



# National Police Service Commission



NATIONAL POLICE SERVICE COMMISSION

STAFF PERFORMANCE APPRAISAL FORM

## STAFF PERFORMANCE APPRAISAL REPORT

Before completing this appraisal report, please read the following guidelines carefully.

### PREAMBLE

The **purpose of the Staff Performance Appraisal** is to assess an officer's performance in the job comprehensively and objectively, with the help of full knowledge and understanding of the job descriptions and requirements. The information in the Appraisal Report will be used in assessing training needs and determining the officer's potential for promotion and other rewards and sanctions. It is therefore, important to provide accurate information about the officer.

The staff appraisal should reflect work output, achievement as well as display competencies over the review period.

The report covers all the NPSC Secretariat staff, except the Commission Secretary. The Deputy Chief Executive Officers and Directors will be appraised based on the Performance Contract.

### DEFINITION OF TERMS:

- Appraisee** : This is the officer being assessed  
**Appraiser** : This is the Appraisee's immediate supervisor  
**Countersigning Officer** : This is the Head of Directorate/Department/Unit/Section

### APPRAISAL PROCESS:

The appraisee is supplied with a copy of the appraisal form and Directorate/Departmental/Sectional performance targets at the beginning of the review period from 1<sup>st</sup> July ..... (Year) to 30<sup>th</sup> June..... (Year). The appraisee is expected to draw an individual work plan which will form the basis of this performance report.

**The form shall be completed in duplicate.** The appraisal will be done quarterly and at the end of the fourth quarter, the original report will be forwarded to Director, HCM by 31<sup>st</sup> July of every year. The duplicate will be retained by the appraisee.

### PART 1: PERSONAL DATA

This part should be fully completed by the appraisee to provide personal details and employment record.

**PART 2: PERFORMANCE EVALUATION**

In this part, opportunity is provided to the appraisee and appraiser to jointly discuss the appraisee’s performance in terms of Directorate/Departmental/Sectional objectives, agreed work targets, performance standards, output and expected results. It also assesses the skills and competencies exhibited. This part is divided into 5 sections as follows:

**Parts 2A -2D** will provide evaluation on appraisees performance for each of the four quarters. This will account for 80% of the overall rating.

**Part 2E:** In this part the appraisee is rated on behavioral attributes which reflect the Commission’s Core values. This will account for 20% of the overall rating.

**PART 3: OVERALL RATING**

The Quarterly scores in Parts 2A to 2D and scores on the behavioral attributes in Part 2E will be summarized in this section. The cumulative scores will then be converted into an overall percentage score. It should be noted that in this part, the appraiser’s rating shall constitute the actual grade of the appraisee.

**PART 4: TRAINING NEEDS AND DEVELOPMENT**

In this part, the appraisee is given the opportunity to state specific performance gaps that if addressed will improve the appraisee’s output and competencies. The appraiser will discuss the appraisee’s performance gaps and then propose what he/she thinks, as a supervisor, are the training interventions required.

**PART 5: COMMENTS BY THE COUNTERSIGNING OFFICER**

The countersigning officer is the overall supervisor of both the appraisee and appraiser. He/she is required to validate the report and must write comments.

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# NATIONAL POLICE SERVICE COMMISSION STAFF PERFORMANCE APPRAISAL REPORT

## PART 1 – PERSONAL DETAILS (To be completed by the appraisee)

|                                                                                                    |                       |
|----------------------------------------------------------------------------------------------------|-----------------------|
| <b>Name</b>                                                                                        | Surname:              |
|                                                                                                    | First Name:           |
|                                                                                                    | Middle name:          |
| <b>Personal Number</b>                                                                             |                       |
| <b>Date of Birth (dd/mm/yy)</b>                                                                    |                       |
| <b>Gender (Please tick as appropriate)</b>                                                         | Male                  |
|                                                                                                    | Female                |
| <b>PWD (Please tick as appropriate and indicate the nature of disability)</b>                      | Yes                   |
|                                                                                                    | No                    |
|                                                                                                    | Nature of disability: |
| <b>Designation</b>                                                                                 |                       |
| <b>NPSC Job Scale</b>                                                                              |                       |
| <b>Directorate</b>                                                                                 |                       |
| <b>Department</b>                                                                                  |                       |
| <b>Section/ Unit</b>                                                                               |                       |
| <b>Date of First Appointment</b>                                                                   |                       |
| <b>Date of Appointment to Current Post</b>                                                         |                       |
| <b>Acting Appointment/ Special Duty (If Any)</b>                                                   |                       |
| <b>Terms of Service (Probation/ Contract/ Permanent/ Temporary/Secondment/Transfer of Service)</b> |                       |
| Period of appraisal: From .....to .....                                                            |                       |

**PART 2 – PERFORMANCE EVALUATION**

(To be completed by both the appraiser and the appraisee)

**DIRECTORATE/DEPARTMENTAL/SECTIONAL OBJECTIVES**

List the Directorate/Departmental/Divisional/Sectional priority objectives from which the performance targets will be derived:

1. ....
2. ....
3. ....
4. ....
5. ....
6. ....

