



## Ministry of Public Health and Sanitation Ministry of Medical Services

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### About the Performance Appraisal System Toolkit

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#### **Introduction**

The purpose of the performance appraisal system (PAS) is to enable employees and supervisors to better manage and improve their performance - enabling them to participate more actively in setting work targets, actual delivery of the work and in the evaluation of their own performance. The PAS is a component of the Performance Management System in the Civil Service and Local Authorities and will generally integrate work planning, target setting, performance reporting and feedback. All staff working in the health ministries are expected to fill in the PAS forms in working closely with their supervisors. In this way, PAS becomes an effective tool for the measuring the capacity, capabilities, learning and potentials of the employees and use them to identify performance gaps and move to address them. For PAS to be effective it must be linked to other human resource management systems and processes including recruitment, placement, staff development, career progression, incentives and sanctions.

Specific objectives of PAS are to;

- Link individual performance with organization performance
- Enable Supervisors and Appraises to continuously assess work progress
- Promote accountability in the Civil Service and Local Authorities
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#### **Content of the PAS Toolkit**

The PAS Toolkit has been prepared for use by facility heads and other health leaders at both headquarters and the provinces. The Kit contains useful information that enables officers, supervisors and other leaders to manage their own performance and be able to assist their reports to conduct productive appraisal for staff working within their units.

This kit has three sets of documents covering the entire performance management cycle;

1. Planning and other strategic documents that explain the vision and goals of the ministry in all aspects
2. PAS forms and Guidelines - to be down loaded printed and circulated to all staff
3. How to -Presentations on aspects of the PAS cycle. – these offer basic guide as to what is permissible and what isn't.

**FOLDER 1: Planning and other strategic documents** that explain the vision and goals of the ministry in all aspects: These include;

- Strategic Plan - Ministry of Public Health and Sanitation
- Strategic Plan – Ministry of Medical Services
- National HRH Strategic Plan 2009-2012
- Annual Operational Plan (AOP 6)
- National Health Sector Strategic Plan II

**FOLDER 2: PAS forms and Guidelines** - to be downloaded, printed and circulated to all staff;

- Form GP 247A (Revised 2008) which will be completed in triplicate by officers on Job Group 'H' and above in the Civil Service and officers on Salary Scale 1-9 in Local Authorities and distributed as follows after the evaluation process: original to the Secretary, Public Service Commission, duplicate to the appraisee's confidential file and triplicate to be retained by the Appraisee.
- GP 247B which will be completed in duplicate by officers on Job Group 'G' and below in the Civil Service and officers on Salary Scale 10 and below in Local Authorities and distributed as follows after the evaluation process: original will be kept in the Appraisee's confidential file, while the duplicate shall be retained by the Appraisee.
- Guidelines for filling the PAS Forms

**FOLDER 3: Presentations on various aspects of the PAS cycle** – these offer basic guide to appraisers and cover basic skills and knowledge areas that are needed to ensure that PAS process is completed with good outcomes. These will include: -

- Interviewing skills for conducting effective performance appraisals
- Managing Rewards and Sanctions for PAS
- Performance reporting under PAS
- Preparing individual work plan for PAS
- Managing Conflicts and Grievances under PAS
- Values and Staff competencies under PAS

***Note: For Further questions/enquiries on PAS and the related performance management processes feel free to consult with the HRM Directorate at the Ministry Headquarters or your immediate supervisor.***