**PERFORMANCE PLANNING AND ASSESSMENT FORM**

|  |  |  |
| --- | --- | --- |
| **Instructions**     1. All sections in this tool should be completed and discussed with your appraiser. Any disagreements should be indicated in the form, and these will be reviewed by SMT. 2. The appraisal will be reviewed by the Senior Management Team for final comments. 3. If you are on roles being led by more than one supervisor, the appraiser shall obtain, assessment of your performance from the other project before doing the appraisal. 4. If you are an appraiser, you should submit the completed appraisal forms for your appraisees ahead of your own appraisal meeting.   **Note:** You are required to develop performance goals with the project leads or managers for all the projects that you are working on before discussing and finalizing the goals with the appraiser. | | |
| **Employee Name** | **EmployeeName\_HRAppraisalHeader** | |
| **Supervisor’s Name** | **SupervisorID\_HRAppraisalHeader** | |
| **Job Title** | **Job\_Title** | |
| **Date Joined** | **Date\_of\_First\_Appointment** | |
| **Review Period** | **From: EvaluationPeriodStart\_HRAppraisalHeader To: EvaluationPeriodEnd\_HRAppraisalHeader** | |
|  | **Date due** | **Date Completed** |
| **Goal Setting** | **By 31st January** | **Goal\_Setting\_\_31\_Jan\_** |
| **Mid-Term Review** | **31st July** | **Mid\_Term\_Review\_\_31\_Jul\_** |
| **Annual Review** | **31st December** | **Annual\_Review\_\_31\_Dec\_** |

|  |
| --- |
| **Section 1: Performance Planning and Goal Setting** |

**This section should be completed by the employee and their appraiser at the beginning of the year.**

**Section 1.1: Objectives**

*The objective setting process is to be conducted by each staff in consultation with their line manager/appraiser. All members of staff are required to develop and agree on performance objectives that are aligned to the overall team/ department/Institutional objectives and define their direct contribution to the realisation of the Institutional strategy. Each department should develop their objectives that guide the rest of the team into their individual performance goals.*

**Work Load**

|  |  |  |
| --- | --- | --- |
|  | **Project/Function area** | **Weighting/Level of Effort (%)** |
| SNP | *Project\_Name* | *Weight* |

**For each project/functional area, please list down below, the objectives to be achieved by the end of the performance review period (i.e. After 12 months, with a review at 6 months)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Project** | **Objectives** | **Key Performance Indicators (KPIs)** | **Key Deliverables and timelines** |
| SNKPI | KPI\_Project\_Code | KPI\_Objectives | Key\_Performance\_Indicator | Agreed\_Performance\_Targets |

**Section 1.2: Resources Required –** *The staff member and their appraiser are required to identify the necessary interventions and support required to support the appraisee to achieve their set objectives. This may encompass a range of resources such as training workshops, short courses, coaching, mentorship, access to relevant tools or technologies, and any additional support mechanisms.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Identified need/Intervention** | **Required Resources** | **Targets and timelines** | **Person Responsible** |
| SNR | InterventionR | Resources\_RequiredR | Targets\_and\_timelinesR | Person\_ResponsibleR |

*This is to confirm that I have discussed and agreed on my performance objectives as stated above with my Line manager*.

|  |  |
| --- | --- |
| **Employee’s Signature** | Date: |
| **Appraiser’s Signature** | Date: |

**Section 2 - Mid-Term Review (to be conducted after six months)**

*The Mid-term review is a light-touch assessment to enable the staff member and appraiser to identify any challenges or opportunities that need to be addressed. The period may also be used to shift staff to other projects (e.g. when their previous project/function has ended or because a new project has been launched). If a staff member moves to another project/duty, they must refresh their objectives in Section 1.1*

|  |
| --- |
| **Employee’s mid-term self-assessment**  Employee\_s\_self\_assessment |
| **Appraiser’s assessment**  **Appraiser\_s\_assessment** |

**Section 3: Annual Performance Review**

* This section deals with actual achievement in the current appraisal period. Please be as specific as possible in describing your achievements.
* List each of your annual objectives separately. Against each objective, record achievement rating (see scale below) and highlights of your performance especially where you surpassed your objectives or where slippage occurred.

|  |  |
| --- | --- |
| **RATING SCALE** | |
| The 4-point rating scale to be used for rating against each performance indicator is as follows: | |
| **Rating Score** | **Explanation** |
| **1.** | **Exceptional** - Exceeds the agreed standard set for the indicator. This rating should be given only in exceptional circumstances, and when an employee goes over and beyond what is expected as “very good work” by the organisation. |
| **2.** | **Very Good:** Meets in full the agreed standard set for the indicator. This is the rating to be given where employees are fully performing their roles very well. This rating should only be given when all the objectives have been met in full. |
| **3.** | **Average:** Meets most of the agreed standard set for the indicator; This is for good work at the expected standard but where other deliverables were not met or were below standard. |
| **4.** | **Unsatisfactory:** meets few of the agreed standard set for the indicator. Employees consistently performing at this level across the board should agree a Performance Improvement Plan with their manager and may have their contracts terminated |