**PERFORMANCE AGAINST AGREED TARGETS**

Assess the level of performance against a maximum of four (4) key assignments/ targets set at the beginning of each quarter (refer to work plan prepared and agreed upon at the beginning of the Appraisal period).

Rating Scale: The following rating should be used to indicate the level of performance by the appraisee for the key targets. Each target carries a maximum score of five (5) marks.

| Grade     | Description                                                                                                                                              | Rating Scale (5 - 1) |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Excellent | Fully met all agreed performance targets and often exceeded expectations ( <i>Achievement higher than 100%/101%+ of the agreed performance targets</i> ) | 5                    |
| Very good | Fully met all agreed performance targets ( <i>Achievement up to 100% of the agreed performance targets</i> )                                             | 4                    |
| Good      | Met most of agreed performance targets ( <i>Achievement between 80% and 99% of the agreed performance targets</i> )                                      | 3                    |
| Fair      | Met some agreed performance targets ( <i>Achievement between 60% and 79% of the agreed performance targets</i> )                                         | 2                    |
| Poor      | Did not meet agreed performance targets ( <i>Achievement up to 59% of the agreed performance targets</i> )                                               | 1                    |

NATIONAL POLICE SERVICE COMMISSION STAFF PERFORMANCE APPRAISAL REPORT

PART 2 A – 1<sup>st</sup> Quarter (1<sup>st</sup> of July to 30<sup>th</sup> of September)

| TARGETS/ASSIGNMENTS |                                                                                                                                                                                                     | RATINGS                                                                 |                                                                         |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-------------------------------------------------------------------------|
|                     | <p><b>Results Achieved</b></p> <p><i>(State whether set target fully met and exceeded, fully met, met most targets, met some targets or did not meet targets as per the rating scale above)</i></p> | <p><b>Appraisee's Rating</b></p> <p><i>(Rate on a scale of 5-1)</i></p> | <p><b>Appraiser's Rating</b></p> <p><i>(Rate on a scale of 5-1)</i></p> |
|                     |                                                                                                                                                                                                     |                                                                         |                                                                         |
| <b>Total Score</b>  |                                                                                                                                                                                                     |                                                                         |                                                                         |

Comments by Appraisee: \_\_\_\_\_

Signature \_\_\_\_\_

Date: \_\_\_\_\_

Comments by Appraiser: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Countersigning Officer: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

NATIONAL POLICE SERVICE COMMISSION STAFF PERFORMANCE APPRAISAL REPORT

PART 2 B ~ 2<sup>nd</sup> Quarter (1<sup>st</sup> of October to 31<sup>st</sup> of December)

| TARGETS/ASSIGNMENTS |                                                                                                                                                                                              | RATINGS                                                          |                                                                  |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------------------|
|                     | <b>Results Achieved</b><br><br><i>(State whether set target fully met and exceeded, fully met, met most targets, met some targets or did not meet targets as per the rating scale above)</i> | <b>Appraisee's Rating</b><br><br><i>(Rate on a scale of 5-1)</i> | <b>Appraiser's Rating</b><br><br><i>(Rate on a scale of 5-1)</i> |
|                     |                                                                                                                                                                                              |                                                                  |                                                                  |
| <b>Total Score</b>  |                                                                                                                                                                                              |                                                                  |                                                                  |

Comments by Appraisee: \_\_\_\_\_

Signature \_\_\_\_\_

Date: \_\_\_\_\_

Comments by Appraiser: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Countersigning Officer: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

NATIONAL POLICE SERVICE COMMISSION STAFF PERFORMANCE APPRAISAL REPORT

PART 2 C ~ 3<sup>rd</sup> Quarter (1<sup>st</sup> of January to 31<sup>st</sup> of March)

| TARGETS/ASSIGNMENTS |                                                                                                                                                                                                     | RATINGS                                                                 |                                                                         |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-------------------------------------------------------------------------|
|                     | <p><b>Results Achieved</b></p> <p><i>(State whether set target fully met and exceeded, fully met, met most targets, met some targets or did not meet targets as per the rating scale above)</i></p> | <p><b>Appraisee's Rating</b></p> <p><i>(Rate on a scale of 5-1)</i></p> | <p><b>Appraiser's Rating</b></p> <p><i>(Rate on a scale of 5-1)</i></p> |
|                     |                                                                                                                                                                                                     |                                                                         |                                                                         |
| Total Score         |                                                                                                                                                                                                     |                                                                         |                                                                         |

Comments by Appraisee: \_\_\_\_\_

Signature \_\_\_\_\_

Date: \_\_\_\_\_

Comments by Appraiser: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Countersigning Officer: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

