

PUBLIC SERVICE OF ZIMBABWE

PERSONNEL PERFORMANCE WORK PLAN & APPRAISAL

PERIOD OF ASSESSMENT: FROM: _____ TO: _____

- Distribution** - 1 copy to appraisee
- 1 copy to the appraisee's personal file

Section 1 PERSONAL DETAILS AND SERVICE PARTICULARS

Name: _____

E.C. No _____ National I.D. No _____

Qualifications: _____

Experience: _____

Date of Appointment into Service: _____

Current Post _____ Date of Appointment to the Post _____

Ministry _____

Department _____ Station _____

Appraiser's Position: _____

Reviewer's Position: _____

NOTE:
See Guidelines for Completion

SECTION 2: PERFORMANCE PLAN & ASSESSMENT

A. OUTPUT PERFORMANCE (Total Weightage: 60%)

Dept. KRA Ref.	KRA Description.										
Dept. Goal Ref.	Goal Description.										
Dept. Obj Ref	Objective Description										
Outcome Ref	Outcome Description										
Output Ref	Output Description.				Weight	Agreed Target	Actual Perf.	Allowable Variance	Actual Variance	Rating	Weighted Score
Quantity Description.		Standard									
Quality Description.		Standard									
Timelines Description.		Standard									
Cost Description.		Standard									
Output Ref	Output Description.										
Quantity Description.		Standard									
Quality Description.		Standard									
Timelines Description.		Standard									
Cost Description.		Standard									
Output Ref	Output Description.										
Quantity Description.		Standard									
Quality Description.		Standard									
Timelines Description.		Standard									
Cost Description.		Standard									

Total	
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Note: Create additional tables where necessary

B. OUTCOME PERFORMANCE (Total Weightage 30%)

Dept. KRA Ref.		KRA Description								
Dept. Goal Ref		Goal Description								
Obj Ref		Objective Description								
		Outcome Description	Outcome Indicator	Weight	Agreed Target	Actual Performance	Allowable Variance	Actual Variance	Rating	Weighted Score
Outcome Ref										
Outcome Ref										
Outcome Ref										
Dept. KRA Ref.		KRA Description								
Dept. Goal Ref		Goal Description								
Obj Ref		Objective Description								
		Outcome Description	Outcome Indicator	Weight	Agreed Target	Actual Performance	Allowable Variance	Actual Variance	Rating	Weighted Score
Outcome Ref										
Outcome Ref										

Outcome Ref									
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Note: Create additional tables where necessary

C. BUDGET PERFORMANCE (10%)

Budget Expenditure Performance

Approved Budget	Allowable Variance	Actual Expenditure	Actual Variance	Rating

Note: For purpose of assessment of budget utilization 'Total Approved Budget' excludes salaries

SECTION 3: TRAINING AND DEVELOPMENT NEEDS

Competency Assessment:

REQUIRED COMPETENCIES FOR THE JOB	EXISTING COMPETENCIES (related to the job)	COMPETENCY GAPS (specific skills required)	INTERVENTION STRATEGIES (e.g. training, transfer etc.)	ACTION RECOMMENDED (e.g. specific course)	ACTION TAKEN
1 st Quarter					

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Date received by Ministry's Human Resources department: _____ Name _____ Signature _____

2nd Quarter

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Date received by Ministry's Human Resources department : _____ Name _____ Signature _____

REQUIRED COMPETENCIES FOR THE JOB	EXISTING COMPETENCIES (related to the job)	COMPETENCY GAPS (specific skills required)	INTERVENTION STRATEGIES (e.g. training, counseling, transfer etc.)	ACTION RECOMMEN DED (e.g. specific course)	ACTION TAKEN
3rd Quarter					

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Date received by Ministry's Human Resources department: _____ Name _____ Signature _____

REQUIRED COMPETENCIES FOR THE JOB	EXISTING COMPETENCIES (related to the job)	COMPETENCY GAPS (specific skills required)	INTERVENTION STRATEGIES (e.g. training, counseling, transfer etc.)	ACTION RECOMMEN DED (e.g. specific course)	
4th Quarter					

Date received by Ministry's Human Resources department: _____ Name _____ Signature _____

AGREEMENT OF WORK PLAN	
Signature of Appraisee:	Date:
Signature of Appraiser:	Date:
Signature of Reviewer:	Date:

SECTION 4: PERFORMANCE PROGRESS REVIEWS

4A. Comments on progress should be performance related.

