

## CHAPTER 6

### STAFF PERFORMANCE EVALUATION

Section 1 . . . General

Section 2 . . . Progress Reports on Officers

Section 3 . . . Rendition of Staff Performance Appraisal Reports

#### SECTION 1—GENERAL

##### **060101: Reporting Officer**

It is required that both the reporting officer and the officer being reported on, at the beginning of the reporting period must agree on performance goals derivable from the overall work plan of the Ministry/Department/Agency for the reporting period.

##### **060102**

(ε) A reporting officer must not only be at least one substantive grade above the officer being reported on, but also be the immediate superior officer under whom the officer being reported on directly works. Where an officer has served in more than one Department before his report is rendered, the reporting officer shall be the immediate superior officer under whom he worked for the substantial part of the normal period a report shall cover. It is necessary that a Countersigning Officer should assess every report before countersigning.

(b) The reporting period for officers on GL07–GL12 is bi-annual i.e. June and December of the reporting year.

(c) The reporting period for officers on GL01–GL 06 is annual i.e. January—December of the reporting year.

- (i) officers' bi-annual Reports should be completed within a month after the reporting period, that is, 31st July of the Reporting Year and 31st January of the succeeding year.
- (ii) officers' Annual Reports should be completed within the first quarter of the succeeding year, that is, 31st March;
- (iii) officers reporting bi-annually must serve a minimum of three (3) months in the Agency within the reporting period;
- (iv) officers reporting annually must serve a minimum of six (6) months in the Agency within the reporting period; and

- (v) any violation of the conditions stated in (i)–(iv) above shows that the officer is not eligible for appraisal and the period shall not count as eligibility period for promotion.

### **060103: Performance Appraisal Reports to be detailed and candid**

It is essential, for the general efficiency of the Service, that Performance Appraisal Reports on officers shall be detailed and candid. Reporting officers must realise that their own capabilities are discernible from reports rendered on their officers, bearing in mind the responsibilities of the Offices held.

### **060104: Communication of reports to officers—Letter Day**

On the date designated Letter Day, any adverse comment on an officer's work or conduct included in a report shall be conveyed to him in writing by the Permanent Secretary/Head of Extra-Ministerial Department/Agency in clear terms and with the intent of encouraging him to improve his conduct and performance as appropriate. The fact that this action has been taken shall be stated in the report itself. Similarly, exceptional conduct and performance in the period under review shall be recognised and acknowledged.

### **060105: What to do by Head of Department not familiar with officer reported upon**

In cases where a Head of Department is not very familiar with the performance and conduct of an officer who is adversely reported on, he shall investigate the circumstances leading to the bad report before recording his own views, but where this is not possible, he shall indicate his inability to comment on the report.

## **SECTION 2—PROGRESS REPORTS ON OFFICERS**

### **060201: Progress Report on Officer on Probation/Initial Contract**

- (a) Progress reports must be rendered on all newly employed officers regardless of Grade Level.
- (b) Progress reports are meant to assess the conduct and performance of an officer on probation or contract, for confirmation.

However, where the conduct and performance are below required standard, he should be informed appropriately and given ample opportunity to improve.

### **060202: Timing**

The Reporting Officer who shall be the immediate supervisor is responsible for rendering progress reports at intervals of six (6) months with effect from the date of first appointment. The final Progress Report shall be rendered at the expiration of an officer's probationary period or a contract tour.

### **060203: In Special Cases**

If, for any reason, an officer's probationary period is due to expire at a time when he will be on leave, the final progress report should be rendered not later than two (2) months before he proceeds on such leave, in order that a decision as to the confirmation, deferment of confirmation or termination of his appointment may be taken and communicated to him before his departure. In the case of an officer on contract, if adverse opinion of his suitability has been formed before progress report shall be rendered not later than two (2) months before he proceeds, in order that Government's decision as to whether he should be allowed to return for a further tour may be taken and communicated to him before he departs and the officer may have the opportunity of deciding before he departs, whether in the light of the adverse opinion already formed, it is in his own interest to return.

### **060204: Reports on Officers on training courses**

Where an officer has, during a period or part of a period in respect of which a Performance Evaluation Report is to be rendered, been absent from his Department for the purpose of training, the Head of Department shall obtain such reports from the authorities in charge of such training as will serve as an alternative to, and in lieu of, the normal Performance Evaluation Report.

### **060205: Procedure**

Permanent Secretaries/ Heads of Extra-Ministerial Department/Agencies should address progress reports to the Permanent Secretary, Civil Service Commission or the Permanent Secretary, Public Service Office, as appropriate under personal and confidential cover. The final Progress Report rendered after 21 months' service shall include a definite recommendation as to whether the officer's appointment should be confirmed or terminated or whether his contract should be renewed.

## **REPORTS ON SECONDED OFFICER**

### **060206: Secondment to Ministry/Extra-Ministerial Department/Agency**

When an officer is seconded to another Ministry/Extra-Ministerial Department/Agency, the Permanent Secretary/Head of Extra-Ministerial Department/Agency to which he is seconded is responsible for furnishing the reports on the officer as required by this chapter. In cases where adverse comments are made on the performance and conduct of officers, such officers shall be informed in writing immediately.

