

**FACTORS AFFECTING STAFF PERFORMANCE
APPRIASAL IN FEDERAL MINISTYRY
OF CIVIL SERVICE**

BY

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**A THESIS SUBMITTED TO THE SCHOOL OF
GRADUATE STUDIES OF ADDIS ABABA UNIVERSITY
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER'S ARTS IN POLICY
AND PLANNING**

JULY 2011

ADDIS ABABA

ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
College of Education and Behavioral Studies
Department of Educational Planning and Management

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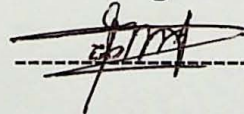
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ACKNOWLEDGEMENTS

My special gratitude goes to my advisor Dr. Yekunoamlak Alemu whose persistent correction, comment, advice and encouragement made me to produce this paper. My success in finalizing this essay is the result of the unreserved technical, conceptual and methodological guidance that he offered me.

I am highly indebted to my wife W/o Abeba Abeje for typing the paper and her sincere moral support. I am also grateful to my faithful friend Ato Damtie Asfaw for his invaluable contribution and moral support to my work.

Finally my deepest thank goes to all my friends in the Ministry of Education and Addis Ababa University who have contributed directly or indirectly to the completion of this paper as well as to my informants who provided me substantive information.

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Abbreviation and Acronyms

CPA	Central Personnel Agency
EPA	Employees Performance Appraisal
FCSA	Federal Civil Service Agency
FMoCS	Federal Ministry of Civil Service
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
MBO	Management by Objective
MoE	Ministry of Education
PA	Performance Appraisal
PAS	Performance Appraisal system
PM	Performance Management
ROPAS	Result Oriented Performance Appraisal System
ROPA	Result Oriented Performance Appraisal
SMART	Specific, Measurable, Attainable, Realistic and Time specific
SPA	Staff Performance Appraisal

Abstract

This study was aimed at assessing factors affecting staff performance appraisal in FMoCS planning. To this end, the study has employed descriptive survey method. The study was conducted in FMoCS various departments, process owners and directorates selected on the basis of random sampling techniques. The subjects of the investigation were 16 appraisers and 170 appraisees drawn from the sample in organization. Questionnaire and interview were the instruments used for data collection. The data gathered were analyzed by statistical tools such as mean score, weighted mean score, and percentages were used. The findings of the study indicated that both formative and summative evaluation were used. The measurement standard criteria were found to be complex and in appropriate to measure employee performance, in capable appraisers were assigned to judge employees' performance, inadequate information's were used. Moreover; employees' performance appraisal system was not revised from 2002 G.C. to date. In addition, lack of specialized manpower, lack of giving attention and understanding, less follow up and poor control mechanisms, and poor relationship between appraisers and appraisees were identified as the major factors affecting staff performance appraisal. In sum, the result oriented performance appraisal system was considered more specialized manpower both appraisers and appraises by IT technology and available resource material as ineffective to achieve its target. Hence, it was recommended that EPAS ought to be revised or changed in other system with fulfill resource and trained manpower.

CHAPTER ONE

1 THE PROBLEM AND ITS APPROACH

This chapter consists of eight topics, namely:- the problem and its approach, statement of the problem, objectives of the study, significance of the study, delimitation of the study, limitation of the study, operational definition of terms and organization of the study.

1.1 Introduction

Performance appraisal deals with psychoanalysis of the employee's current successes and failures, personal strengths and weaknesses, which testifies his/her suitability for promotion or further training. It is also the judgment of the employee's performance on his/her job. Flippo (1980:203) stated that, "performance appraisal despite the multiplicity and complex nature of many training and development programs, most development occurs on the job. But such development is slowed and less effective if the employee is not systematically appraised and feedback information concerning his/her quality of performance".

Dixit (2007:230) wrote that performance appraisal is the key ingredient of performance management. In a workgroup, members, consciously or unconsciously, make opinion about others. The opinion may be about their quality, behavior, and way of working. The author continued to stress that the opinion can serve as a basis for interpersonal interaction. In the same way, superiors form same opinions about their subordinates for determining many things like salary increase, promotion, transfer etc.

As Befekadu (2005:147) points out, performance appraisal though it has universal characteristics, its implementation has to do with one's social and cultural outlook. On this basis, there are many types of performance appraisals. The implementation can also range from an individual character (behavior) to his/her work situation. The historical evaluation of human character has got quite long history and its background is based on the theory of trait. Evaluation was a stereotype appraisal practice before the introduction of management by objective (MBO) one kind of appraisal (Federal Ministry of Civil Service, 2003: 3). Since the

past twenty years, performance appraisal in organizations has become a common practice. It is an integral part of the management function in many of private industries, in public controlled industries and in civil service (Robert and Divide, 1990:30). Edwards (2005:151) defined MBO as a system that features an agreement between the supervisor and the employee on the objectives for a particular and a review of how well the objectives were achieved.

This definition implies that before evaluations are carried out both staff workers and evaluators should have a common understanding and awareness about the current mechanisms and criteria of staff performance appraisal within the given organization. It is clear that all change oriented organizations have their own predetermined goals, which they would like to achieve. In order to attain these goals, all organizational activities have to be performed in a coordinated fashion by each and every worker. Each worker needs change in the style of life and to be evaluated on his/her career for effectiveness and productivity.

Performance appraisal is one of the useful instruments to assess how work is going on in order to achieve the predetermined objectives. It is important to identify the organizational problems and to take corrective actions. The need for performance appraisal from the organizations points of view "Staff appraisal is one of those occasions when an organization sanctions and encourages the expenditure of time and effort by both a manager aimed at improving the performance of the individual the organization and the manager, at their respective tasks"(Randell et al. 1984:3) .

Personnel in every organization should be evaluated in their achievement and performance. By doing so, the best worker will obtain the right places of work and will be encouraged. On the contrary, weak personnel will be identified and proper advice will be given to them to improve their work.

Performance appraisal is, therefore, one of the best ways to promote staff employees' competence. It is also used to promote status of outstanding workers and to take corrective

actions to the lower achievers. Performance appraisal is both a judgmental and a developmental process but, it is not an end result by itself. In the organizational context, performance is usually defined as the extent to which member of an organization contributes to achieving the goals of the organization.