NATIONAL POLICE SERVICE COMMISSION STAFF PERFORMANCE APPRAISAL REPORT

PART 2 D - 4<sup>th</sup> Quarter (1<sup>st</sup> of April to 30<sup>th</sup> of June)

| TARGETS/ASSIGNMENTS |                                                                                                                                                                                                     | RATINGS                                                                 |                                                                         |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-------------------------------------------------------------------------|
|                     | <p><b>Results Achieved</b></p> <p><i>(State whether set target fully met and exceeded, fully met, met most targets, met some targets or did not meet targets as per the rating scale above)</i></p> | <p><b>Appraisee's Rating</b></p> <p><i>(Rate on a scale of 5-1)</i></p> | <p><b>Appraiser's Rating</b></p> <p><i>(Rate on a scale of 5-1)</i></p> |
|                     |                                                                                                                                                                                                     |                                                                         |                                                                         |
| <b>Total Score</b>  |                                                                                                                                                                                                     |                                                                         |                                                                         |

Comments by Appraisee: \_\_\_\_\_

Signature \_\_\_\_\_

Date: \_\_\_\_\_

Comments by Appraiser: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Countersigning Officer: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**PART 2E: BEHAVIORAL ATTRIBUTES/ CORE VALUES**

Rate the appraisee’s performance on each of the following areas using the rating scale indicated

| ATTRIBUTE/CORE VALUE                                                                                                                                                                                                                                                                                                                      | QUARTERLY RATING                            |    |    |    |           |    |    |    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|----|----|----|-----------|----|----|----|
|                                                                                                                                                                                                                                                                                                                                           | Appraisee                                   |    |    |    | Appriaser |    |    |    |
|                                                                                                                                                                                                                                                                                                                                           | Q1                                          | Q2 | Q3 | Q4 | Q1        | Q2 | Q3 | Q4 |
| <p><b>Interdependence:</b><br/>                     The Commission believes on the philosophy of “I am because we are’. We depend on other Government Security Agencies and Institutions to fully function.<br/> <i>(Consider the level of responsiveness of the appraisee to this core value)</i></p>                                    | 3-Very High<br>2-High<br>1-Average<br>0-Low |    |    |    |           |    |    |    |
| <p><b>Synergy:</b><br/>                     The Commission exercises its Independence of powers and function with full appreciation that absolutes independence undermines the benefits of synergy.<br/> <i>(Consider manner of handling work relationships, ability to work in a team, sharing new information with colleagues.)</i></p> | 4-Very High<br>3-High<br>2-Average<br>1-Low |    |    |    |           |    |    |    |
| <p><b>Integrity:</b><br/>                     The Commission believes that Integrity keeps us close to God, guides our lives, brings peace and earns us trust and influence.<br/> <i>(Consider manner in which the appraisee exhibits honesty, moral and ethical standards, including punctuality and commitment to the work. )</i></p>   | 4-Very High<br>3-High<br>2-Average<br>1-Low |    |    |    |           |    |    |    |
| <p><b>Fairness:</b><br/>                     The Commission believes that every person has a right to administrative action that is expeditious, efficient, lawful, reasonable and procedurally fair. <i>(Consider manner in which the appraisee exhibits justice and</i></p>                                                             | 3-Very High<br>2-High<br>1-Average<br>0-Low |    |    |    |           |    |    |    |

**NATIONAL POLICE SERVICE COMMISSION STAFF PERFORMANCE APPRAISAL REPORT**

|                                                                                                                                                                                                                                                                                                                                                                |                                             |  |  |  |  |  |  |  |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|--|--|--|--|--|--|--|--|
| <i>objectivity including over-handedness to the work and other staff)</i>                                                                                                                                                                                                                                                                                      |                                             |  |  |  |  |  |  |  |  |
| <b>Transparency:</b><br>The Commission believes that transparency will give us autonomy, overall motivation, speed, efficiency and quality of decision making. We believe that when information is shared openly hierarchy lowers and culture improves. ( <i>Consider manner in which the appraisee disseminates information to ensure seamless workflow</i> ) | 3-Very High<br>2-High<br>1-Average<br>0-Low |  |  |  |  |  |  |  |  |
| <b>Accountability:</b><br>The Commission believes that our employees perform better under observation when they know they are being watched by others. ( <i>Consider manner in which the appraisee is held accountable for resources, decisions and omissions</i> )                                                                                            | 3-Very High<br>2-High<br>1-Average<br>0-Low |  |  |  |  |  |  |  |  |
| <b>TOTAL SCORE</b>                                                                                                                                                                                                                                                                                                                                             |                                             |  |  |  |  |  |  |  |  |
| <b>MEAN SCORE</b>                                                                                                                                                                                                                                                                                                                                              |                                             |  |  |  |  |  |  |  |  |

