

Other factors influencing performance

Part 4: ASSESSMENT OF PERFORMANCE IN ACTIVITY ELEMENTS

In this part, the Officer’s immediate Supervisor will assess the performance of the Officer according to certain Activity Elements based on the Continuous Assessment during the Appraisal Period in relation to the tasks, goals and/or projects assessed in Part 3. Assessment will be based on a ten point system as follows:

- Performance Rating A: 9 to 10 points**
- Performance Rating B: 7 to 8.99 points**
- Performance Rating C: 5 to 6.99 points**
- Performance Rating D: 1 to 4.99 points.**

Guidance is given below in relation to each Element on how a rating may be determined.

Weighting will be given to each criterion according to the post of the Officer and the rating should be multiplied by the weight to obtain the assessment of the Officer on that activity element.

Element 4.1 PRODUCTIVITY RATING [] x WEIGHT [] = []
The weighting for all posts in this Element is 10.

- A - Consistently plans and organizes work to take care of more important tasks. Completes work quickly, efficiently and on schedule.
- B - Does a good job of scheduling work; usually completes work on time.
- C - Produces work that is behind time, but is showing progressive improvement.
- D - Tends to waste time; fails to meet deadlines and is showing no signs of improvement.

Element 4.2 JOB ATTITUDE RATING [] x WEIGHT [] = []
The weighting for all posts in this Element is 10.

- A - Sustains motivation to do best possible job. Does more than his share of work when required and comports himself well.
- B - Usually conscientious; enthusiastic in performing assigned tasks; makes a real effort toward overcoming difficulties.
- C - Reasonably satisfactory without sufficient interest, but makes effort to improve.
- D - No real interest; makes no effort to overcome difficulties.

Element 4.3 QUALITY OF WORK RATING [] x WEIGHT [] = []
The weighting for all posts in this Element is 10.

- A - Consistently meets standards; work is thorough, accurate and precise.
- B - Usually meets standards; seldom makes serious errors; seldom makes the same mistake twice.
- C - Some aspects of performance below standard, but makes effort to improve.
- D - Standard of performance poor and makes no effort to improve.

Element 4.4 DEPENDABILITY RATING [] x WEIGHT [] = []

The weighting for all posts in this Element is 10.

- A - Consistently carries out responsibilities without being checked on; but apprizes Supervisor on difficulties and action taken.
- B - Usually reliable and may need Supervisor's oversight on more complex aspects of work.
- C - Satisfactory but requires checking from time to time on routine matters, does not always keep Supervisor informed.
- D - Unreliable.

Element 4.5 INITIATIVE RATING [] x WEIGHT [] = []

The weighting for clerical and technical posts is 5 (Payscale 1 – 8)

The weighting for administrative and professional posts is 10 (Payscale 9 and above)

- A - Self-starter; improvises solutions; full of ideas which provide fresh insight and broader perspectives.
- B - Usually goes ahead on his own but does not always visualize what needs to be done; occasionally offers suggestions.
- C - Sometimes acts on his own but does not always visualize what needs to be done; rarely offers suggestions.
- D - Waits to be told what to do; has no ideas; never offers suggestions.

Element 4.6 PUBLIC RELATIONS AND COOPERATION RATING [] x WEIGHT [] = []

The weighting for all posts in this Element is 10.

(In relation to all Public Officers and the general public)

- A - Consistently cooperative, helpful and supportive in achieving objectives; goes out of his way to be constructive and helpful.
- B - Usually pleasant with others; cooperates willingly
- C - Usually cooperates, but prefers to work alone.
- D - Unfriendly, discourteous; unwilling to assist others.

Element 4.7 COMMUNICATION SKILLS RATING [] x WEIGHT [] = []

The weighting for all posts in this Element is 10.

- A - Consistently demonstrates effective interpersonal oral and written skills; and consistently utilizes appropriate channels of communications.
- B - Usually demonstrates effective interpersonal oral and written skills; and usually utilizes appropriate channels of communications.
- C - Sometimes demonstrates effective interpersonal oral and written skills; and sometimes utilizes appropriate channels of communications.
- D - Weak in interpersonal oral and written skills; and weak in utilizing appropriate channels of communications.

Element 4.8 PUNCTUALITY RATING [] x WEIGHT [] = []

The weighting for all posts in this Element is 10.