Lansbury (1988:46-47) defined performance appraisal as “the process of identifying, evaluating and developing the work performance of the employee in the organization, so that organizational goals and objectives are effectively achieved while, at the same time benefiting employees in terms of recognition, receiving feedback, and offering career guidance.” Employee performance appraisal has been practiced by numerous organizations since centuries. Though, performance appraisal system has been debated by many, however, overall, it is viewed that performance appraisal is an inseparable part of organizational live.

Longenecker and Fink (1999:18-19) cited several reasons that formal performance appraisals are to stay in organization. According to these authors, formal appraisal are required to justify a wide range of human resource decision such as pay raises, promotions, demotions, terminations. It is required to determine employees’ training need.

Performance focuses on evaluation during performance appraisal. The employee should be evaluated based on the job he/she is responsible and accountable to support or encourage. Thus, the performance evaluation can help the organization to be productive and on the other hand it also helps the individual to develop his/her knowledge and to become well experienced. Thus, all employees must be appraised on their job performance in accordance with the organizational structure. The Federal Ministry of Civil Service (2003:3) has developed national civil servant policy guide-line which states that performance evaluation needs to be properly administered and put into practice in the civil service organizations.

Thus, developing the performance appraisal of the working force for effective and efficient implementation of the policy guide line is essential. West (1994:216) further stresses that performance appraisal is one of the principal phases and task performance management is inherent in a formal organization and is related to the goals that have been set similarly.

Sharing the same view point, the emphasis of performance management has continuously improved organizational performance and this is achieved through improved individual employee performance (Macky and Johnson, 2000).

In a similar fashion, (Bacal, 1999 and Rudman, 2003) stated that” an organization’s performance management system helps it to meet its short-and long- term goals and objectives by helping managers and employees do their jobs more efficiently and effectively, and performance appraisal is one part of the system”. Appraisal gives attention to the purpose of the problem, to the evidences indicating how well the program is meeting its purpose, whether the judgments of the outcome are good or bad. It presupposes and continues review process, which focuses on development, change or improvement of performance. One should bear in mind that the process by which the change and improvement has been achieved as important as the change itself (Popham, 1993:36). Performance management is directing and supporting employees to work as effectively and efficiently as possible in line with the need of an organization.

Generally speaking, performance appraisal plays a great role in the life of organizational functions. In addition to this, it should be done procedurally in a transparent way without bias and wrong decisions. Because of this, it will help for the betterment of employees’ moral towards efficiency and social relation.

Therefore, this study is intended to investigate practices and factors affecting performance appraisal in the Federal Ministry of Civil Service in different process owner, department heads, and directorates and then to forward possible solutions.

1.2 Statement of the problem

In the Ethiopian context, the former civil servant performance appraisal/ evaluation system had behavioral character that created problems between employees and appraisers. In the current situation again a new system of appraising the performance of staff and office management, i.e., result oriented is working at all levels of Federal Ministry of Civil Service

office hoping to minimize the above- mentioned problem. It is also implementing the new performance appraisal system in result oriented way. Federal Civil Service Agency which was formerly known as Central Personnel Agency is now Federal Ministry of Civil Service.

As Edwards (2005) pointed out, result oriented (MBO) is a system that features an agreement between the supervisor and the employee on the objectives for a particular and a review of how well the objectives were achieved. Through this method, objectives and goals should meet the SMART which is an acronym for specific, measurable, attainable, realistic and time specific. Armstrong (2008) with the common errors found associated with performance appraisals, the SMART system has been practised for many years. This system also calls for significant communication between the employee and supervisor/inspector, as well as periodic reviews. This system also focuses more on the employee's career development and achieving organizational goal. However, it does tend miss more of the day-to-day activities.

Harris (1986 cited in Keno 2009:4-5). System problem is created when the performance appraisal system is poorly designed and the techniques used became cumbersome, or the system is more of form than substance, and also the criteria used focuses solely on personality traits rather than performance. Similarly Popham (1993:37), explained appraisal as a method of reviewing and monitoring workers' performance within a given period of time and on agreed courses of action. Basically, the purpose of evaluation is not only to prove but also to improve.

Regarding problems related to appraisal, albeit the system is well designed, problems may arise if the appraiser is not well trained and cooperative. Inadequate training of appraisers leads to a series of problems in the course of conducting performance appraisals. And also, concerning employees' problems with performance appraisal, for the appraisal system to work well, the employees must understand it and should accept the system as it is fair, and be work oriented enough to carry out the results. The process of employees' performance appraisal is subjective in its fundamental nature because all theories of value possess elements that are intrinsically emotional. But the degree of subjectivity is diminished by the

objective information that is used as a basis for appraisal. The need for detailed information about administrative employees' performance is essential to personnel who are planning, organizing, communicating and coordinating activities. Every action of these officials is based on assumption that they have relevant knowledge about the operations that workers control.

Employees were not satisfied with the Federal Ministry of Civil Service's current practices in administrative employees' performance appraisal system. The complaints of the result oriented performance appraisal is carried out based on the quality, quantity, timeliness and cost effectiveness are not clearly specified. From the researcher's experience, the performance appraisal system is often superficial and in most cases objectivity is neglected as well as analytical procedures are largely lacking. Appraisal as judging, punishing or controlling acts is simply inconsistent with the needs of all who are involved or concerned. The above mentioned ideas depict that the employees' performance appraisal system currently operational is intertwined with many problems which includes lack of transparency, biases and wrong decisions.

Already other organizations under the FMoCS have stopped ROPAS but the Ministry continued working with ROPAS. Therefore, the purpose of this study is to investigate the practices and factors affecting or hindering result oriented staff performance appraisal in Federal Ministry of Civil Service, which is designed and practiced based on the Federal Ministry of Civil Servant Policy and to check whether this Ministry truly applied the system to maximize its organizational goals or not. To this effect, the study attempts to answer the following basic research questions.

1. What prior planning and arrangements were made at the beginning of the performance appraisal implementation?
2. To what extent are the staff performance appraisal criteria employed by the Federal Ministry of Civil Service relevant to the purpose(s) they are intended to serve?
3. What are the strengths and weaknesses of the current staff performance appraisal in the Federal Ministry of Civil Service?

4. What major factors affect staff performance appraisal in the Federal Ministry of Civil Service?

1.3 Objectives of the study

1.3.1 General objectives

To identify the problems associated with the current staff performance appraisal in the Ministry and suggest solutions so as to tackle the problems.

1.3.2 Specific objectives

- I. To assess the purpose of staff performance appraisal and its importance in promoting employees' performance.
- II. To assess the level of employees participation in designing performance appraisal criteria and planning.
- III. To explore factors affecting appraisal performance and in applying the training they have already taken.
- IV. To identify the civil servants' strengths and weaknesses with a view to their performance.

1.4 Significance of the study

It is believed that this study will have the following basic contributions.

- I. It helps to create awareness about the factors affecting staff performance appraisal between the management body and the staff who are directly or indirectly concerned with upgrading the workers' capacity to the overall development of the organization.
- II. Identify the positive and negative sides of staff performance appraisal system in order to achieve valuable solutions and recommendations.

- III. On the basis of the research findings, the study will give some possible recommendations aimed at solving the existing problems.
- IV. In addition, investigators or researchers who have interest in such problem may use this study as a basis for their detailed study in wider scope and depth.

1.5 Delimitation of the study

Performance appraisal is an activity carried out at all levels of the Federal Ministry of Civil Service. However, this study is delimited to appraisal of staff performance by process owners, department head and directorates. This is because; the issue under consideration is very wide and complex, to be covered by the researcher. Thus, the study is bordered by the prior planning and implementation, criteria, purpose, process, and the strengths and weaknesses of appraisers as a frame of reference.

1.6 Limitations of the study

The study would focus on the Federal Ministry of Civil Service of the major core process owners, departments and directorates. In a situation where all sorts of problems are prevailing, it appears true that the existence of various hindrances in the attempt of making a research is unavoidable. Unfortunately, this study had not escaped these problems and the problems had directly or indirectly have their own impacts on the quality of the research outcomes. Some of the problems that operated against the successful compilation of the study were scarcity of recent (up-to-date) reference materials, especially in result oriented staff performance appraisal area, and time constraints, were the major limitations. Anyhow, information obtained from the interview and questionnaires were used to have insight about the study. In addition, some directors were left for abroad for some weeks and some were busy on structural adjustment and employees' placement which compelled me to wait for more than three months to conduct interview with those sampled directors.

1.7 Definition of key terms

Appraisal- Systematic assessment of individual's performance in order to assess training needs, potentials for promoting, legibility for a merit, increment as a part of pay or salary review and for management success in planning (Page and Thomas, 1977: 262).

Appraisees- Refers to the Federal Ministry of Civil Service employees whose performance is subject to appraisal.

Appraisers -Persons who evaluate performance (Jarvis,1992: 24)

Appraisal period – “The length of time during which an employee's job performance is observed in order to make a formal report of it”, (Edwards, 2005: 147).

Performance - The act of execution operation of functioning usually with regarded to effectiveness, a formal exhibition of skills or talents, capacity to achieve a desired result.

Performance appraisal - Systematic assessment of the way that a worker carries out his/her occupation in order to determine the training needs (Jarvis,1992: 263).

1.8 Organization of the study

The study consists of five chapters. The first one explores the problems and its approach. The second chapter presents review of related literature and is followed by the third chapter which includes the research design and methodology. Then move towards the fourth chapter which believes deep into analysis and interpretation of data. Lastly, the fifth chapter presents the summary of the findings, conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter deals with the review of the related literatures. Different topics are treated under this chapter. These are: definition and concepts of staff performance appraisal, types of performance purposes of performance appraisal, characteristics of effective performance appraisal, criteria of staff performance appraisal, methods of performance appraisal, ethics of staff performance appraisal, the process of performance appraisal, components of the performance appraisal process, FMoCS performance appraisal theoretical and practices, means of reducing problems of performance appraisal, the balanced scorecard and challenges to effective performance measurement.

2.1 Definition and Concepts of Staff Performance Appraisal

Performance appraisal is the process of determining how well someone is performing in his /her job; it involves measuring of performance and comparing it with an established standard (Dixt, 2007). Performance appraisal is defined as an assessment of how a staff member is performing his/her job. It is a mechanism, used to encourage, motivate, control, mould, identify training, and development needs aimed at rewarding or punishing employees. It is recognized as an important tool of human resources development. It is quite natural for a subordinate to be appraised of his/her performance (Castetter, 1992:253). In addition to this, Castetter stated that performance appraisal is a process of arriving at judgments about an individual's past or present performance against the background of his/her work environment and about his/her future potential for an organization (Ibid:1992:253).

Similarly Ivancevich and Gluck (1989: 321-322) defined performance evaluation as the human resource management activity that is used to determine the extent to which an employee is performing the job effectively. "Performance Evaluation" can be expressed in any of the following expressions: performance review, personnel rating, merit rating, performance appraisal, employee appraisal, or employee evaluation.

As a result, according to the above scholar's explanation, appraisal is explained as a continuous activity where as performance appraisal is the process of measuring quantitatively and qualitatively of employees' past or present performance against the background of their expected role of performance.

Background of appraisee's work refers to environment about his/her future potential for an organization. Moreover, ACAS (1988), defined that appraisal is an opportunity to take an overall view of work content, loads and volumes, to look back at what has been achieved during the reporting period and agree on objectives for the next. In addition to this, the ACAS booklet stated that appraisal can help to improve employees' job performance by identifying strengths and weaknesses and determining how their strengths can be best utilized within organizational setting, and devising strategies to overcome their weaknesses.

Beach (1999) defines "performance appraisal" as the systematic evaluation of the individual with regard to his or her performance in the job and his potential for development."

According to Befekadu (2003,160-161)

Performance appraisal is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed. Performance appraisal is undertaken for the sake of placement, selection for promotion, provision of financial rewards and for other purposes which require differential treatment among the members of a group as distinguished from actions affecting all members of a group as distinguished from actions affecting all members equally.

