



REPUBLIC OF ZAMBIA

 Issued By: THE PERMANENT SECRETARY  
 PUBLIC SERVICE MANAGEMENT DIVISION

CONFIDENTIAL

<b>PERFORMANCE APPRAISAL SYSTEM (PAS) FORM</b>
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- Note: 1. Confirmation and **Promotion Appraisals** to be channelled to **Teaching Service Commission**  
 2. Annual and Incremental Appraisals to be channelled to Public Service Management Division

**PART1: PERSONAL PARTICULARS** (To be completed by the Appraisee but initiated by the Human Resources and Administration Department.)

**PERFORMANCE APPRAISAL**

FOR THE PERIOD: (Month) \_\_\_\_\_ 20 \_\_\_\_ TO (Month) \_\_\_\_\_ 20 \_\_\_\_

TSTAFF NO:

PMEC EMPLOYEE NO: (AS IT APPEARS ON PAYSリップ)

SURNAME: \_\_\_\_\_ OTHER NAMES \_\_\_\_\_

JOB TITLE: \_\_\_\_\_ SALARY GRADE \_\_\_\_\_

DATE OF APPOINTMENT TO PRESENT POST: \_\_\_\_\_

MINISTRY/PROVINCE: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

STATION: \_\_\_\_\_

**PART 2: WORKPLAN AND PERFORMANCE** (To be completed by Appraisee or Supervisor as indicated on Individual Work Plan)

**2.1 Job Purpose** (To be completed by the Appraisee, as stated in the Job Description)

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**2.2 Individual Work Plan and Ratings**

Note: Attach the duly completed Individual Work Plan

**INDIVIDUAL WORK PLAN  
(TO BE ATTACHED TO EVERY APPRAISAL AS MAY BE APPROPRIATE)**

**Name of Job Holder**----- **Work plan Period**-----

**Job Title:**..... **Department/Section**.....

**Job Purpose (AS in the Job Description)** -----  
 .....  
 .....  
 .....

(To be completed by the Appraisee while the rating be completed during appraisal by the supervisor)

KEY RESULT AREA	PRINCIPAL ACCOUNTABILITIES	TARGETS	SCHEDULE OF ACTIVITIES	RATING

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**\*KEY:** Above Target = 3 On Target = 2 Below Target = 1 Overall Target Rating\*\* =

\*\*Overall rating is total rating divided by the number of targets



**2.3 Comments by the Appraisee on targets;**

**a) Achieved:**

**b) Not Achieved:**

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

**2.4 Comments by the Supervisor on targets;**

**a) Achieved:**

**b) Not Achieved:**

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

**2.5 Additional contributions made by the Appraisee to the Ministry/Department (to be completed by the Supervisor)**

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

**PART 3: PERFORMANCE COMPETENCIES** (To be completed by Supervisor using rating key\* below)

**3.1 COMPETENCIES/ATTRIBUTES**

**RATING\***

- a. **Management/Supervisory skills:-**  
Ability to guide others towards meeting set goals and objectives
  - b. **Job knowledge:**  
Level of understanding and ability to apply knowledge and skill to perform the job.
  - c. **Quality of Work:**  
The degree to which an employee applies himself/herself in performing work to the required standards i.e. completes his/her work with accuracy, minimal error.
  - d. **Promptness in completing assignments:**  
Completing assignments on time.
  - e. **Dependability:**  
Ability to follow instructions, maintain good conduct, time-keeping and devotion to government duties
  - f. **Accountability:**  
Willingness to shoulder responsibility and to be answerable for the achievement/non-achievement of objectives.
  - g. **Initiative and Creativity:**  
Ability to be innovative, resourceful, creative, promote new ideas and resolve problems within or outside set guidelines.
  - h. **Communication skills:**  
Ability to communicate effectively both orally and in writing.
  - i. **Tact and Courtesy:**  
The employee's sensitivity, integrity, politeness and temperament in dealing with others.
  - j. **Attitude:**  
Interest shown towards the job.
  - k. **Adaptability:**  
Ability to cope with changing ideas, work environment, technologies as well as ability to get along with superiors, peers and subordinates
  - l. **Team work:**  
Co-operation with fellow workers and supervisors and promoting an environment which encourages open communication and consensus.
- Overall Rating on Competencies/Attributes\*\***

**3.2 What type of follow-up action do you recommend for the appraisee?**

For Public  
Service  
Management  
Division  
Official use  
only

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

**Name:**.....**Job Title:** .....

\*Rating Key: Outstanding = 4 Good = 3 Fair = 2 Poor = 1 Non Applicable = X

\*\*Overall rating on Competencies/Attributes is total rating divided by the number of Competencies/Attributes rated.

**PART 4: COMMENTS ON APPRAISAL**

**4.1 Comments by Appraisee**

The appraisal ratings and comments were discussed with my Supervisor and my comments are:

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

**4.2 Comments by Countersigning Officer** (Refer to paragraph 13 of the User Guide. Delete which is not applicable)  
I, as countersigning officer, agree/disagree with the appraisal made by the supervisor because of the following reasons:

**Signature:** .....**Name:** .....

**Title:** .....**Date:** .....

**4.3 Comments by Permanent Secretary** (Delete which is not applicable)

I, Permanent Secretary, agree/disagree with the appraisal made by the supervisor because of the following reasons:

**Signature:** .....**Name:** .....

**Date:** .....

**PART 5: ACTION TO BE TAKEN BY PSMD** (To be completed by Public Service Management Division)

**5.1 APAS Form Received by PSMD**

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

**5.2 APAS Information Computerised**

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

**5.3 APAS Form Referred To Staff File**

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

(When completed please send back the cut-off slip below to originating station)

Cut here



STAFF NO:

PMEC EMPLOYEE NO: (AS IT APPEARS ON PAYSリップ)

Name: .....

Job Title: .....

Ministry/Province: .....

Department: .....Station: .....

Date Form Received: .....Date Information Computerised: .....

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

Job Title: .....



## THE INTERPRETATION OF THE PAS FORM

### PART 1:

1. It is important to ensure that relevant files and documents are consulted when completing this part.

### PART 2:

1. **Purpose of the Job:** This is a brief statement on why the job exists/what it intends to achieve, as stated in the Job Description.
2. **Key Result Areas and Principal Accountabilities:** These should be as stated in the Job Description.
3. **Targets set during Appraisal Period against each Key Result Area:** These should be as agreed with the supervisor. When completing Part 2.3, the appraisee should take note that one KRA can have more than one target.
4. **Comments by Appraisee on targets achieved/not achieved:** This should give an account of attributes/factors that contributed to the achievements/non-achievements of targets set.
5. **Comments by Supervisor on targets achieved/not achieved:** This should give an account of the attributes/factors that contributed to the achievement/non-achievement of targets set.
6. **Additional Contributions made by Appraisee:** This should give a brief account on the significant contributions made, if any, by the appraisee to the Ministry/department.
7. When making comments on targets not achieved, the supervisor and appraisee may ensure that they take into account :- **Financial Resources, Equipment and tools, Staffing levels, Health related, Unrealistic targets, Lack of support/co-operation, Negligence, Incompetence .**

### PART 3:

1. The follow up action to be taken is a recommendation made by the supervisor taking into account the rating on both the targets and performance competencies. This recommendation could either relate to skills development, reward or sanction.

### PART 4:

1. In Part 4.1 job-holders are expected to be open and free to express themselves, giving reasons for their comments on whether they agree or disagree with the assessment by the supervisor.
2. In parts 4.2 and 4.3 the countersigning officer and the Permanent Secretary, respectively, are expected to approve or otherwise the submissions from the supervising officer.

### PART 5:

1. PSMD is expected to promptly update the human resource information data bank, for use in effectively managing the Human resource in the Public Service. PSMD will also acknowledge receipt of the Appraisal form.