- A - Consistently punctual to work and begins work immediately.
- B - Usually punctual to work and usually begins work immediately
- C - Occasionally late to work but usually begins work promptly on arrival.
- D - Frequently late to work and does not begin work promptly on arrival.

Element 4.9 RELIABILITY UNDER PRESSURE RATING [] x WEIGHT [] = []
The weighting for all posts in this Element is 10.

- A - Unflustered, calm and reliable at all times; capable of dealing with crises and emergencies without losing balance.
- B - Usually able to cope with any situation; sometimes gets flustered in unusual crises.
- C - Can cope with normal day - to - day problems; unable to function effectively under heavy pressure.
- D - Easily excitable; unable to perform under pressure.

Element 4.10 APPRAISING ABILITY RATING [] x WEIGHT [] = []
The weighting for all posts in this Element is 10.

- A - Sets goals and assigns duties; does continuous supervision and assessment; keeps relevant notes on Employee's performance; gives fair and objective appraisal
- B - Sets goals and assigns duties; does supervision and assessment on an irregular basis; keeps relevant notes on Employee's performance; tries to be objective but is influenced by biases sometimes.
- C - Goals set and duties assigned not clearly defined; gives general advice occasionally but not continuous supervision and assessments; not truly objective and easily influenced by subjective considerations.
- D - Does not set goals and duties; does not perform continuous supervision and assessment; does not keep notes; appraisal very subjective.

Element 4.11 MANAGEMENT OF FINANCIAL AND MATERIAL RESOURCES:
RATING [] x WEIGHT [] = []
The weighting for all posts in this Element is 10.

- A - Demonstrates excellent management of financial and material resources; uses very effective budgeting techniques; decentralizes management of resources and maintains high standards of transparency in accounting for resources.
- B - Demonstrates average management of financial and material resources; makes average use of effective budgeting techniques; management of resources is fairly decentralized and average transparency in accounting for resources is displayed.
- C - Management of resources not too strong, weak decision making capacity, budgeting and financial accountability.
- D - Very weak management of resources; indecisive, budgeting and financial accountability almost non-existent.

Element 4.12 MANAGEMENT OF STAFF: RATING [] x WEIGHT [] = []
The weighting for all posts in this Element is 10.

- A - Consistently empowers others; promotes organizational values and desired results, training and self development of staff; manages performance and change; plans and implements effective staff development strategies.
- B - Usually empowers others; promotes organizational values and desired results, training and self development of staff; manages performance and change; plans and implements effective staff development strategies.
- C - Sometimes empowers others; promotes organizational values and desired results, training and self development of staff; manages performance and change; plans and implements effective staff development strategies.

- D - Weak in empowering others, does not promote organizational values and desired results; does no training and self development; does not manage performance and change; does not plan and implement effective staff development strategies.

Part 5: OVERALL APPRAISAL (TO BE VERIFIED BY THE OFFICE OF THE SERVICES COMMISSION)

SCORING SECTION

- 1. Numerical Appraisal (brought down) =
- 2. Divided by total applicable weighting =
- 3. Equals overall numerical Appraisal Value =

- Category 1: OUTSTANDING (9 THRU 10) []
- Category 2: ABOVE AVERAGE (7.0 THRU 8.99) []
- Category 3: AVERAGE (5.0 THRU 6.99) []
- Category 4: BELOW AVERAGE (3.0 THRU 4.99) []
- Category 5: POOR (0 THRU 2.99) []

4. Increment Granted Full [] 4/5 [] 3/5 [] None []

Full increment is to be granted for performance in category I, four fifths (4/5) of an increment is to be granted for performance in category 2 and three fifths (3/5) for performance in category 3 and no increment is to be granted for performance in category 4 or 5. Category 4 and 5 require mentoring and guidance in the first instance since a repeat of this performance could adversely affect the officer's career.

Part 6: TRAINING NEEDS AND PERSONNEL DEVELOPMENT

(These elements are not part of the scoring section.)

Element 6.1 JOB KNOWLEDGE

- A - Well versed on unusual and complex aspects of the job. Frequently consulted by others.
- B - Above average knowledge of job; generally knows what to do and how to do it.
- C - Fairly good knowledge of job but could benefit from training.
- D - Job knowledge and skills are limited; lacks understanding of routine procedures; in desperate need of training.

Element 6.2 ORGANIZATIONAL KNOWLEDGE

- A - Comprehensive knowledge of vision, mission, policies, programs and structure of the organization.
- B - Working knowledge of vision, mission, policies, programs and structure of the organization.
- C - Conversant with the vision, mission, policies, programs and structure of the organization.
- D - Unfamiliar with the vision, mission, policies, programs and structure of the organization.