But many criticisms were made of the ways in which appraisal schemes operated in practice. Levinson (1976: 125-134) wrote that "It is widely recognized that there are many things wrong with most of the performance appraisal systems in use." He assumed that the most obvious drawbacks were: judgments on performance are usually subjective, impressionistic and arbitrary, ratings by different managers are not comparable and delays in feedback creates frustration when good performance is not quickly recognized and anger when judgment is rendered for inadequacies long past.

A slightly more balanced comment was made by Long (1986), on the basis of the (then) Institute of Personnel Management's research into performance appraisal:

There is no such thing as the perfect performance review system. None of them is infallible, although some are more fallible than others. Some systems, despite flaws, can be implemented fairly conscientiously, others, despite elegant design, receive perfunctory attention and ultimately fail. The relative success or failure of performance review, with any other organizational system, depends very much on the attitudinal response it arouses.

According to Armstrong and Baron (2002: 40) appraisal schemes often included ratings of performance factors such as volume of work, quality of work, knowledge of job, dependability, innovation, staff development and communication and an overall rating. The requirements for success were indeed demanding. This point is further supported by Lazer and Wikstrom (1977), stated as follows: A 'good' performance appraisal scheme must be job related, reliable, and valid for the purposes for which it is being used, standardized in its procedures, practical in its administration and suited to the organization's culture. 'performance is best developed through practical challenges and experiences on the job with guidance and feedback from superiors'. Performance appraisal is valuable to any organization because it facilitates an organizational climate of mutuality, openness and collaboration towards the achievement of individuals as well as organizational goals Beeruh (1976,cite in Armstrong and Baron, 2002).

Performance appraisal is used for any managerial activity and decision for further development of human resource training. In the view of Dixit (2007: 231) the concept of appraisal is the evaluation of worth, quality or merit. In the organization context, performance appraisal is a systematic evaluation of employees by superiors or others familiar with their performance. Moreover, in the case of Ivancevich and Gluck (1989: 321-322), performance evaluation is job related and linked to other activities such as planning, selection, training and development, research evaluation, and equal employment opportunity. Of all the relationships between performance evaluation and other human resource management activities, the one between evaluation and equal employment evaluation has become extremely crucial. The

concept of ‘Appraisal: an idea whose time has gone?’ was advanced by Armstrong and Baron (2002:42). They stated that there are two types of appraisal systems, i.e., traditional and modern. These days, we are seeing the demise of the traditional and monolithic appraisal system in its place are evolving of a number of separate but linked processes to be applied in different ways according to the needs of local circumstances and staff levels.

2.2 Types of Performance Evaluations

Different organizations use a variety of performance evaluation systems to realize their own organizational goals or expected results. An effective evaluation system of any organization should be formal, which is done at the planned time a side to meet with the worker’s personal record or ongoing performance feedback system.

1. Formative evaluation which focuses on professional development, the improvement of practice by identifying strengths, weaknesses, needs and interests (Webb and Norton, 1999:379).

Formative evaluation is an ongoing evaluation designed to provide feedback to the person being evaluated for the purposes of self- improvement. The decisions riding on formative evaluation involve a host of choices focused on developmental (Popham, 1988; 271). Many experts agree that given the limited impact of summative evaluation (I.e. that few individuals are actually terminated or not given a raise), the attention and limited resources allocated to evaluation should be focused on formative evaluation, which will impact on a larger number of employees and have greater potential at bringing improvement.

Manatt (1987,cite in keno,2009) note that formative appraisal is ongoing, non judgment, coaching and counseling, which is done to improve employees performance.

2. Summative evaluation which emphasize the selection, promotion, redeployment and dismissal of the appraisees. According to Webb and Norton (1999:379) Summative evaluation

is an evaluation that is conducted at end of an activity or period of time and is designed to assess terminal behaviors or overall performance.

In the view of Manatt (1987, cite in keno, 2009) summative appraisal is judgmental and comparative. Moreover, it helps management make better decisions. Summative appraisal is formal, somewhat infrequent and focuses only on the person being appraised. Summative evaluation is used to make personnel decisions regarding such matters as contract renewal, tenure, merit pay and termination (Popham, 1988: 270).

In general, the purpose of performance appraisal is to determine what aspects of performance need to be evaluated for organization and employees development.

According to Kirchy (1998:31) discusses the three different types of appraisal as follows:

1. Self-directed work teams is common in companies those utilize team work by providing the freedom to structure the review in light of individual and team needs and each team has a family of critical measures of performance,
2. Peer-evaluation system evaluating workers in group to build peer accountability, and
3. Self-rating system is when people treat like adult, the responsibility of evaluation is delegated to the employee them-selves “ Employee self-analysis”

The self-appraisal process provides with the opportunity to review and consider the work accomplishments, challenges, and performance of the past year from perspective. While we all have the tendency to be overly critical of ourselves, this self-appraisal is meant to bring out positive qualities and consider areas for improvement.

2.3 Purpose of performance appraisal

The primary purpose of performance appraisal is to help each employee to handle her/his current job better. Performance appraisal is the principal medium through which human talent in organizations is most effectively utilized. In the past, performance appraisal was behavioral and also restricted to giving remarks to be used for administrative purposes (Castetter, 1992: 253). On the other hand the author stated that, in today's context, performance appraisal is primarily viewed to develop the employees' working habit and to create conditions of mutual trust between the appraisals and the appraisees.

According to Robinson and Pearce (1989:426) Performance appraisal serves several purposes. They include:

1. Information about the quality of job performance can provide feedback, not only to the employees, but also to HR managers and to operating managers.
2. To provide information for managers who can use to make decision about promotions, transfers, demotions, terminations, compensation, and training needs and to select employees who might benefit from development programs.
3. To provide a data base for documenting the ground for various HR decision.

Therefore, the main objective of modern performance appraisal should be designed in a manner to assess the work behavior to correct weaknesses and encourage strengths so as to enhance performance improvement

Randell (1989:157) notes the different purposes for which an organization might introduce appraisal into its working practices. He cites the following purposes:

- Evaluation of staff potential succession planning
- Training
- Controlling
- Development, motivation and validation.