**Section 3.1: Performance against objectives set at commencement of review period.**

**This section is to be completed by the Employee and the Appraiser.** *It requires an overall assessment of the employee's performance throughout the review period. Both the employee and appraiser contribute to the evaluation, providing ratings and comments on various performance dimensions. The ratings should cover goal achievement, and overall contributions to the team and Institute.*

Please refer to the 4-point rating scale above to rate against each key performance indicator is as follows:

**1 - Excellent, 2 - Good, 3 - Average 4 - Improvement required (Section to be completed by the employee and the supervisor).**

Add as many rows as needed.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Project/Function Area** | | | | | |
| # | **Objectives** | **Key Performance Indicators (KPIs)** | **Achievements** | **Staff and Supervisor Ratings & Comments** | |
|  |  |  |  | **Appraisee Rating** | **Appraiser Rating** |
| SNA | **ObjectivesA** | **Key\_Performance\_Indicator\_A** | **Actual\_Achievement\_A** | **Appraisee\_Rating** | Appraiser\_Rating |
| **Overall rating for project/function area** | | | |  |  |

**Section 3.2 Overall Rating**

The employee should calculate their overall rating by using the project/function area scores and the weighting. The appraiser should also provide an average rating using the same method. For example, if a staff member rates themselves as 2 on project X, 3 on project y and 1 on project z, where their level of effort on the projects is as follows: project x (20%); project y (50%); project z (30%), then the overall rating will be as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| **Project title** | **Project rating** | **Project weight** | **Contribution** |
| X | 2 | 20% | 2 x 20% = 0.4 |
| Y | 3 | 50% | 3 x 50%= 1.5 |
| Z | 1 | 30% | 1 x 30%= 0.3 |
|  | **Total** | **100%** | **Overall rating = 2.2** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Project title** | **Project rating** | **Project weight** | **Contribution** |
| **Project\_Code\_A** | **Appraiser\_Rating** | **projectWeight** | **total** |
|  | **Total** |  | **Overall rating grandTotal** |

**Section 3.3: Key Competencies** (To be completed by the appraiser after discussion with the employee)

*Evaluate the staff member’s proficiency in key competencies essential to their role. These competencies cover components of the soft skills required for the role and also conformity to AFIDEP values.*

|  | **Improvement Require** | **Average** | **Good** | **Excellent** | **Comments** |
| --- | --- | --- | --- | --- | --- |
| **Accountability**  Takes responsibility for their actions, behaviours, performance, and decisions. demonstrates honesty, transparency in all interactions. |  |  |  |  |  |
| **Focus**  Capacity to concentrate on tasks and steer work results towards a specific goal, by allocating time and resources to achieve the objective. |  |  |  |  |  |
| **Integrity**  Consistently adheres to ethical principles and values; upholds a strong moral and ethical foundation in doing what is right and ensuring that actions align with Institutional values even in challenging situations. |  |  |  |  |  |
| **Diversity**  Demonstrates ability to appreciate and respect, individual differences within the workplace. Embraces an inclusive work and promotes equity and fairness, ensuring that all individuals are treated with respect and have equal opportunities. |  |  |  |  |  |
| **Excellence**  Consistently pursues high standards and superior performance. Demonstrates a strong commitment to delivering exceptional results in all tasks and responsibilities. Sets challenging goals and consistently meets or exceeds expectations. |  |  |  |  |  |
| **Passion**  Demonstrates positive energy and a sense of purpose while approaching tasks and challenges. Exhibits a deep interest and investment in the job, inspiring and motivating others through enthusiasm. Goes above and beyond basic job requirements, willingly taking on additional responsibilities. |  |  |  |  |  |

**Section 3.4 Personal Development** (To be completed by the employee and reviewed by the appraiser)

*Please list any areas of competence that require development before or during the next review period.*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| # | **Areas to develop** | **Development activities** | **Resources required** | **Targets and Timelines** |
| 1 |  |  |  |  |
| 2 |  |  |  |  |

**Section 3.4: Overall Comments**

*Please provide a holistic summary of the employee’s overall performance. Highlight significant accomplishments, acknowledging the strengths demonstrated during the performance review period. Identify areas where progress may have been slower, providing insights into the underlying reasons for any challenges or obstacles met. Indicate areas of improvement identified during the period and recommend a development plan, articulating the nature of support required and the resources needed.*

|  |
| --- |
| **Employee** |
| **Line Manager** |

**Signatures,**

*By my signature below, I confirm that this Appraisal has been discussed with me by my Line Manager and I agree to the contents and ratings of this assessment.*

|  |
| --- |
| **Employee**  **Signature: Date:** |
| **Line Manager**  **Signature: Date:** |
| Note: In case of any disagreement, please send the form for review to the Supervisor’s Manager. He/she will call for a meeting between the employee and the supervisor and will agree on the final rating. If further arbitration is required, please refer the case to the HR Manager. |

|  |
| --- |
| **Second Level Manager Comments:** |
| **Name:**  **Signature: Date:** |
|  |