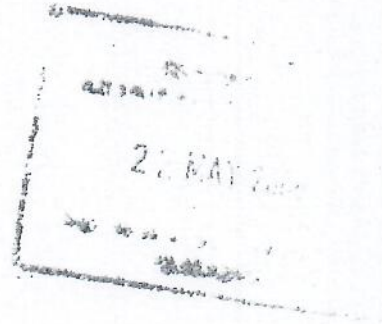


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28 March 2008

## **DIRECTOR'S CIRCULAR No. 19 OF 2008**

### **DISTRIBUTION**

Provincial Education Directors  
Directors at Head Office  
District Education Officers  
Heads of Schools

### **GUIDELINES ON THE IMPLEMENTATION OF PERFORMANCE APPRAISAL SYSTEM 2008**

This circular should be in conjunction with Director's circular minute number 15 of 2004 and Director's Circular No. 70 of 2007.

#### **1.0 PREAMBLE**

This introduction of Results Based Management has been necessitated by among others; the need to address deficiencies on organisational planning increased resource constraints as well as the need to improve results of public sector performance for better quality service.

The introduction of the Results Based Management system, which places emphasis on outputs, created the need for changes to the Performance Appraisal System. The new Performance Appraisal System which will be implemented in 2008 was pilot tested first at Head Office and five provinces: Harare, Mashonaland Central, Bulawayo, Matabeleland North and Manicaland.

The following guidelines are meant to guide members during the gradual phasing out of the old system and the introduction of the new system.

#### **2.0 STATUTORY REQUIREMENTS**

In terms of Section 8 of Statutory Instrument 1 of 2000, as amended, the Performance Appraisal System is a continuous process that should be implemented according to laid down principles and procedures. Failure to implement the Performance Appraisal System is an act of misconduct, which results in disciplinary action being taken against the supervisor in question.



### 3.0 THE NEW PERFORMANCE APPRAISAL SYSTEM

#### 3.1 IMPORTANT DOCUMENTS

In Result Based Management approach there are four important documents that guide the performance targets of all members namely:

- Ministry Integrated Performance Framework (National Strategic Plan – Basic for Secretary's Performance Agreement);
- Departmental Performance Agreement which forms the basis for Head of Department's Performance Agreement whose – outputs, outcomes and impact feed into national results of the Ministry;
- Departmental Work and Performance, Monitoring Plan, which is a breakdown of all activities and tasks that produce the specific results. It also spells out who is responsible for what and the timeline; and
- Guidelines for completing the Personnel Performance Appraisal Form for all Heads of Department and supervisory grades. This spells out the principles, definitions, preparations, procedure and rating guidelines of the new performance appraisal system.

In addition to the above, all member of he Ministry should be fully aware of the:

- National Key Result Areas and related goals
- Sectoral Key Result Areas and related goals
- Key Result Areas and goals of the Ministry
- Departmental Key Result Areas and goals
- The planned activities, output, outcomes and impact in one's departmental workplan

The Performance Appraisal Cycle covers a period of one year beginning in January of each year. The cycle has the following stages:

#### 3.2 FORMULATION OF WORK PLANS

Work plans are formulated immediately after the final appraisal of the previous year with the appraiser and appraisee agreeing and signing the work plans for the period 1 January to 31 March of each year. This must be endorsed by the reviewer.

The new system uses three different forms for the different categories of members as follows:

- For members in Bands A and B, assessment is based on completion of activities and tasks
- For members in Bands C, D and E who include professionals, section managers, unit managers and line managers, assessment is based on outputs
- For Head of Departments, assessment is based on outputs, outcomes and budget utilization