



REPUBLIC OF GHANA

LOCAL GOVERNMENT SERVICE

STAFF PERFORMANCE PLANNING, REVIEW AND APPRAISAL  
FOR CATEGORY D, E & F STAFF

SECTION 1A: APPRAISEE INFORMATION

|                                                                                                                                                                             |                        |                   |                                                                       |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------|-----------------------------------------------------------------------|--|
| <b>PERIOD OF REPORT:</b>                                                                                                                                                    | From:<br>(dd/mm/yyyy): |                   | To:<br>(dd/mm/yyyy):                                                  |  |
| Title: <input type="checkbox"/> Dr. <input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Ms. <input type="checkbox"/> Others (Pls. specify): |                        |                   |                                                                       |  |
| Surname:                                                                                                                                                                    |                        | First Name:       |                                                                       |  |
| Other Name(s):                                                                                                                                                              |                        |                   | Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female |  |
| LGSS / RCC / MMDA:                                                                                                                                                          |                        |                   |                                                                       |  |
| Department / Unit:                                                                                                                                                          |                        |                   |                                                                       |  |
| Present Grade:                                                                                                                                                              |                        | Present Position: |                                                                       |  |
| Date of Appointment to Present Grade (dd/mm/yyyy):                                                                                                                          |                        |                   |                                                                       |  |

TRAINING RECEIVED DURING THE PREVIOUS YEAR

| Programme | Dates:<br>From (dd/mm/yyyy) -<br>To (dd/mm/yyyy) | Institution / Training Provider |
|-----------|--------------------------------------------------|---------------------------------|
|           |                                                  |                                 |
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|           |                                                  |                                 |

SECTION 1B: APPRAISER INFORMATION

|                                                                                                                                                                             |                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Title: <input type="checkbox"/> Dr. <input type="checkbox"/> Mr. <input type="checkbox"/> Mrs. <input type="checkbox"/> Ms. <input type="checkbox"/> Others (Pls. specify): |                |
| Surname:                                                                                                                                                                    | First Name:    |
| Other Name(s):                                                                                                                                                              |                |
| Position of Appraiser:                                                                                                                                                      | Current Grade: |

COMPLETION OF STAFF PERFORMANCE MANAGEMENT FORM

- The Performance Management System is designed to evaluate how well you are doing in your present position in relation to results achieved within the period of appraisal to enable the Local Government Service to achieve its goals and objectives.
- The Performance Management System is also aimed at assisting you to improve upon your performance and ensure your career development.
- The Performance Management System is an annual cycle involving four key phases: Planning, Mid-year Review, End of year Evaluation and Reporting/Decision Making.

## SECTION 2: PERFORMANCE PLANNING

To be agreed between the Appraiser and the Appraisee at the start of the annual appraisal cycle or when a new employee/ staff commences work.

| No. | KEY PERFORMANCE AREA (KPA)<br>(3 to 5 KPAs - To be drawn from employee's Job Description) | WEIGHT (%) for each KPA | KEY PERFORMANCE INDICATOR (KPI) (indicators should be SMART: Specific, Measurable, Achievable, Realistic and Time-framed)<br>(2 to 4 KPIs to be stated for each KPA) | SERVICE DELIVERY STANDARD(s) (if Applicable) |
|-----|-------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
|     |                                                                                           |                         |                                                                                                                                                                      |                                              |

*Note: Add additional sheets if necessary.*

APPRAISEE'S SIGNATURE & DATE (DD/MM/YYYY)

APPRAISER'S SIGNATURE & DATE (DD/MM/YYYY)

SECTION 3A: MID-YEAR PERFORMANCE REVIEW FORM

This is to be completed in July by the Appraiser and Appraisee.  
Progress has been discussed and Agreements have been reached as detailed below.

| KPA NO. | KEY PERFORMANCE INDICATOR(S) KPIs<br>( Brief Statement derived from Section 2A, KPI Column) | PROGRESS REVIEW | REMARKS |
|---------|---------------------------------------------------------------------------------------------|-----------------|---------|
|         |                                                                                             |                 |         |

Note: Add additional sheets if necessary.

APPRAISEE’S SIGNATURE & DATE (DD/MM/YYYY)

APPRAISER’S SIGNATURE & DATE (DD/MM/YYYY)

## SECTION 4A: END-OF-YEAR REVIEW/ PERFORMANCE EVALUATION FORM

This is to be completed in December by the Appraiser and Appraisee.

**END-OF-YEAR PERFORMANCE EVALUATION FORM:** (see sample of computation in Annex 3B)

| KPA NO. | WEIGHT OF KPA<br>Refer to Section 2A<br>(W)% | KPIs<br>( Refer to Section 2A,<br>KPI Column) | PERFORMANCE EVALUATION (BRIEF) | SCORE (S)<br>RATING PER KPI<br>(1-2-3-4)<br>See Annex 3A<br>for explanation | AVG. SCORE<br>(Sa) = Sum of<br>Scores for N<br>indicators / N | WEIGHTED<br>SCORES (Ws) =<br>Weight (W) * Avg.<br>Score per KPA<br>(Sa) | COMMENTS |
|---------|----------------------------------------------|-----------------------------------------------|--------------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------|----------|
| A       | B                                            | C                                             | D                              | E                                                                           | F                                                             | G= B*F                                                                  | H        |
|         |                                              |                                               |                                |                                                                             |                                                               |                                                                         |          |
|         |                                              |                                               |                                |                                                                             |                                                               |                                                                         |          |
|         |                                              |                                               |                                |                                                                             |                                                               |                                                                         |          |
|         |                                              |                                               |                                |                                                                             |                                                               |                                                                         |          |
|         |                                              |                                               |                                |                                                                             |                                                               |                                                                         |          |
|         |                                              |                                               |                                |                                                                             |                                                               |                                                                         |          |
|         |                                              |                                               |                                |                                                                             |                                                               |                                                                         |          |

## SECTION 4A: END-OF-YEAR REVIEW / PERFORMANCE EVALUATION FORM (CONTINUED)

**This is to be completed in December by the Appraiser and Appraisee.**

**END-OF-YEAR PERFORMANCE EVALUATION FORM:** (see sample of computation in Annex 3B)

| NO. | WEIGHT OF KPA<br>Refer to Section 2A<br>(W)%                             | KPIs<br>( Refer to Section 2A,<br>KPI Column) | PERFORMANCE EVALUATION (BRIEF) | SCORE (S)<br>RATING PER KPI<br>(1-2-3-4) See Annex 3B for explanation | AVG. SCORE (Sa) = Sum of Scores for N indicators / N | WEIGHTED SCORES (Ws) = Weight (W) * Avg. Score per KPA (Sa) | COMMENTS |
|-----|--------------------------------------------------------------------------|-----------------------------------------------|--------------------------------|-----------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------------|----------|
| A   | B                                                                        | C                                             | D                              | E                                                                     | F                                                    | G                                                           | H        |
|     |                                                                          |                                               |                                |                                                                       |                                                      |                                                             |          |
|     |                                                                          |                                               |                                |                                                                       |                                                      |                                                             |          |
|     |                                                                          |                                               |                                |                                                                       |                                                      |                                                             |          |
|     |                                                                          |                                               |                                |                                                                       |                                                      |                                                             |          |
|     |                                                                          |                                               |                                |                                                                       |                                                      |                                                             |          |
|     |                                                                          |                                               |                                |                                                                       |                                                      |                                                             |          |
|     |                                                                          |                                               |                                |                                                                       |                                                      |                                                             |          |
|     | OVERALL PERFORMANCE = TOTAL OVERALL WEIGHTED SCORES ( Sum of Column G) = |                                               |                                |                                                                       |                                                      |                                                             |          |
|     | ***OVERALL PERFORMANCE % = (Sum of Column G / 4 * 100)=                  |                                               |                                |                                                                       |                                                      |                                                             |          |

**APPRAISEE'S SIGNATURE & DATE (DD/MM/YYYY)**

**APPRAISER'S SIGNATURE & DATE (DD/MM/YYYY)**

| RATING |                              | DEFINITION OF ACHIEVEMENT ON KEY PERFORMANCE INDICATOR (KPI)                                                                                                                                                                                                  |
|--------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4      | Excellence:<br>80-100%       | Appraisee has fully met and exceeded the agreed indicators and time lines and has produced results of excellent quality. The Officer/ staff is a model of excellence in terms of the results achieved and the means by which they were achieved.              |
| 3      | Very good:<br>70-79%         | Appraisee has achieved most of the agreed indicators and has produced results of good quality within agreed time lines.                                                                                                                                       |
| 2      | Good:<br>60-69%              | Appraisee has achieved the minimum number of agreed indicators and provided adequate supporting rationale/reasons for not achieving all of the specified targets.                                                                                             |
| 1      | Unsatisfactory:<br>Below 60% | Appraisee's performance does not meet the standard expected for the job i.e Appraisee has not achieved most of the agreed indicators within the time frame provided and is unable to provide reasons or provides unacceptable reasons for unachieved targets. |

**SECTION 5: APPRAISER'S COMMENTS ON PERFORMANCE PLAN ACHIEVEMENTS  
(REFER TO SECTION 4- ANNUAL APPRAISAL)**

(Comment on Work plan achievements and additional contributions made)

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| <b>APPARISER'S SIGNATURE &amp; DATE (DD/MM/YYYY)</b> |

**SECTION 6: APPRAISEE'S COMMENTS ON PERFORMANCE PLAN ACHIEVEMENTS  
(REFER TO SECTION 4 - ANNUAL APPRAISAL)**

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|------------------------------------------------------|
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| <b>APPRAISEE'S SIGNATURE &amp; DATE (DD/MM/YYYY)</b> |