Appraisal scheme can indicate a great deal about how the organization “sees” its staff and how they should be managed and developed. Employees in every organization should be evaluated in their achievement and performance. Through the performance appraisal system, weak employees will be identified and proper advice or training will be given to them to enable improving their performance and work proficiency (Randell, 1989:157).

Even though when, the processes of owners or other administrator sets out to make the appraisal focus on improvement. The importance of performance appraisal is explained by (Megginso, 1981:311-314) into two broad ways. These are:-

1. It can be used for making administrative decision making such as selecting employees for transfers promotions and demotions, determining employees training needs, offering merit salary and adjustments.
2. It can be used for development purpose in that it provides employees within information's about the performance expectations of their employers and feedback concerning subsequent performance.

In support of these ideas, Manoppa (1999:207-208), suggested that

1. Identifying employees for salary increases, promotion transfer and lay off or termination of services.
2. Determining training needs for further improvement in performance.
3. Motivating employees by indicating their performance levels are pertinent for effective appraisal.

In general, the purpose of performance appraisal is to determine what aspects of work performance are needed to be evaluated for organization and employees development.

2.4 Characteristics of performance appraisal

Performance appraisal system should be effective as a number of crucial decisions are made on the basis of score or rating given by the appraiser, and to be effective, should possess the following essential characteristics:

- **Validity:** They should be valid. They should measure different aspects of job performance. They are designed to measure the actual performance of the employee, rather than personality characteristics or how much the evaluator likes the person being evaluated.
- **Reliability:** Effective performance appraisal should be reliable. They should consistently measure the same aspects of performance and are likely to yield similar results even if they are administered by different evaluators. Reliable performance appraisals are not very susceptible to rater bias. Rater bias can affect the reliability and validity of performance appraisals (Pearce and Robinson, 1999: 425-427).

Effective performance appraisal shares several characteristics. Similarly other scholars explained here under:

- **Reliability and validity:** Appraisal system should provide consistent, reliable and valid information and data, which can be used to defend the organization- even in legal challenges. If two appraisers are equally qualified and competent to appraise an employee with the help of same appraisal technique, their ratings should agree with each other.
- **Standardization:** Appraisal forms, procedures, administration techniques, ratings, etc., should be standardized as appraisal decisions can affect all employees of the organization and practical viability; the techniques employed should be practically viable to administer, feasible to implement and economical to undertake continuously. And the other criteria is job relatedness the appraisal technique should

measure the performance and provide information in job related activities /areas (Armstrong and Baron 2008)

Finally, effective performance appraisals are well timed. In general, good appraisals provide continuous and ongoing feedback. The appraisal is based on results obtained by the employee in his/her job, not on the employee's personality characteristics.

2.5 Criteria of staff performance appraisal

Although it is difficult to identify one best universal criterion that is applicable to all, different fair evaluation writers suggest what good criteria could be. Arnold, & Pulich, (2003) forwarded the characteristics of “a good” performance appraisal criterion as follows:

1. A good criterion must be capable of measuring reliability, which has the two (components stability and consistence).
2. A good criterion should be capable of discriminating effective personnel among individuals according to their performance.
3. A good criterion should be acceptable to those individuals whose performance is being assessed fairly.

The basis for the evaluation is ongoing performance, not an isolated event. Avoid allowing a strong factor of the employee's performance to influence another factor that needs improvements. Constructive comments are key elements of appraisal.

Staff performance appraisal should be carried out based on the following criteria:-

To make the criteria acceptable by the appraisee, the employees should be made aware of the performance in terms of goals, targets, behavior and what is expected from them. Personal equation between the appraiser and the appraisee has to be developed to achieve mutual understanding of the criteria of performance appraisal.

The criteria for assessing performance should be balanced between: Achievements in relation to objectives; the level of knowledge and skills possessed and applied; behavior in the job as it affects performance (competencies); the degree to which behavior upholds the core values of the organization; and day-to-day effectiveness (Armstrong, 2008:510). In many cases the most important consideration will be the job holders' day-to-day effectiveness in meeting the continuing performance standards associated with their key tasks. Furthermore the author explained the importance of performance appraisal as follows: Many organizations use 'SMART' performance to summarize the criteria for objectives. The process of performance is:

S = Specific/stretching – clear, unambiguous, straightforward, understandable and challenging.

M = Measurable – quantity, quality, time, money.

A = Achievable – challenging but within the reach of a competent and committed person.

R = Relevant – relevant to the objectives of the organization so that the goal of the individual is aligned to corporate goals.

T = Time framed - to be completed within an agreed time scale. (Armstrong, 2008)

This concludes that, performance appraisal measurement criteria for objectives, widely known and recognized tools in performance appraisal is taken to evaluate employees' performance in every angle. Employees are asked to identify a series of goals that are Specific, Measurable, Actionable, Realistic, and Time-bound that they can work towards achieving in the year ahead.

2.6 Methods of performance appraisal

The modern appraisal methods consider the weaknesses, strengths and opportunities for improvement and skill development of the subordinate. The raters with the ratees discuss issues on a healthy platform. At last poor performers should be counseled to perform better. In extreme cases, demotion, dismissal or decrease of payment is based on evaluation. The modern method of performance appraisal is a developmental approach. According to

Roberts (2003), employees as individuals encompass the goal setting process. Modern performance appraisal techniques are more employee-focused; making them popular with employees whose direct supervisors may have little involvement in the employee's every day responsibilities.

2.6.1 Assessment Center

This is a comprehensive, standardized procedure in which multiple assessment techniques such as situational exercises and job simulation (business game, discussions, reports and presentations) are used to evaluate individual employees for a variety of decisions. The author most frequently explains that the approach has been applied to individuals being considered for selection, promotion, placement, or special training and development in management (Dixit, 2007: 310).

