRED LEVEL" (4) "REQUIRED LEVEL" (3), "BELOW REQUIRED LEVEL" (2), "WELL BELOW REQUIRED LEVEL" (1)	Max Increment to 105% MP Max Increment to 105% MP Max Increment to 100% MP No Increment No Increment
90% < 95%	"WELL ABOVE REQUIRED LEVEL" (5) "ABOVE REQUIRED LEVEL" (4) "REQUIRED LEVEL" (3), "BELOW REQUIRED LEVEL" (2), "WELL BELOW REQUIRED LEVEL" (1)	Max Increment to 100% MP Max Increment to 100% MP Max Increment to 95% MP No Increment No Increment
85% < 90%	"WELL ABOVE REQUIRED LEVEL" (5) "ABOVE REQUIRED LEVEL" (4) "REQUIRED LEVEL" (3), "BELOW REQUIRED LEVEL" (2), "WELL BELOW REQUIRED LEVEL" (1)	Max Increment to 100% MP Max Increment to 95% MP Max Increment to 90% MP Max Increment to 90% MP No Increment
80% < 85%	"WELL ABOVE REQUIRED LEVEL" (5) "ABOVE REQUIRED LEVEL" (4) "REQUIRED LEVEL" (3), "BELOW REQUIRED LEVEL" (2), "WELL BELOW REQUIRED LEVEL" (1)	Max Increment to 95% MP Max Increment to 90% MP Max Increment to 90% MP Max Increment to 85% MP No Increment

PART H: Certification by Appraiser and Staff Member

This Section must be signed by both parties, at the time the supervisor informs the staff member of the outcome of the performance review. In the event that the staff member genuinely believes that the assessment has been made unfairly then he or she should make appropriate comments in the box provided.

Should the staff member feel strongly enough that an appeal should be made against the supervisor's Overall Performance Rating and/or his recommendations for future training and development opportunities, then he or she may mount an appeal to the National Statistician or his delegate.

PART I: Appeals Procedure - "Open Door Policy"

An appeal should be mounted by an aggrieved staff member immediately after the appraisal has been conducted. The appeal should be addressed in the first instance to the National Statistician who will refer the matter to the Corporate Secretary for advice.

The appeal will basically be a "round table" discussion, whereby the Supervisor and the staff member being appraised are to settle their differences. The Corporate Secretary will act as a mediator and identify the differences between the two parties.



APPENDICES



National Statistical Office **Corporate Service Division** **Human Resource Branch**



Phone: (675) 301 1200
Facsimile: (675) 325 1869

NSO FORM __

Staff Performance Appraisal Form

PERIOD OF ASSESSMENT

___/___/___

1. Personal Particular

Name:	Surname:	Personal File No:
Position No:	Designation:	
Division:	Branch:	Commencement Date:
Rear of Service	Employment Status:	Date of Permanency:

2. Assessment of Performance Level

(Key: Poor – 1, Below Average 2, Average 3, Above Average 4, Excellent 5)

List the main tasks performed in the job and assess performance accordingly with the right rating.	Performance Level				
	1	2	3	4	5
1.					
2.					
3.					
3.					
4.					
5.					

3. List Five Specific Areas for Training to Improve Performance

Training Need	Action Plan (Yes/No)	Course	Location	Duration
1.				
2.				
3.				
4.				

Part A – Training undertaken in the last 6 months

Name of Course	Institute	Duration	Achievement
1.			
2.			
3.			

Make Necessary Changes & Obey with Order

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Part B – Training Plan in the Next 6 Months

Name of Course	Institute	Duration	Achievement
1.			
2.			
3.			

Part C – Assess the Officer's Job Attributes

(Key: Poor – 1, Below Average 2, Average 3, Above Average 4, Excellent 5)

Job Attributes	1	2	3	4	5
1. Job attitude degree of interest in his/her work					
2. Work output quantity					
3. Work output quality					
4. Co-operation with supervisor, subordinates, others					
5. Decision making ability to make decision and accept responsibility for them					
6. Communication skills oral/written in the course of duties					
7. Logical, analytical reasoning, clarity of thought involved when performing his/her duties					
8. Attendance and punctuality					
9. Problem solving ability, where applicable,					
10. Job-knowledge, <u>overall</u> in all assessment of performance					

Part D – What Degree of Supervision does the Officer Required?No supervision ☐ II. Some supervision ☐ III. Required supervision ☐

(Key: Poor – 1, Below Average 2, Average 3, Above Average 4, Excellent 5)

Supervision Attributes	1	2	3	4	5
1. Plan, organize, direct, and control duties at his/her duties					
2. Supervise, delegatory skills					
3. Apply administrative skills					

1. Is the officer able to assume duties at higher level? Yes ☐ No ☐
2. Does the officer's performance in the past six months warrant the followings:
- a) Promotion Yes ☐ No ☐ b) Higher duty Yes ☐ No ☐
- c) Annual Increment Yes ☐ No ☐

Part E – Appraiser's Comments

.....

