



REPUBLIC OF KENYA

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PUBLIC SERVICE COMMISSION

# Staff Performance Appraisal Report

*(For officers on Job Group 'J' and above in the Public Service)*

**Revised 2016**

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## **PREAMBLE**

1. The Staff Performance Appraisal System (SPAS) is a component of Performance Management System in the Public Service integrating employee participation through work planning, target setting and execution, evaluation, feedback and reporting.
2. This appraisal report will be completed by officers in Job Group 'J' and above and equivalent grades in the public service. Officers in Job Groups 'H and below will complete a separate appraisal report.
3. The Appraisee and the Supervisor should read the SPAS guidelines prior to embarking on the actual appraisal.
4. The Appraisee and the supervisor will set Specific Measurable Achievable Realistic Time-bound (SMART) targets aligned to the Ministerial / Departmental / Directorate / Division / Section / Unit objectives as indicated in the annual work plan
5. The supervisor and appraisee shall discuss and agree on the performance evaluation and rating at the end of the appraisal period.
6. The completed SPAS report shall be submitted to the Head of HRM at the end of the appraisal period for deliberation by the Ministries, Departments and Agencies (MDAs) Performance Management Committee.
7. The MDAs Performance Management Committee Report shall be submitted to the Public Service Commission at the end of the appraisal period.

8. **Rating Scale:** The following rating shall be used to indicate the level of performance by an Appraisee

| Achievement of Performance Targets                                 | Rating Scale |               |
|--------------------------------------------------------------------|--------------|---------------|
| Achievement higher than 100% of the agreed performance targets.    | Excellent    | 101% +        |
| Achievement up to 100% of the agreed performance targets.          | Very Good    | 100%          |
| Achievement between 80% and 99% of the agreed performance targets. | Good         | 80% - 99%     |
| Achievement between 60% and 79% of the agreed performance targets. | Fair         | 60% - 79%     |
| Achievement up to 59% of the agreed performance targets.           | Poor         | 59% and Below |

9. Performance rating scores shall be based on verifiable evidence.
10. Where the Appraisee is not satisfied with the SPAS evaluation, he/she may appeal to the MPMC / CHRAC as provided in the SPAS guidelines.

## STAFF PERFORMANCE APPRAISAL REPORT

**Performance Appraisal Period:** From ..... To .....

### Section 1: Employment Details

- (i) Personal No ..... Surname .....  
First Name ..... Other Names .....
- (ii) Designation ..... Terms of Service .....  
Job Group / Salary Scale / Pay Grade. ....
- (iii) Ministry / State Department .....  
Directorate / Department / Division .....  
Section / Unit.....  
Duty Station .....
- (iv) Supervisor's Name .....  
Designation .....

**Section 2(a): Individual Performance Targets derived from the Departmental / Directorate / Division / Section / Unit / Supervisor’s Work Plan**

| (A)<br>Agreed Performance Targets                                                                               |  | (B)<br>Performance Indicator(s) | (C)<br>Achieved results in line with the performance indicator                                            | (D)<br>Performance Appraisal Score (See Rating Scale) |
|-----------------------------------------------------------------------------------------------------------------|--|---------------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| (To be completed by the Appraisee in consultation with the Supervisor at the beginning of the appraisal period) |  |                                 | (To be completed by the Supervisor in consultation with the Appraisee at the end of the appraisal period) |                                                       |
| 1                                                                                                               |  |                                 |                                                                                                           |                                                       |
| 2                                                                                                               |  |                                 |                                                                                                           |                                                       |
| 3                                                                                                               |  |                                 |                                                                                                           |                                                       |
| 4                                                                                                               |  |                                 |                                                                                                           |                                                       |
| 5                                                                                                               |  |                                 |                                                                                                           |                                                       |
| Total appraisal score on performance targets                                                                    |  |                                 |                                                                                                           |                                                       |
| Mean appraisal score (%)                                                                                        |  |                                 |                                                                                                           |                                                       |

**Section 2(b): Staff Training and Development Needs**

Appraisee’s training and development needs in order of priority as identified by the appraisee and supervisor based on performance gaps

.....

.....

.....

**Section 2(c): To be signed at the beginning of the appraisal period**

Appraisee and management commitment to achieve the agreed performance targets.

Name of Appraisee .....

Signature ..... Date .....

Supervisor's Name .....

Signature ..... Date .....

(Immediate Supervisor)

**Section 3: Mid-Year Review**

| Agreed Performance Targets |  | Performance Indicator(s) | Targets changed or added | Remarks<br>(Indicate Level of Achievement) |
|----------------------------|--|--------------------------|--------------------------|--------------------------------------------|
| 1                          |  |                          |                          |                                            |
| 2                          |  |                          |                          |                                            |
| 3                          |  |                          |                          |                                            |

Supervisor's Name .....

Signature ..... Date .....

**Section 4: Appraisee's comments and additional assignments**

a) Appraisee's comments on performance including any mitigating factors  
.....  
.....

b) Additional assignments

i) .....

ii) .....

iii) .....

iv) .....

### Section 5: Supervisor's comments

Supervisor's comments on appraisee's performance at the end of the year including any factors that hindered performance (Please indicate if the appraisee requires to be put on a performance improvement plan/programme. If so, indicate the type).....

Supervisor's Name.....

Signature ..... Date .....

**Section 6:** Recommendation of rewards or sanctions to the Cabinet Secretary by the Ministerial Performance Management Committee:

i) Reward type (Bonus, Commendation letter etc) .....

ii) Other interventions (Counseling, Training and Development, etc)  
.....

iii) Sanction (Warning, Separation, etc.) .....

iv) Minute No.....Meeting held on .....

**Signed:**

Chairperson: Name .....

Signature ..... Date: .....

Secretary: Name .....

Signature ..... Date: .....

**Authorized Officer: Approved / Not Approved**

.....

Name .....

Signature .....Date: .....

## **Contacts**

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## **Mission**

To transform the public service to be dynamic, professional, efficient and effective for the realization of national development goals

## **Vision**

To be the lead service commission in the provision, management and development of competent human resource in the Public Service.

## **Core Values**

Integrity  
Professionalism  
Equity and Diversity  
Team Spirit  
Transparency and Accountability  
Creativity and  
Continual Improvement