Element 6.3 TRAINING NEEDS

(i) Based on the foregoing Appraisal could the Officer's performance **in his present post** be improved by training? YES [] NO []

(ii) If the answer to (i) is yes specify nature of training required.

(iii) If no training is required for the Officer in his present post is training required to qualify him for promotion to his next career level? YES [] NO []

(iv) If the answer to (iii) is yes specify nature of training required.

(v) Can the training requirement specified above be provided by:

a) the officer's Ministry/Department/Division? YES [] NO []

b) the Office of Governance? YES [] NO []

c) Any organization or institution within the Country of Belize? YES [] NO []

(vi) If the answer to (v) (c) is yes, specify:

a) the organization or institution: _____

b) whether the training will require full-time or part-time attendance with brief details;

c) the duration of time required to complete the training: _____

d) the degree, or other qualification to be received at successful completion of training.

(vii) If the training is only available abroad, specify the duration required to complete the course of training and the qualification to be received on successful completion.

Element 6.4 DEVELOPMENT POTENTIAL

Based on the Performance Appraisal and the training needs, this section assesses the potential for advancement in the service and the Officer's promotability.

1. In the light of the Officer's training needs, does he possess the matriculation requirements (if applicable) to undertake the course of training specified?

NOT APPLICABLE [] YES [] NO []

2. If the answer to (1) is no, what arrangements if any, will the Officer make to acquire the necessary matriculation requirements?

3. What training courses or seminars have the Officer attended and/or what qualifications have the Officer obtained during the year prior to this Report?

4. Taking into account the total Appraisal so far what is the Officer's present fitness for promotion to the next career level?

(Specify post: _____)

WELL FITTED [] FITTED [] LIKELY TO BECOME FITTED []
NOT FITTED []

Part 7: CERTIFICATES

Element 7.1 CERTIFICATION OF THE FIRST REPORTING OFFICER

I hereby certify as follows:

1. I am the immediate Supervisor of the Officer to whom this Report relates;
2. I have supervised his work for at least three months and where part of the Appraisal Period has been under the supervision of another person, I have consulted with that other supervisor concerning the Officer's performance under his supervision before the Appraisal interview;
3. This report has been prepared with the full participation of the Officer reported on, and his particular attention has been drawn to the items of the Report showing his strengths and weaknesses.

Signature _____ Date of Signature _____

Print Name _____ Title of Post _____

Element 7.2 CERTIFICATION OF THE SECOND REPORTING OFFICER

I hereby certify as follows:

1. I am the immediate Supervisor of the First Reporting Officer.
2. I am in full agreement with the Appraisal of the First Reporting Officer;
YES [] NO []
3. I am not in agreement with the Appraisal of the First Reporting Officer, and have therefore made emendations in red alongside the first Appraisal but without making any changes in the Appraisal itself.
YES [] NO []

Signature _____ Date of Signature _____

Print Name _____ Title of Post _____

Element 7.3 CERTIFICATE OF CHIEF EXECUTIVE OFFICER/HEAD OF DEPARTMENT

- i. I have scrutinized the report and am of the view that it presents a balanced picture of the officer's performance during the period under review. OR
- ii. I am not in agreement with the Appraisal and am making my comments thereon.

Signature _____ Date of Signature _____

Print Name _____ Title of Post _____

Element 7.4 CERTIFICATE OF OFFICER UNDER APPRAISAL

The officer is required to sign the certificate indicating by marking an X in one of the blocks labeled "YES" or "NO" his response to the statements listed. Any comments from the Officer must be prepared separately and attached to the Performance Appraisal Report. No comments

can be accepted from the Officer unless he has signed the Certificate to show that he has seen the Report.

I hereby certify as follows:

1. **The Appraisal was done during an interview in which I had full participations;**
YES [] NO []
2. **I consider the Appraisal to be objective and reasonable;**
YES [] NO []
3. **The Appraisal is generally acceptable, and although I have minor disagreements with some details I do not wish to make any comments thereon;**
YES [] NO []
4. **I have major disagreements with the Appraisal or find the Appraisal to be unacceptable, and am herewith attaching my comments in rebuttal.**
YES [] NO []

Signature _____ Date of Signature _____

Print Name _____ Title of Post _____