.....

Appraised By:

Name:..... Designation:..... Signature:.....

Date: ____/____/____

*Officer's Signature Counter & Stamp with Seal***NJO Staff Performance Commitments Appraisal Guidelines & Forms - pg. 18**



National Statistical Office Corporate Service Division Human Resource Branch



NSO FORM __

Employee Appraisal Record

1. Employee Details

Employee's Name: _____

Position Title: _____

Position No/Grade _____

Employee Status: _____ Division: _____

Date join: _____

2. Details of the Employee's performance

Circle the appropriate score for each factor that best describes the work performance of the employee. Write a short statement, in the space provided, supporting your rating.

1) Output: Ability to meet required standards as to quality and quantity.

Rating	1	2	3	4	5
Output	Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Outstanding

2) Job Knowledge: Clear understanding of the facts or factors pertinent to the job.

Rating	1	2	3	4	5
Output	Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Outstanding

3) Organization and Planning: Ability to devise work methods, to anticipate needs, meet deadlines.

Rating	1	2	3	4	5
Output	Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Outstanding

4) Judgement: Ability to make effective decisions without undue delay.

Rating	1	2	3	4	5
Output	Un Satisfactory	Needs Improvement	Satisfactory	Above Average	Outstanding

Measuring Success & Working with Statistics

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5) Work Relations: Builds morale, human relations, leadership qualities

Rating	1	2	3	4	5
Output	Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Outstanding

6) Delegation of authority: Free self of details

Rating	1	2	3	4	5
Output	Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Outstanding

7) Initiative: Earnestness in seeking increased responsibilities, self-starting, unafraid to proceed alone.

Rating	1	2	3	4	5
Output	Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Outstanding

8) Capacity for advancement: Can assume additional responsibility.

Rating	1	2	3	4	5
Output	Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Outstanding

9) Personal qualities: Personality, appearance, sociability, integrity.

Rating	1	2	3	4	5
Output	Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Outstanding

10) Overall performance: Consider all factors

Rating	1	2	3	4	5
Output	Unsatisfactory	Needs Improvement	Satisfactory	Above Average	Outstanding

Notes: Summary Counter & Counting with Counter

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National Statistical Office Corporate Service Division Human Resource Branch



NSO FORM __

Staff Behaviorally Anchored Rating Scale

Performance Standards	Rating	Performance Output
Superior Performance	7	Officer knows his/her job better and produce feedback in advance before due dates
Very good performance	6	Officer does his/her job but delay feedback and wait till deadlines
Good performance	5	Officer find time to do his/her job and reports feedback after deadlines but quality output.
Acceptable performance	4	Officer does not border to perform to expectation and forgets about deadline until remind.
Marginal performance	3	Officer does not care of his job and delay feedback and output.
Poor performance	2	Officer needs counselling, coaching, and mentoring
Unsatisfactory performance	1	Officer doesn't know his job as well as does not communicate with staffs and supervisor

1) Suggestion for training & development

2) Supervisors overall comment

3) Supervisor's recommendation

Assessed by: _____

Title: _____

Signature: _____ Date: ____/____/____

Make Reading Easier & Cheaper with Charts

NSO Staff Performance Commitment: Appraisal Guidelines & Forms - pg. 21



National Statistical Office **Corporate Service Division** **Human Resource Branch**



Phone: (675) 301 1200
 Facsimile: (675) 325 1869

NSO FORM __

Casual Performance Appraisal and Evaluation Assessment for Selection and Appointment of Personnel Form

Name: _____ Recruitment Date: ____/____/____

Position No: _____ Designation & Grade: _____

Assessment Start Date: ____/____/____ End Date: ____/____/____

1. Motivation

(Ratings 1-5)

No	Standards	Ratings	Comments by Supervisor
1	Attendance	
2	Attire	
3	Attitude to follow instruction	
4	Ability to respond positively	
5	Ability to follow directions	

2. Work Performance

(Ratings 1-5)

No	Standards	Ratings	Comments by Supervisor
1	Quality of work	
2	Quantity	
3	Initiative	
4	Ability to respond to pressure	
5	Ability to apply changes	

3. Job Knowledge

(Ratings 1-5)

No	Standards	Ratings	Comments by Supervisor
1	Self-motivated learning	
2	Ability to learn procedures	
3	Ability to apply general knowledge	
4	Ability to adopt to changes	
5	Ability to seek advice	

Make Every Quarter & Month with Goals

NSO Staff Performance Commitments Appraisal Guidelines & Forms - pg. 22

4. Communication Skills

(Ratings 1-5)

No	STANDARDS	Ratings	Comments by Supervisor
1	Oral	
2	Written	

5. Supervisors Overall Comment

.....
.....

