

**Annual Performance Appraisal Form**  
 (NAME OF INSTITUTION)  
 Republic of Liberia



<b>EMPLOYEE INFORMATION</b>			
<b>Date</b>	<b>Last Name</b>	<b>MI</b>	<b>First Name</b>
<b>Position/Title</b>		<b>Current Pay Grade</b>	
<b>Department/Division or Section</b>		<b>Original Hire Date</b>	
<b>Performance Review Period</b>		<b>Date Appointed to Current Position</b>	
<b>From:</b>	<b>To:</b>		
<b>Supervisor's Name</b>		<b>Supervisor's Position/Title</b>	

**Introduction**

The performance appraisal meeting represents the final phase of the performance management cycle. At the end of the year the Supervisor should hold a formal meeting to discuss and evaluate the employee's performance against the objectives agreed earlier in the year.

The performance appraisal will cover both performance against objectives and demonstration of required competencies. The Annual Performance Appraisal form is designed to evaluate employee performance against agreed job objectives during the year in review. The results of the performance appraisal will inform management what needs to be done in terms of rewarding exceptional employee performance or developing performance improvement plans when an employee performance is unsatisfactory. This form is used to ensure that employee capacity building is continuous and career development is a consistent effort by management.

The Annual Performance Management System cycle for all civil servants begins on **January** of each year for the prior year in review and ends in **December**.



### **Instructions**

This form is completed by both the employee and his/her supervisor and approved by a reviewer. Copies of a completed performance appraisal shall be given to the employee for his/her own record and HR for filing in the employee's file. Where any information is not relevant to staff, please indicate by writing N/A.

The Annual Performance Appraisal process is in three parts, namely before the meeting, during the meeting and after the meeting.

#### **Stage 1 - Before the Meeting:**

Step 1 - Supervisor should give at least one week notice to the employee of the meeting and prepare the form by listing the objectives and performance indicators agreed to in the Performance Plan or changed at the Mid-Year Progress Review.

Step 2 - Supervisor and employee should write down on separate sheets the Employee's performance in terms of objectives achieved and not achieved with reasons.

Step 3 - Supervisor should write down employees performance in terms of competencies demonstrated and not demonstrated with reason(s).

Step 4 - The employee should review his/her performance and list the main achievements and areas for improvement.

Step 5 - The employee should prepare for the discussion with the Supervisor.

#### **Stage 2 - During the Meeting:**

Step 1 - The supervisor should welcome the employee and state the purpose for the meeting.

Step 2 - The supervisor and employee should discuss Section One, the competencies demonstrated or not demonstrated one after the other.

Step 3 - The supervisor and employee should discuss Section Two, the objectives achieved or not achieved one after the other.

Step 4 - The supervisor should summarise his / her observation.

Step 5 - The supervisor should communicate the overall performance rating to the employee.

#### **Stage 3 - After the Meeting**

Step 1 - The supervisor completes the form.

Step 2 - The supervisor invites the employee to read, provide comments and sign the Annual Performance Appraisal form.

Step 3. - The supervisor sends the original record of the performance appraisal to the HR Director and provides a copy to the employee.



**Section One: Competency Performance Strengths and Areas for Improvement**

This section must be completed by the employee (column labeled Employee) and thereafter by the supervisor (column labeled Supervisor) by marking a box under the rating that applies to each competency. Detail discussion will occur during appraisal meeting.