2.6.2 Appraisal by MBO

This method is a much talked-about organizational tool in which rigorous planning is practiced at every level of management. It is a process by which individuals meet with their supervisors to establish several specific objectives for them to accomplish in a specified time (Dixit, 2007: 310). Ivancevich (2010: 268) expressed that an MBO program follows a systematic process. His points can be summarized as follows:

- a. The superior and the subordinate conduct meetings to define key tasks of the subordinate and to set a limited number of objectives (goals)
- b. The participants set objectives that are realistic, challenging, clear and comprehensive.
- c. The superior, after consulting with the subordinate, establishes the criteria for the assessing the accomplishment of the objectives.
- d. They set dates for reviewing intermediate progress, and they agree upon and apply.
- e. The superior and subordinate make any required modification in the original objectives

- f. A final evaluation by the superior is made and a meeting is held with the subordinate to counsel, and encourage discussion.
- g. Objectives for the next cycle are set by the subordinate after counseling with the superior, keeping in mind the previous cycle and future expectation

2.6.3 BARS (Behaviorally Anchored Rating Scale) - Also, called as Behavioral Expectations Scale.

This method represents the latest innovation in performance appraisal. It is the combination of the rating scale and critical incident techniques of employee performance evaluation. How to construct BARS? Developing BARS follows a general format, which combines techniques employed in the critical incident method and weighted checklist rating scales (Dixit 2007:323-324).

2.6.4 Self Appraisal

It is a significant initial step for performance development. This is required to resolve employees' general complaint "our appraisal process does not take any assessment of me into account." Employees can evaluate themselves by completing their own appraisal form and presenting the draft for discussion with the evaluator. McCarthy (2000:22), comments that employees who have an opportunity to assess their own performance often come up with creative solution that would not have surfaced in the one-sided managerial evaluation. Performance appraisal systems help workers to rate themselves. This method allows employees into the appraisal process and can help them gain insight into courses of performance problems (Gomez-Mejia, 2007:219).

2.6.5 Human resource accounting

Human resource accounting is a sophisticated way to measure the effectiveness of management activities and the use of people in an organization. It is the process of accounting for people as an organizational resource. It tries to place a value on organizational human resources as assets and not as expenses Dixit (2007:232-233). The author explains that the human resource accounting process shows investment

which the organization makes in its people and how the value of these people changes with time. The value of employees is increased by investments made by the organization to improve the quality of its HR such as training, development and skills acquired by employees over a period of time through experience.

2.6.6 360 degree appraisal

This is known as multi-source feedback, multi-lateral assessment, upward appraisal, co-worker feedback, multi- perspective ratings, and full-circle feedback (Fletcher and Bailey, 2003). Moreover, many organizations are now employing technology to make 360 degree appraisal an efficient and cost effective system (Gomez-Mejia, 2007:219).

Generally basic performance appraisal systems have been developed. But there is no plan for perfect appraisal system. One appraisal system cannot be better than another unless we know the organizational setting is functional and effectively used. Indeed, the method best suited to one situation may be disaster to another, so appraisal methods need to be changed as the organizations gets mature.

2.7 Ethics of staff performance appraisal

Ethical values are established and reinforced at the central level of the system and set forth standards of behavior which are expected to enable the responsible for appraising workers. According to Teshome (1992:280) the appraisal processes are:

2.7.1 Ethics of appraisers

1. Appraisers should properly prepare to engage in the appraisal process.
2. Appraisers have to exercise confidentiality in keeping and use of information pertaining to the appraising relationship between appraisers and appraisees.
3. Appraisers communicate to appraisees position expectations and how they will be evaluated

4. Appraisers utilize objective means to secure accurate, relevant, representative, and complete information about the appraisees' performance.
5. Appraisers record and report a reliable picture of the appraisees performance.
6. Appraisers provide appropriate feedback so that appraisees know the current status of their performance and measures involved are appropriate or not, and appraisers restrict judgments to general and specific responsibilities of appraisees position

All the aforementioned points indicated that an appraiser needs to be honest, loyal, committed and strictly confidential in order to increase the value and reliability of his/her appraisal. The desirable form of administrative morality prevails in the appraisal processes are conditions conducive to human dignity, status, career growth, equitable compensation, competent leadership, and maximum use of human potential.

2.7.2 Ethics of Appraisees

1. Appraisees will have security based position on effective performance.
2. Appraisees are able to engage in dialogue with appraisers about their
Performance evaluations
3. Appraisees have a line of appeal regarding negative judgments of their
Performance
4. Appraisees have access to due process procedures
5. Appraisees have access to appraisal judgments
6. Appraisees will be treated equitably in appraisal judgments relating to composition, promotion, transfer, demotion, lay off and dismissal. In brief, the central administration establishes the system's moral ethical expectations for appraisers and consistently enforces behavioral standards relevant to performance appraisal. When it consists of application of appraisal ethics it can be the best insurance. An individual's can have that his/her security interests will be protected as an integral part of the appraisal process (Teshome, 1992).

Appraisees' right should be explained in detail so that the appraisee can appeal using the points whenever she/he feels uncomfortable with the performance evaluation.

2.8 The process of performance appraisal

Appraisal is always manager driven. Managers are in charge of the schedule, the agenda, and the results, as well as, they receive any training and/or rewards concerning performance appraisal (Kreitner, 2001: 302-305).

Performance appraisal is a very complex process. According to Kossek and Lobel (2001) it involves in analysis of what employees are supposed to do, the gathering of information about the employee on the job; the evaluation or judgment of an employee with respect to what was expected; and a decision about who to use such information in other management decisions. Rudman (2003:437) stated that "it is a process of planning an employee's future work goals and objectives, reviewing job performance and work behaviors, assessing progress toward the predetermined works goals, and discussing the employee's training and development". Discussions are held between the manager and employee regarding his/her performance and likely performance appraisal decision.

According to Dixit (2007: 262-263) performance appraisal is a nine-step processes which include:

1. Performance standards are established based on job description and job specification.
2. Performance standards should be informed to all the employees including appraisers.
3. The instructions given for appraisal, measurement of employee performance by the appraisers through observation, interview, records and reports should be clear and understandable.

4. Recognizing the influence of various internal and external factors on actual performance. The influence of these factors may be either fostering or hindering the employee's performance. The measured performance may be adjusted according to the influence of external and internal factors. The performance derived at this stage may be taken as actual performance.
5. Comparing the actual performance of an individual with that of other employees' and with his/her own previous performance. This gives an ideal where the employee stands. If performance of all the employees is ranked either too high or too low, there must be something wrong with the standards and job analysis.
6. Comparing the actual performance with the standards and identifying the deviations. Deviations may be positive or negative. If employee's performance is more than the standards, it is positive deviation, and otherwise negative.
7. Communicating the actual performance of the employee and other employees doing the same job and discusses with him about the reasons for positive or negative deviations from the pre-set standards as the case may be.
8. Suggesting necessary changes in standards, job analysis, and internal and external environment could be worthwhile.
9. Follow-up the performance appraisal report. This stage includes guiding, counseling, coaching and directing the employee or making arrangements for training and development of the employee in order to ensure improved performance. If the actual performance is very poor and beyond the scope of improvement, it is necessary to take steps for demotion or retrenchment or any other suitable measure for the betterment of appraisal.

2.9 Components of performance appraisal process

Components of performance appraisal process are the appraiser, the appraisee, the appraisal method, and outcomes. Kreitner, and Kinicki (2001:302) further make points very clear by raising the following questions.

Why to appraise?

The basic reason is that appraisals provide information upon which salary decisions; promotions, transfers, demotions or terminations can be made. They provide an opportunity to an individual to review the subordinates' work related behavior. This helps for both of them to diagnose the deficiencies in employee regarding skill, knowledge, determine training and development needs and to prescribe the means for employee growth (Dixit 2007:256-257).

In addition, the U.S. Department of the Interior (1995), explained that PA to evaluate employees should follow the following cycles. Meaning planning, monitoring, developing, rating and rewarding are the basic ways of creating conducive and successful working environment

Thus, the appraisal should be central to organizations career planning process because it provides a good opportunity to review the person's career, plans in the light of his/ her exhibited strengths and weaknesses. It helps the employee to improve his performance and for his self-development as well.

What should be appraised?

One of the steps in designing an appraisal programme is to determine the evaluation criteria. It is obvious that the criteria should be related to the job.

As stated by Befekadu (2005:159-160) there are six criteria for assessing performance.

These include:

1. **Quality** to the degree to which the process or result of carrying out an activity approaches perfection in terms of either conforming to some ideal way of performing the activity, or fulfilling the activity's intended purpose.
2. **Quantity** refers to the amount produced and expressed in monetary terms, number of units, or number or completed activity cycles.

3. **Timeliness** refers to the degree to which an activity is completed or a result is produced, at the earliest time desirable from the standpoints of both coordinating with the outputs of others and of maximizing the time available for other activities.
4. **Cost effectiveness** refers to the degree to which the use of the organization's resources (e.g. human, monetary, technological and material) is maximized in the sense of getting the highest gain or reduction in loss from each unit or instance of use of a resource.
5. **Need for supervision** refers to the degree to which a job performer can carry out a job function without either having to request supervisory assistance or requiring supervisory intervention to prevent an adverse outcome.
6. **Interpersonal impact** refers to the degree to which a performer promotes feeling of self-esteem, good will and co-operation among co-workers and subordinates.

Similarly, Dixit (2007:255) agreed with the above enumerated six points and added training which need to enhance skills and job knowledge.

The above mentioned criteria are related to past performance and behavior of an employee in an organization. There is also a need for assessing the potential of an employee for future performance, particularly when the employee is tipped for assuming greater responsibilities. It may be stated in such a way that the first four criteria i.e. qualities, quantity, timeliness and cost effectiveness are objective in nature, while the last three criteria (for supervision, interpersonal impact and training) seem to be subjective.

Generally, an effective and efficient staff performance appraisal system must focus on the results and activities of the employee in the actual process of working.

Who can appraise? The appraiser may be a person with thorough knowledge about the job content, contents to be appraised, standards of contents and who observed the employee while performing a job. The appraiser should be capable of determining what is more important and what is relatively less important. He/she should prepare reports and make judgments without bias. Typical appraisers are: Supervisors, peers, subordinates, self rating

individuals, HR management personnel, rating committee, customers, consultants, etc (Dixit, 2007:255).

The Appraiser: Kinichi, and Kreitner (2001:302) Everyday's experience and research evidences show that how stereotyping and bias can affect the appraisal process. So that appraisers should employ four specific criteria for willing and able performance appraisal. The employee doing the assessment will enable him/her to:

1. Be in a position to observe the behavior and performance of the individual interest,
2. Be knowledgeable about the dimensions or features of performance,
3. Have an understanding of the scale format
4. Be motivated to do a conscientious job of rating

Appraisers need to ensure that all four criteria are satisfactory to performance appraisals conducted properly. And also appraisal should be taken carefully because there are factors that affect the process. The process might be influenced by the rating scale may be vague and unclear, the rating form may ignore important aspects of job performance, the rating form may include unnecessary performance dimensions and points may be too long and complex (Dixit, 2007:243-244)

The appraisal approaches: According to Kinichi and Kreitner (2001:302-303), there are three distinct approaches to appraising job performance that emerged over years. These are the trait approach, the behavioral approach and the results approach. Controversy surrounds the question of which of these three approaches (and a suggested contingency approach) is best.

- **Trait approach:** This approach involves with rating an individual's personal traits or characteristics. Although it is widely used by managers, trait ratings are deficient because they are ambiguous and relative to actual performance.
- **Behavioral approach:** How the person actually behaves, rather than his/her personality, matters in the behavioral approach.

- **Results approach-** Whereas the trait approach focuses on the “person” and the behavioral approach focuses on the “process” the results approach focuses on the “product” of one’s efforts. In other words, what has the individual accomplished? Management by objectives (MBO) is the most common format for the results approach
- **Contingency approach-** A pair of performance appraisal experts has called the trait-behavioral-results controversy a “pseudo issue” they contend that each approach has its appropriate use, depending on the demands of the situation.

Outcomes of the appraisal: There are three indicators on a useful performance appraisal: Timely feedback on performance, input for key personal decisions, individual and organizational planning tool.

