



**UNITED REPUBLIC OF TANZANIA  
OPEN PERFORMANCE REVIEW AND APPRAISAL FORM**  
(To be filled in Triplicate)

From: July ... . to June ... ..

This Form replaces all other appraisal forms in the Public Service Institutions. It is intended to meet the requirements of the performance management system and development process.

**NOTES ON HOW TO FILL THIS FORM:**

1. This Form must be filled by all employees in the Public Service Institutions. For principal officers and above, at the end of the year, once fully completed, the original should be sent to the Permanent Secretary (Establishments), duplicate to the respective Head of organisation and triplicate to the public servant concerned. All other employees (senior officers and below) original copy should be sent to the Chief Executive Officer of the organization, duplicate to the parent ministry of the specific cadre and the triplicate to the public servant concerned.
2. Where appropriate, each box shall carry only one letter or figure. Letters to be in capitals.
3. Personal/Agreed objectives are derived from the Organisation's work plan (Strategic plan, Annual operating plans or Action plans) and are expected to be implemented in the current year.
4. Sections 2, 3 and 4 of this Form shall be filled by the Appraisee in consultation with the Supervisor and sections 5-6 in the presence of a third party if necessary.
5. Please note that appraisals that are rated as 1 are the best performers and appraisals rated as 5 are the worst performers. These should be brought to the attention of top management and usually to the attention of the Chief Executive Officer of their respective Organisation.

**SECTION 1: PERSONAL INFORMATION**

Vote Code	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	Vote Description	<input type="text"/>	Check Number	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
Sub Vote	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	Sub-vote description	<input type="text"/>	Present Station	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
Name in Full	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
	Surname	First name	Middle name		<b>M</b> <input type="checkbox"/>
					<b>F</b> <input type="checkbox"/>
					Gender
Academic Qualification	<input type="text"/>				
Duty Post	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	Substantive Post	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
Date of First Appointment	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	Date of Appointment to present post	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>		
	D D M M Y Y Y Y		D D M M Y Y Y Y		
Salary Scale	<input type="text"/>	Period served under Present Supervisor	<input type="text"/> <input type="text"/>	Date of Birth	<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
			<i>No. of Months</i>		D D M M Y Y Y Y
Terms of Service	<input type="text"/>				

*DD= Day, MM= Month, YYYY= Year, F= Female, Male= Male*

**SECTION 2: PERFORMANCE AGREEMENT**

*To be filled by the Appraisee in consultation with the Supervisor*

<b>2.1 S/N</b>	<b>2.2 Agreed Objectives</b>	<b>2.3 Agreed Performance Targets</b>	<b>2.4 Agreed Performance Criteria</b>	<b>2.5 Agreed Resources</b>

**SECTION 3: MID-YEAR REVIEW (DECEMBER)**  
*To be filled by the Appraisee in Consultation with the Supervisor*

3.1 S/N	3.2 Agreed Objectives (As per Section 2)	3.3 Progress Towards Target	3.4 Factors Affecting Performance

**SECTION 4: REVISED OBJECTIVES (if any)**

4.1 S/N	4.2 Agreed Revised Objective(s)	4.3 Agreed Performance Targets	4.4 Agreed Performance Criteria	4.5 Agreed Resources

4.6 Appraisee

4.7 Supervisor

Name (in capital letters)      Signed

Name (in capital letters)      Signed

Date.....

Date.....

**SECTION 5: ANNUAL PERFORMANCE REVIEW & APPRAISAL (JUNE .....)**

*To be filled by the Appraisee and the Supervisor*

5.1 S/N	5.2 Agreed Objective(s)	5.3 Progress made	5.4 Rated Mark		
			App-raise	Super-visor	Agreed Mark
<b>Overall Performance Mark:</b> <i>This should reflect the overall performance and achievement of agreed objectives in Section 5.</i>					

**Rating:**

- 1 = Outstanding performance      2 = Performance above average      3 = Average performance  
 4 = Poor performance                5 = Very poor performance

## SECTION 6: ATTRIBUTES OF GOOD PERFORMANCE

*To be filled by the Appraisee and the Supervisor*

6.1 S/N	6.2 MAIN FACTORS	6.3 QUALITY ATTRIBUTE	6.4 RATED MARK		
			Appraisee	Supervisor	Agreed Mark
1	WORKING RELATIONSHIPS	Ability to work in team			
		Ability to get on with other staff			
		Ability to gain respect from others			
2	COMMUNICATION AND LISTENING	Ability to express in writing			
		Ability to express orally			
		Ability to listen and comprehend			
		Ability to train and develop subordinates			
3	MANAGEMENT AND LEADERSHIP	Ability to plan and organize			
		Ability to lead, motivate and resolve conflicts			
		Ability to initiate and innovate			
4	PERFORMANCE IN TERMS OF QUALITY	Ability to deliver accurate and high quality output timely			
		Ability for resilience and persistence			
5	PERFORMANCE IN TERMS OF QUANTITY	Ability to meet demand			
		Ability to handle extra work			
6	RESPONSIBILITY AND JUDGEMENT	Ability to accept and fulfil responsibility			
		Ability to make right decisions			
7	CUSTOMER FOCUS	Ability to respond well to the customer			
8	LOYALTY	Ability to demonstrate follower ship skills			
		Ability to provide ongoing support to supervisor(s)			
		Ability to comply with lawful instructions of supervisors			
9	INTEGRITY	Ability to devote working time exclusively to work related duties			
		Ability to provide quality services without need for any inducements			
		Ability to apply knowledge abilities to benefit Government and not for personal gains			
<b>Overall Performance Section 6</b>					

**Rating:**

1 = Outstanding performance      2 = Performance above average      3 = Average performance  
 4 = Poor performance                5 = Very poor performance

**SECTION 7: OVERALL PERFORMANCE (AVERAGE OF SECTIONS 5 & 6)**



COMMENTS BY APPRAISEE (if any):

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**Name of Appraisee**

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**Signature**

\_\_\_\_\_  
**Date**

COMMENTS BY OBSERVER (if any):

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\_\_\_\_\_  
**Name of Observer**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

COMMENTS BY SUPERVISOR (if any):

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\_\_\_\_\_  
**Name of Supervisor**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

**SECTION 8: EMPLOYEE REWARDS/DEVELOPMENTAL MEASURES/SANCTIONS**

The supervisor will recommend the most appropriate reward, developmental measures or sanctions against the appraisee in accordance to the level of agreed performance targets.