Interim Progress Review						Final Performance Review & Assessment	
1 st Quarter Review		2 nd Quarter Review		3 rd Quarter Review		4 th Quarter Final Review/Assessment	
Strengths	Areas for Improvement	Strengths	Areas for Improvement	Strengths	Areas for Improvement	Strengths	Areas for Improvement
Appraiser's Comments	Appraiser's Comments						
Appraisee's Comments	Appraisee's Comments						
Reviewer 's Comments (where applicable)	Reviewer 's Comments (required)	Reviewer 's Comments (required)					
1 st Quarter Review		2 nd Quarter Review		3 rd Quarter Review		4 th Quarter Review	
Signature of Appraisee:		Signature of Appraisee:		Signature of Appraisee:		Signature of Appraisee:	
Date:		Date:		Date:		Date:	
Signature of Appraiser:		Signature of Appraiser:		Signature of Appraiser:		Signature of Appraiser:	
Date:		Date:		Date:		Date:	
Signature of Reviewer (where necessary)		Signature of Reviewer (where necessary)		Signature of Reviewer (where necessary)		Signature of Reviewer: (Where necessary)	
Date:		Date:		Date:		Date:	

4B. Adjustments to work plan, where necessary.

Period: From..... To.....
Work plan adjustments:

Appraiser's comments to acknowledge adjustments to the work plan:

Appraisee's comments to justify the adjustments:

Signature.....Date.....
Appraiser

Reviewer's comments (where necessary):

Signature.....Date.....
Appraisee

Signature.....Date.....
Reviewer

5B. PERSONAL DIMENSIONS

Based on the assessment of achievements/results, establish any areas where some training or development may be necessary. Although feedback on this page would not be used to determine the appraisee's ratings – the feedback is very important to help the subordinate know which areas need improvement.

Pinpointed supporting remarks are to be provided. For example, what specific BEHAVIOUR which is job related the appraiser witnessed to support his/her point. Fill in both strengths and or areas for improvements.

STANDARD DIMENSIONS	COMMENTS ON DIMENSIONS	
	Strengths	Areas for improvement
PLANNING AND ORGANIZING Sets goals and priorities, plans solutions, plans ahead and utilises resources effectively. Ability to meet deadlines, and to monitor tasks and activities.		
LEADERSHIP MANAGEMENT Motivates, co-ordinates, guides and develops subordinates` respect through actions and attitudes. Effectively manages and implements changes.		
JUDGEMENT Considers pros and cons before making decisions; anticipates short and long term impacts; weighs risks involved.		
COMMUNICATION Effective verbal skills; presents ideas and information concisely and persuasively; keeps others informed; courteous to the public; inspires confidence in subordinates and superiors.		
CONTROL Takes action to monitor or regulate processes, tasks or activities. Keeps track of delegated assignments. Delegates tasks to achieve results using subordinates effectively.		
COOPERATION Willingness to work with others in achieving individual and team objectives.		
INITIATIVE Actively attempts to influence events to achieve goals. Self starter, generates improved solutions to problems.		

<p>RELIABILITY Can be counted on to achieve set objectives without supervision or coercion.</p>		
<p>QUALITY OF WORK Achieves high quality work that meets or exceeds requirements of the job.</p>		
<p>QUANTITY OF WORK OUTPUT Meets or exceeds the standard amount of work expected on the job.</p>		
<p>OTHER (Please specify)</p>		

5C: OVERALL COMMENTS ON THE APPRAISEE’S POTENTIAL WITH REGARDS TO CAREER PROGRESSION: (for example, the member’s potential for promotion)

Final Appraisal	
Signature of Appraisee:	Date:
Signature of Appraiser:	Date:
Signature of Reviewer:	Date: