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**LAGOS STATE GOVERNMENT  
STAFF PERFORMANCE APPRAISAL  
AND DEVELOPMENT REPORT**

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**LEVELS 7 - 12**

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**LASG/SPADEV/2.GEN.14 – FORM**

Name:	Designation & Date of 1st Appointment:
Employee No. (Oracle):	LASRRA No.:
Current substantive Post:	Date of Present Substantive Post:
Ministry/Department/Agency:	Current Posting and Location:
Division/Branch/Unit:	Last Appraisal Date:
Approved Absences during Rating period (excluding statutory Leave): Mid-Year..... End-Year.....	Unapproved Absences during Rating period: Mid-Year..... End-Year.....
Immediate Supervisor: Name..... Designation .....	Department Supervisor: Name..... Designation .....

**Explanatory / Guiding Notes:**

- *The whole essence of Performance Appraisal as encapsulated in this Form is premised on the existence of Organizational Mandates / Departmental Functions which are required to be met during the Reporting period. It is also premised on the fact that both the Appraiser and the Appraisee have common understanding of the particular goals and objectives to be achieved during the Reporting Period. The focus is therefore on how well the expected deliverables have been met.*
- *At the beginning of the Reporting Period, the immediate Supervisor will hold a Performance Planning Session with the Employee and agree Employee's Key Job Responsibilities and expected deliverables for the rating period. Both would develop a common understanding of goals and objectives (derived from the MDA Mandates) that need to be achieved; identify the most important competencies that the Employee must display in doing the job and create an appropriate individual Development Plan for the Employee. Copies of the agreed Performance Plan are to be retained by the Employee and the Human Resources Department.*
- *During the Rating Period, the Employee will Execute the agreed Performance Plan (Performance Execution) with the immediate Supervisor giving necessary support; maintaining Performance Records; updating key responsibilities as conditions change; providing feedback and coaching for success; providing development experiences; reinforcing effective behaviour; and conducting a mid-term review to monitor progress and where appropriate issue Performance Improvement Plan (PIP) to underperforming Employee.*
- *At the end of each Reporting Period (mid or end-year), the Supervisor will carry out Employee's Performance Assessment by completing this Form and discussing Performance Review Scores with the Employee. Copies of Performance Review, including comments are thereafter shared with next higher level of Management for sign-off. Employee Development Plan and other related issues would be processed by the Human Resource Department.*

**THIS DOCUMENT IS NOT A TRAINING PROGRAMME NOMINATION FORM**

**Five Scale Rating:**

**RATINGS ARE DENOTED BY THE FIRST ALPHABETS IN THE PERFORMANCE REVIEW SECTION (PAGES 4&6).**

- **Outstanding/Exceptional (5) (80% and above)** – an Exceptional Performer who consistently exceeds his or her goals
- **Very Good (4) (66%-79%)** – an Employee who meets all or most of his or her goals and may have occasionally exceeded some.
- **Good / Satisfactory (3) (50%-65%)** – an Employee who meets most of his or her goals consistently.
- **Below Average / Failure (2) (36%- 49%)** – a Marginal Performer who has not met a significant portion of his or her goals.
- **Unacceptable (1) (35% and below)** – an Employee who has not met any of his or her goals.

***\*NOTE THAT OVERALL AGGREGATE RATINGS ABOVE” GOOD/SATISFACTORY” WHICH IS (50% -65%) MUST BE SUPPORTED WITH DOCUMENTED EVIDENCE.\****

**TOTAL MAXIMUM SCORE OBTAINABLE FOR EACH REPORTING PERIOD IS 50**

**General Job Description/Key Job Responsibilities as agreed for the Reporting Period: *List Employee's responsibilities in descending order from primary to secondary, down to minor functions.***

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## MID-YEAR PERFORMANCE REVIEW

**SECTION A: Goals and Objectives** (*List out Set “SMART” Goals/Targets as discussed and agreed with Officer at the beginning of the Reporting Period*). Total Mark obtainable is 60.

S/N	<b>OPERATING RESULTS</b> (against agreed goals and KPIs)/ <b>Volume and Quality of Work Delivered:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's quality and timeliness of work produced. Is there a good balance between quality and quantity?</i>	<b>Weight attached</b> <b>(Btw 10 – 1)</b>	<b>Score Obtained</b>
<b>Total Score</b>			
<b>Total % (Maximum of 60:</b> <i>This is calculated as Total score / Total Weight X 60)</i>			

**Reporting Officer’s Comment on performance evaluation;** *indicating Officers strengths, weaknesses and any Outstanding Contributions/ Accomplishments within the period*

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**SECTION B: Other competency areas and productivity enhancing Traits/Personal Attributes.**

**Total Mark obtainable is 40**

PARAMETERS		5-SCALE RATING				
		O/E (5)	VG (4)	G/S (3)	BA (2)	U (1)
1.	<b>COMMUNICATION AND INTERPERSONAL SKILLS:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's ability to relate ideas and methods to others, taking into account written as well as verbal.</i>					
2.	<b>PROFESSIONAL STANDARDS / CREATIVITY AND INNOVATIVENESS:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's ability to work creatively and with innovation.</i>					
3.	<b>ENTHUSIASM AND RESPONSIVENESS:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's interest and commitment to his or her work and the Establishment's set goals.</i>					
4.	<b>LEADERSHIP/SUPERVISORY OR MANAGERIAL SKILLS:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's leadership qualities and skills with regard to motivating subordinates, ability to spot problems make timely decisions to find competent alternative solution -Managing people and Leading by Example.</i>					
5.	<b>TASKS EXECUTION SKILLS / PLANNING, ORGANIZATION AND TIME MANAGEMENT:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's planning and organizational skills.</i>					
6.	<b>BUSINESS AND TECHNICAL PROFICIENCY/PROBLEM SOLVING INITIATIVE AND FORESIGHT:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's ability to spot problems, make timely decisions and find competent alternative solutions.</i>					
7.	<b>CUSTOMER EFFECTIVENESS/ PROFESSIONALISM AND RELATION WITH CLIENTS (Internal and External):</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's professional conduct and positive outlook to Customer's needs and expectations.</i>					
8.	<b>RELATIONSHIPS/TEAM WORK AND WORKING WITH OTHERS:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's ability to work with others as a team and relation with colleagues</i>					
9.	<b>CONTRIBUTION TO ESTABLISHMENT'S VISION AND EFFECTIVENESS:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's contribution to establishment's success and achievement of vision; including demonstrated contribution to establishment's social responsibility goals.</i>					
10	<b>ICT/COMPUTER PROFICIENCY:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's ability to enhance job using ICT/Computer.</i>					
<b>Total % (Maximum of 40: This is calculated as Total score / Total Weight X 40)</b>						

**Summary of Scores: Section A ..... + Section B ..... = .....%**  
60
40

**OTHER MAJOR / SPECIAL ACHIEVEMENTS:** *List Special One-off Assignments, Projects, ad-hoc duties performed by Officer during the period for purpose of recognition/Merit Awards.*

**TRAINING NEEDS IDENTIFICATION:** *List in order of priority, training needs identified to improve Officer's performance.*

*How would you describe Officer's overall performance during the rating period against set and agreed goals and objectives using the 5-Scale rating as the basis? Tick appropriate box.*

<b>Outstanding /Exceptional</b>	<b>Very Good</b>	<b>Good/Satisfactory</b>	<b>Below Average / Failure</b>	<b>Unacceptable</b>	<b>Signature and Date</b>
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**Employee's comments and acceptance /disagreement of Supervisor's review, ratings and Developmental Plan. Comment on constraints (if any) in the course of duty**

*Name, Signature and Date*

**Comments of Higher Level of Management (Director/Head of Department) on Performance Review, Ratings and Developmental Plan with Approvals**

*Name, Signature and Date*

**Permanent Secretary /Chief Accounting Officer's Sign –off**

*Name, Signature and Date*

**END-YEAR PERFORMANCE APPRAISAL**

**SECTION A: Goals and Objectives** (*List out Set “SMART” Goals/Targets as discussed and agreed with Officer at the beginning of the Reporting Period*). Total Mark obtainable is 60.

S/N	<b>OPERATING RESULTS</b> (against agreed goals and KPIs)/ <b>Volume and Quality of Work Delivered:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's quality and timeliness of work produced. Is there a good balance between quality and quantity?</i>	<b>Weight attached</b> <b>(Btw 10 – 1)</b>	<b>Score Obtained</b>
<b>Total Score</b>			
<b>Total % (Maximum of 60:</b> <i>This is calculated as Total score / Total Weight X 60)</i>			

**Reporting Officer’s Comment on performance evaluation;** *indicating Officers Strengths Weaknesses and any Outstanding Contributions/ Accomplishments within the period:*

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**SECTION B: Other competency areas and productivity enhancing Traits/Personal Attributes.**

**Total Mark obtainable is 40**

PARAMETERS		5-SCALE RATING				
		O/E (5)	VG (4)	G/S (3)	BA (2)	U (1)
1.	<b>COMMUNICATION AND INTERPERSONAL SKILLS:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's ability to relate ideas and methods to others, taking into account written as well as verbal.</i>					
2.	<b>PROFESSIONAL STANDARDS / CREATIVITY AND INNOVATIVENESS:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's ability to work creatively and with innovation.</i>					
3.	<b>ENTHUSIASM AND RESPONSIVENESS:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's interest and commitment to his or her work and the Establishment's set goals.</i>					
4.	<b>LEADERSHIP/SUPERVISORY OR MANAGERIAL SKILLS:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's leadership qualities and skills with regard to motivating subordinates, ability to spot problems make timely decisions to find competent alternative solution -Managing people and Leading by Example.</i>					
5.	<b>TASKS EXECUTION SKILLS / PLANNING, ORGANIZATION AND TIME MANAGEMENT:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's planning and organizational skills.</i>					
6.	<b>BUSINESS AND TECHNICAL PROFICIENCY/PROBLEM SOLVING INITIATIVE AND FORESIGHT:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's ability to spot problems, make timely decisions and find competent alternative solutions.</i>					
7.	<b>CUSTOMER EFFECTIVENESS/ PROFESSIONALISM AND RELATION WITH CLIENTS (Internal and External):</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's professional conduct and positive outlook to Customer's needs and expectations.</i>					
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9.	<b>CONTRIBUTION TO ESTABLISHMENT'S VISION AND EFFECTIVENESS:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's contribution to establishment's success and achievement of vision; including demonstrated contribution to establishment's social responsibility goals.</i>					
10	<b>ICT/COMPUTER PROFICIENCY:</b> <i>In meeting the goals and objectives set in the reporting period, comment on Officer's ability to enhance job using ICT/Computer.</i>					
<b>Total % (Maximum of 40: This is calculated as Total score / Total Weight X 40)</b>						

**Summary of Scores: Section A ..... + Section B ..... = .....%**  
**60 40**



*How would you describe Officer's overall performance during the rating period against set and agreed goals and objectives using the 5-Scale rating as the basis? Tick appropriate box.*

<b>Outstanding /Exceptional</b>	<b>Very Good</b>	<b>Good/Satisfactory</b>	<b>Below Average/Failure</b>	<b>Unacceptable</b>	<b>Signature and Date</b>
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**Career Objective: Comment on Employee's POTENTIAL for growth within the establishment. Cite Major Strengths**

**Training acquired during the reporting year:**

**Employee's Developmental Needs: Cite areas of developmental needs: Suggest steps such as Training, On-the-Job coaching by Supervisor or other Experienced Person, Special Assignments, Activities, Projects, Participation in Task Forces or Audit Teams. Give dates for suggested activities**

*Name, Signature and date*

**Employee's comments and acceptance /disagreement of Supervisor's review, ratings and Developmental Plan. Comment on constraints (if any) in the course of duty.**

*Name, Signature and date*

**Comments of Higher Level of Management (Director/Head of Department) on Performance Review, Ratings and Developmental Plan with Approvals**

*Name, Signature and date*

**Permanent Secretary / Chief Accounting Officer Sign-off:**

*Name, Signature and date*

**For HR USE ONLY**

**HR Review and documentation (taking cognizance of Officer's attendance record and exceptional performance meriting special consideration during the Reporting Period); processing further as may apply for any of the following:**

- **Regularity of Attendance**
- **Sponsorship support for Training**
- **Consideration for Accelerated Promotion**
- **Performance Bonus**
- **Withholding of Annual Increment**
- **Check for supporting evidence for scores above level 3(Good/Satisfactory)**