### **060207: Secondment to corporation, or State-owned companies**

Arrangements shall be made with Corporations or State-owned Companies to which officers are seconded to furnish the reports on the officers so seconded as required by this chapter, as though such bodies were Government Departments/Agencies. It shall be the responsibility of the Permanent Secretary/Head of Extra-Ministerial Department/Agency from which an officer has been seconded to request the Corporation or State-owned company concerned, two (2) months before the due date, to furnish the required report on appropriate annual Report Forms, which shall be supplied to the establishment for this purpose.

## **SECTION 3—RENDITION OF STAFF PERFORMANCE APPRAISAL REPORTS ON OFFICERS**

### **060301: Purpose**

The purpose of the Staff Performance Evaluation Form is to provide a continuous process of reviewing, measuring and feedback on an officer's performance and capabilities from which his suitability for promotion, training and other potentials may be assessed by the State Civil Service Commission and other authorised Establishment bodies. In the case of promotion/appointment to a higher responsibility, the Commission should consider the cognate and relevance of the officer's previous experience to determine the eligibility and suitability for such post, without prejudice to seniority and length of service.

### **060302: Period**

Staff Performance Appraisal Reports should be rendered on all officers at the end of each reporting period.

### **060303: Action by officers**

Every officer on whom a Staff Performance Appraisal Report is rendered shall, within thirty (30) days to the end of the Reporting Period, complete and sign the relevant pages of the appropriate number of copies of the Form and forward them, unfolded,

through departmental channels to the Permanent Secretary/Head of Extra-Ministerial Department/Agency. Officers who will be on leave on the due date should take this action before proceeding on leave (see Appendix to this Chapter).

#### **060304: Open Reporting System**

It is essential for all officers to know that the performance appraisal shall be based on open reporting system. Each officer is therefore expected to provide correct information in the Staff Performance Evaluation Report. The officer being appraised and the Head of Department are to agree on the duties to be performed, set and agree on performance objectives to be met and evaluate and assess the actual performance against the performance objectives set, so that the report may be used for the purpose explained in Rule 060301 without reference to any other document.

#### **060305**

The attention of all officers is invited to the need to provide detailed information in their response to the questions on the relevant sections of the Staff Performance Appraisal Report forms, so that the reports may be used for the object explained in Rule 060301 without reference to any other document.

#### **060306: Department routine**

Every Permanent Secretary/Head of Extra-Ministerial Department/Agency shall make such departmental arrangements as he considers necessary to ensure that, thirty (30) days before the due date, an officer serving in his Ministry/Extra-Ministerial Department/Agency, on whom a Report is required, takes the action indicated in the preceding Rule and that the forms thus completed by individual officers are forwarded to the appropriate Reporting Officers who shall complete the appropriate sections of the report which shall then be forwarded to the Permanent Secretary/Head of Extra-Ministerial Department/Agency.

#### **060307: Action by Permanent Secretary/Head of Extra-Ministerial Department**

Not later than fourteen (14) days after the due date, the Permanent Secretary/Head of Extra-Ministerial Department/Agency will receive from Reporting Officers reports duly completed by them, add his own reports, comments and endorsements, if any, to all copies of each report and forward them in sufficient time to reach their respective destinations within thirty (30) days of the due date.

## APPENDIX 6

## SUMMARY

The reports required on officers at various stages of their service together with the number of copies of such reports and their destinations are summarised in the following table:

OFFICER	TYPE	NO.	DATE OF SUBMISSION	DESTINATION		
ALL STAFF ON GL 01-12						
A	1	On probation/on	SPADEV.GEN.06	1	On completing 6, 12, 18 and 21 months' service.	Permanent Secretary, Civil Service Commission (GL 07-12) Permanent Secretary, Office of Establishments & Training (GL. 01-06)
		contract with less than two (2) years' service				
B	1	Confirmed in Senior Post	SPADEV.GEN.06	1	End of each calendar year	Permanent Secretary, Civil Service Commission
	2	On contract with two (2) years' service	SPADEV.GEN.06			
C	1	Confirmed in Junior Post	SPADEV.GEN.06	2	End of each calendar Year	Permanent Secretary, Office of Establishment and Training
ADMINISTRATIVE OFFICER, EXECUTIVE OFFICER AND SECRETARIAL OFFICER CADRES						
D	1	On probation in senior posts	SPADEV.GEN.06	2	On completing 6, 12, 18 and 21 months' service	Permanent Secretary, Public Service Office and other relevant agencies
	2	On contract with less than two (2) years' service				
E	1	Officer holding senior post who has been confirmed.	SPADEV.GEN.06	2	End of each calendar year	Permanent Secretary, Public Service Office
	2	On contract with over two (2) years' service				
F	1	All other staff Members	SPADEV.GEN.06	2	End of each calendar year	Permanent Secretary, Public Service Office
G	1	Officer on transfer of service/ secondment	SPADEV.GEN.06	2	End of each calendar year	Permanent Secretary, Public Service Office, Civil Service Commission
H	2	Inter-cadre Transfer	SPADEV.GEN.06	2	End of each calendar year	Permanent Secretary, Public Service Office, Civil Service Commission

*Public Service Rules*

ALL OTHER OFFICERS ON GRADE LEVEL 13 AND ABOVE.						
I	1	On Contract appointment	SPADEV Form	2	Once in a calendar year (July and Dec.)	Permanent Secretary, Civil Service Commission
J	1	On Transfer or Secondment	SPADEV Form	2	Once in a calendar year (July and Dec.)	Permanent Secretary, Civil Service Commission
K	1	Other staff members	SPADEV Form	2	End of a calendar year.	Permanent Secretary, Civil Service Commission.