**Ratings: E=Exceptional; G=Good; S=Satisfactory; N=Needs Improvement; U= Unsatisfactory**

	<i>Employee</i>					<i>Supervisor</i>				
	E	G	S	N	U	E	G	S	N	U
<b>Teamwork Skills</b>										
1. Works well with other members of staff										
2. Cooperates with other departments as required										
<b>Quality Of Work</b>										
3. Consistently meets deadlines in a thorough and accurate manner										
4. Performs work independently, involving his/her supervisor when necessary										
5. Final results require minimum checking and correction										
6. Maintains good working relationships with donors and/or other external agencies										
<b>Organization Of Work</b>										
7. Plans and organizes work and is able to deal with unexpected or unusual demands										
8. Manages his/her time effectively										
9. Takes initiative, finding innovative approaches to getting the job done										
10. Plans, schedules, monitors the progress of work										
11. Prioritizes assignments										
<b>Job Knowledge and Technical Skills</b>										
12. Has necessary knowledge and skills to perform the job										
13. Actively strives to keep current with new concepts and practices in area of responsibility										
14. Quickly understands and applies knowledge										
<b>Communication Skills</b>										
15. Listens effectively and demonstrates understanding of information received										
16. English verbal skills adequate for role and responsibilities										
17. English writing skills adequate for role and responsibilities										
<b>Supervision and Management (where applicable)</b>										
18. Provides regular and candid performance feedback										
19. Delegates responsibilities and tasks effectively										
20. Develops staff through coaching and training										

Comments:

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**Section Two: Objectives and Results for Year \_\_\_\_\_**

Objectives have been established and agreed on by both supervisor and employee based on the duties and responsibilities outlined in the employee's job description. Employee should complete column #3 (*Employee*) after which the supervisor will complete column # 4 (*Supervisor*) and rate achievement for each objective. Use back of page for additional objectives if necessary. Rate the degree to which the expected result was achieved for each objective.

- 5-Exceptional - Performance exceeded all expectations.
- 4-Good - Performance exceeded most of work expectations.
- 3- Satisfactory - Consistently meets most work expectations.
- 2-Needs Improvement - Performance did not consistently meet expectations.
- 1-Unsatisfactory - Performance does not meet job requirements.

<b>Objectives</b> What was specifically agreed with the employee that they would achieve during the appraisal period? List in priority order.	<b>Performance Indicators</b> How was achievement to be measured? What outputs or deliverables were agreed upon?	<i>Employee</i>		<i>Supervisor</i>	
		<b>Achievement</b> To what extent where these objectives met or not met?	<b>Achievement</b> To what extent where these objectives met or not met?	<b>Achievement</b> To what extent where these objectives met or not met?	<b>Rating</b> Rate the degree to which the expected results were achieved
1.					
2.					
3.					
4.					

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5.				
6.				
7.				

**Section Three: Overall Rating** *(prepared by Supervisor)*

The overall rating is the rating the supervisor gives for the employee’s overall performance in achieving agreed objectives and demonstrating required competencies.

- 5-Exceptional** - Performance exceeded all expectations.
- 4-Good** - Performance exceeded most of work expectations.
- 3- Satisfactory** - Consistently meets most work expectations.
- 2-Needs Improvement** - Performance did not consistently meet expectations.
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**Section four: Staff Development Plan** (To be completed by the Supervisor in discussion with the Employee).

The goal of staff development is to ensure that employees have the knowledge, skills and abilities to do their job to the standards expected of them. It also aims to create an environment of continuous improvement for the individual and organization. Be sure to address and areas which need further improvement. Suggest possible training and other career development possibilities. Be specific. Use of examples will provide clarity. Add additional pages if necessary.

**Areas for Improvement or development.**

**2. Recommended for training and work experience to improve and develop employee.**

**3. Career Development.** What are this employee's career interests and goals? Recommend possible future directions to achieve goals.



**Section Five: Supervisor's Comments and Confirmation**

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Supervisor's Signature

Date

**Section Six: Employee's Comments and Confirmation**

After you have read this report and your supervisor has discussed it with you, you must sign below to acknowledge appraisal was conducted. If you do not agree with the evaluation you should check the appropriate box. You will then be able to discuss the evaluation with your next level supervisor. There is space to add your comments on the evaluation.

I agree with this evaluation of my performance.

I do not agree with this evaluation and want to discuss it with my next level supervisor.

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Signature

Date

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**Section Seven: Review & Approval (NEXT LEVEL SUPERVISOR)**

I do hereby certify that I have reviewed this performance appraisal and approve this document deeming it as final.

Reviewer's Name Printed

Signature

Date

Comments: