



## REPUBLIC OF ZAMBIA

CONFIDENTIAL

<b>ANNUAL PERFORMANCE APPRAISAL SYSTEM (APAS) FORM</b>
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Please read these instructions carefully:

1. This Appraisal Form is confidential and an official record (i.e. not to be communicated to unauthorised persons)
2. No officer should attempt to use this form unless he/she is well acquainted with the detailed instructions of the appraisal process given in the **APAS USER GUIDE** and the **APPENDIX** to this form.
3. As the Supervisors and their respective subordinates complete this form, they should bear in mind that the information they are providing is subject to open discussion.
4. The Appraisee should complete Part I. Human Resources and Administration should initiate the process by ensuring that the APAS forms are given to the officers to be appraised.
5. Both the supervisor and the job-holder must separately and independently complete their appropriate parts of the APAS form, excluding Part 4. A date must then be set by the Supervisor for the appraisal interview, which should normally be within 24 hours from the date of completion of the form.
6. At the end of the appraisal interview the job-holder should provide his/her comments as required in Part 4.
7. After the appraisal interview, 3 copies of completed forms must be made and distributed as follows: one copy to be retained by the department/division, one copy to be retained by the ministry and one copy to be sent to Public Service Management Division. Job holders wishing to retain a form should be allowed to photocopy it.
8. Appropriate follow-up action should then be taken on the outcome of the Appraisal.
9. All entries on the APAS Form must be made in ink.

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

## ANNUAL PERFORMANCE APPRAISAL FOR THE PERIOD:

(Month) _____ 20 ____	TO (Month) _____ 20 ____
STAFF NO:	
PMEC EMPLOYEE NO: (AS IT APPEARS ON PAYSIP)	
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)

**2.1 Purpose of The Job** (To be completed by Appraisee)

**2.2 Key Result Areas and Principal Accountabilities** (To be completed by Appraisee)

<b>KEY RESULT AREA</b>	<b>PRINCIPAL ACCOUNTABILITY</b>
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

**2.3 Targets set during appraisal period and the rating** (The Appraisee completes the first two columns for KRA and Targets, as agreed with Supervisor while the rating be completed by the Supervisor using the key\* below)

KEY RESULT AREA	TARGET	RATING
1.		
2.		
3		
4.		
5.		
6.		
7.		
8.		

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

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

**a) Achieved:**

For Public  
Service  
Management  
Division  
Official use  
only

**b) Not Achieved:**

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

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

**a) Achieved:**

**b) Not Achieved:**

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

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

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

**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:** .....

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\*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 APAS 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.