6. Supervisor's Recommendation

.....
.....

a) Assessed by: _____

b) Title: _____

c) Signature: _____

d) Date: ____/____/____

Key: 1,2,3,4,5

- 1. Excellent
- 2. Satisfactory
- 3. Good
- 4. Acceptable
- 5. Unacceptable



National Statistical Office **Corporate Service Division** **Human Resource Branch**



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NSO FORM __

Performance Review and Development Plan Form

1. Employee Details

Employee's Name: _____

Position/No/Grade _____

Employee Status: _____ Division: _____

Date of Employment: ____/____/____

How long the employee worked in this position ____

Review Period covered ____/____/____ to ____/____/____

2. Overall Evaluation: Assign an Overall Casual Employee's Performance

(Tick one box)

Outstanding performance always goes beyond agreed upon requirements	<ul style="list-style-type: none"> Above requirements Performance usually goes beyond agreed upon requirement 	<ul style="list-style-type: none"> Meet expectations Performance consistently meets agreed upon requirements 	<ul style="list-style-type: none"> Meets some requirement some improvement Is need to meet agreed upon requirements 	<ul style="list-style-type: none"> Unsatisfactory performance Falls in low agreed upon requirements
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1. FILL IN THE CIRCLE BELOW AS APPLIED TO PERFORMANCE

1) Job Knowledge – Degree to which employee understands job and procedures.

Out standing	Above requirements	Meets expectations	Meets some requirements	unsatisfactory
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Explanation: _____

Office Secretary Counter & Oversight with Counter

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2) **Quality of work:** Accuracy and thoroughness employee exhibits on the job.

Out standing	Above requirements	Meets expectations	Meets some requirements	unsatisfactory

Explanation: _____

3) **Productivity:** Speed, consistently and amount of output produced.

Out standing	Above requirements	Meets expectations	Meets some requirements	unsatisfactory

Explanation: _____

4) **Dependability:** Degree employee can be relied upon to complete tasks within allocated time.

Out standing	Above requirements	Meets expectations	Meets some requirements	unsatisfactory

Explanation: _____

5) **Flexibility:** The degree of skill in adjusting to changing conditions such as increased workloads or new procedures and duties without numbers.

Out standing	Above requirements	Meets expectations	Meets some requirements	unsatisfactory

Explanation: _____

6) **Communication:** Effective verbal and written expression of thoughts and ideas, ability to understand and be understood by others.

a) Verbal

Out standing	Above requirements	Meets expectations	Meets some requirements	unsatisfactory

Explanation: _____

b) Written

Out standing	Above requirements	Meets expectations	Meets some requirements	unsatisfactory

Explanation: _____

Meets, Exceeds, Meets or Exceeds with Comments

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7) Organization: Ability to organize and perform work systematically.

Out standing	Above requirements	Meets expectations	Meets some requirements	unsatisfactory
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Explanation: _____

8) Interpersonal skills: Ability to work effectively with managers and/or co-workers.

Out standing	Above requirements	Meets expectations	Meets some requirements	unsatisfactory
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Explanation: _____

9) Attendance & Punctuality: Regular and punctual in work.

Out standing	Above requirements	Meets expectations	Meets some requirements	unsatisfactory
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Explanation: _____

2. TRAINING AND DEVELOPMENT PLANS: Identify and list job skills and objectives which you and the employee agree will be improved and accomplished over the next review period. Describe the steps in the suggested Action Plan space (section 2) – that you and the employee have agreed to take in order to accomplish objectives and improve job skills.

Section 1- Job Skills/Objectives	Section 2 – Suggested Action Plan
1.	6.
2.	7.
3.	8.
4.	9.
5.	10.

3. Tick only one

Future Assignment Potential (Select only one)	Yes – Potential to move to another position now evident	Yes – Potential to move to another position after experience/training within 1-2 years	No – Potential to move to another position Not evident now.	NO – Too early to evaluate
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Appraiser's comments. (Please, give comments to those areas not covered in this appraisal)

Make Ready Center & Strategy with Quality

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4. Employee's comments.

5. Agreement.

a) Employees Name: _____ Agree ☐ Not Agree ☐

b) Signature: _____

c) Date__/__/__

d) Immediate Supervisor's Name: _____

e) Signature: _____

f) Date__/__/__

g) Divisional Head Name: _____

h) Signature: _____

i) Date__/__/__





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