Comments by: Appraisee: \_\_\_\_\_

Signature \_\_\_\_\_

Date: \_\_\_\_\_

Comments by Appraiser: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Countersigning Officer: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## NATIONAL POLICE SERVICE COMMISSION STAFF PERFORMANCE APPRAISAL REPORT

### PART 3: OVERAL RATING (cumulative scores/rating for each quarter plus rating on behavioral attributes, done after the 4<sup>th</sup> Quarter)

| 1 <sup>st</sup> QUARTER                                                                                                                                                                                                                                                                                                                              | 2 <sup>nd</sup> QUARTER                                                                                                                                                                                                                                                                                                                                                                                         | 3 <sup>rd</sup> QUARTER | 4 <sup>th</sup> QUARTER                                         | BEHAVIORAL ATTRIBUTES | OVERAL SCORE | RATING |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------------------------------------------------|-----------------------|--------------|--------|
|                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                 |                         |                                                                 |                       |              |        |
| <b>Notes on rating scale and description</b>                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                 |                         |                                                                 |                       |              |        |
|                                                                                                                                                                                                                                                                                                                                                      | <b>Score</b><br>81% and above<br>66% - 80%<br>50 % - 65%<br>31% - 49%<br>20% - 30%                                                                                                                                                                                                                                                                                                                              |                         | <b>Rating</b><br>Excellent<br>Very Good<br>Good<br>Fair<br>Poor |                       |              |        |
| **Insufficient Knowledge to Judge/Not graded.- Officer newly employed/deployed for less than three months, an objective assessment cannot take place as the officer is new to the role and has not had the opportunity to display their skills in this role. This should only apply if the employee has been in the role for less than three months. |                                                                                                                                                                                                                                                                                                                                                                                                                 |                         |                                                                 |                       |              |        |
| <b>5- Excellent</b>                                                                                                                                                                                                                                                                                                                                  | <b>Fully met performance targets and often exceeded expectations</b><br>The appraisees performance met the job requirements and often excelled in some of the most difficult and complex assignments. The officer takes initiative in development and implementation of challenging work goals; possesses the know-how to adapt to change in the work environment, usually with a minimum supervision/guidance. |                         |                                                                 |                       |              |        |
| <b>4-Very good</b>                                                                                                                                                                                                                                                                                                                                   | <b>Fully met performance targets</b><br>Performance was as expected in the assigned position. The appraisee consistently met job requirements in terms of work quality, productivity and commitment.                                                                                                                                                                                                            |                         |                                                                 |                       |              |        |
| <b>3-Good</b>                                                                                                                                                                                                                                                                                                                                        | <b>Met most performance targets</b><br>The appraisee met most job requirements in terms of work responsibilities but improvement is required in certain areas.                                                                                                                                                                                                                                                  |                         |                                                                 |                       |              |        |
| <b>2- Fair</b>                                                                                                                                                                                                                                                                                                                                       | <b>Met some performance targets</b><br>The appraisees Performance was marginal and did not meet some job requirements. The appraisee is not ripe for any additional responsibilities and requires significant effort in coaching and mentoring.                                                                                                                                                                 |                         |                                                                 |                       |              |        |

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|               |                                                                                                                                                                                                                                                                                                                                                              |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1~Poor</b> | <p><b>Did not meet performance targets</b></p> <p>The appraisee failed to meet minimum acceptable standards of the job requirements with respect to agreed duties and responsibilities. He/she requires immediate remedial action. (The counter signing officer should specify plan for remedial/corrective action in writing in part 5 of this report).</p> |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Comments by Appraisee: \_\_\_\_\_

Signature \_\_\_\_\_ Date: \_\_\_\_\_

Comments by Appraiser: \_\_\_\_\_

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Countersigning Officer: \_\_\_\_\_

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**PART 4: TRAINING NEEDS AND DEVELOPMENT**

(To be completed by the Appraiser and the Appraisee)

List specific performance gaps that require to be addressed through training. Recommend relevant training to correct the identified performance gaps.

| PERFORMANCE GAPS |           |
|------------------|-----------|
| APPRAISEE        | APPRAISER |
|                  |           |

**RECOMMENDED TRAINING (BY APPRAISER)**

|                                          |
|------------------------------------------|
| <br><br><br><br><br><br><br><br><br><br> |
|------------------------------------------|

Comments by Appraisee: \_\_\_\_\_

Signature \_\_\_\_\_ Date: \_\_\_\_\_

Comments by Appraiser: \_\_\_\_\_

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Countersigning Officer: \_\_\_\_\_

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**PART 5: COMMENTS BY THE COUNTERSIGNING OFFICER**

(Comment on the appraisee's suitability for promotion, confirmation in appointment, renewal of contract, commendation, etc and make general proposals for performance improvement and sanctions)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_