Who are to be appraised? Appraisees are employees who are working in any organization. Some of them would exhibit good performance and of here do not exhibit. The good actors should be identified and be encouraged and promoted where as the poor actors should be counseled or demoted or be trained for effectiveness in their jobs.

When to appraise? Formal appraisal is conducted periodically either annually or twice a year. Again informal appraisals should be conducted whenever the supervisor or personnel manager feel that it is necessary. Furthermore, systematic appraisals can be conducted either in a regular basis of semi annually or annually.

There are some appraisal methods, which want the supervisors to monitor the performance of their subordinates regularly and record it (Dixit, 2007:256-257). In the case of the Federal Ministry of Civil Service, appraisal is conducted every six months to keep a check in employees as well as motivates them periodically.

2.10 Means of reducing problems of performance appraisal

Rue and Byers (1990, cite in keno 2009) stated that refinements in the design of the appraisal methods can minimize the errors, but above all the promising approach to overcome errors in performance appraisal is to empower appraisers. Training appraisers with the necessary knowledge and skill will produce accurate and fair judgment to the process. Indeed, this practice will bring fair evaluation, which will encourage the personnel to work harder being morally confident Moon (1958, cite in Dixit 2007) in this part stated that appraisal should be the central responsibility of managers again enough for appraisal should be given in order to reduce bias by minimizing hasty generalization.

Aquinas (2006:109) stated that performance appraisal problems can be mitigated by applying different strategies: an appropriate appraisal method, using multiple raters, training appraisers, providing employees on going feedback, caring out post appraisal interviews, using peer appraisers and rewired to accurate appraisers.

Armstrong (1984:117, Harris, 1986:149), state that “training in collaborative techniques of discussion for both appraisees and appraisers is essential and desirable”.

The other means of reducing performance appraisal error is not only training of the appraisers but also a possibility that a given professional judgment call on more professional to render a correct judgment for a better outcome (Carol, 1997:291).

Therefore, all the means of reducing problems and appraisal skills will produce effective and fair judgment to the process. Kleiman (2003:254) suggest that, human resource professionals need to provide raters with appropriate training. Raters need to understand why accurate ratings and effective feedback are important and how these outcomes can be achieved. Rater training focuses on conducting appraisal interviews, providing day to day feedback, setting standard, recognizing good performance and avoiding rater errors.

For the evaluation system to work well organizations have to provide raters with training to improve the ability of managers to conduct effective performance appraisal and the employee must understand it and feel that it is a fair way to evaluate performance. In addition, it should be as simple as possible, unnecessary complexity in rating forms or other evaluation procedures can lead to dissatisfaction among employees (Ivancevich, 2010: 275).

Generally, learn and understand the potential problems and the solution for each use the right appraisal tool. Each tool has its own pros and cons .If training is given to appraisers, it reduce ratting errors, and record keeping its significant effort.

2.11 FMoCS performance appraisal Theories and practices

Emperor Menelik (r.1889-1913) was a man who laid the foundation of the modern civil service. Later Emperor Haileselassie (r.1930- 1974) enlarged his predecessor initiative both in quantitative and qualitative aspect FCSA (2007). All reports on the efficiency of Public Servants shall be treated as confidential and be incorporated in the personal file of the Public servant (refer art. 85 below) after the Central Personnel Agency has taken notice of such reports (refer art. 58 above) and has affixed its official stamps to such reports. Efficiency reports which are not in conformity with the provision of art.58 (3) above shall not be considered to be personal file (Negarit Gazeta- no.6-19th December, 1962).

In 1962, the most relevant government institution for the development of formal administration, the Imperial Ethiopian Central Personnel Agency (CPA), was established by order No.23 of 1962. The agency was given the powers to classify jobs, to recruit public servants, to establish pay scales and to issue regulations necessary for the establishment of homogeneous public service. Central personnel agency was established in 1962 to lead, monitor, oversee, and improve the human resource management of the civil service institution (Negarit Gazeta- no.6-19th December, 1962 Page 53). Moreover, secrecy of reports is essential in the effective performance evaluation.

All reports on the efficiency of Public Servants shall be treated as confidential and be incorporated in the personal file of the Public servant (art. 85 below) after the Central Personnel Agency has taken notice of such reports (art. 58 above) and has affixed its official stamps to such reports.

Efficiency reports which are not in conformity with the provision of art. 58(3) shall not be considered to be personal file. (Negarit Gazeta-no.6-19thDecember, 1962 : 53). However, that an employee who meets the qualification requirements but does not show satisfactory performance in the position he is holding should be kept a transitional employee, retaining his present salary until he proves to his organization that he can do the work fully and satisfactorily. (Negarit Gazeta- no.15-1st June, 1972: 92).

The purpose of reports on staff (efficiency reports) is to build up systematically a record of the qualifications, progress, performance and achievements of all public servants in a Ministry. The current performance appraisal stated that, the Federal Civil Service can design a performance appraisal program and write the related policies and procedures.

Performance management begins at the beginning of the appraisal period, and it continues, day in and day out, week in and week out and month in and month out, until the end of the appraisal period. Then, it starts all over again, because performance management is a never-ending process (FCSC manual part one, October 2000:1).

Thus, the basic beliefs is if employees know and understand what it they must do and the results must produce; if they know how the results of their performance will be measured and if they receive proper provision on a daily basis, the results has to be a better employee performance.

Performance standard

To be effective and functional in an appraisal system, standards must meet certain criteria:

1. Standards must express an observable result: a results- based appraisal system, as the name implies, focuses on results and not in activities. It should be leading to, or their desired result is what really must be observed. Standards must define the desired end result of activities in ways that can be seen, both by the employees and the subordinate.
2. Standards must be based in what the job reasonably requires. Standards should not be based in belief of the supervisor. Standards that are not reasonable and not based on the legitimate requirements of the job will not be taken seriously or respected by the employees.
3. Standards must be measurable. The development of standards must automatically take into account whether the employee's performance can ever be monitored and measured against the standard.
4. Standards should measure quality, quantity and time frames.

Standards that have measures of quantity and time frames are easier to write than with measures of quality. Quantity and time frames are more objective than quality, they can be counted and more easily defined and measured.

5. Standards should be attainable at least to the level of fully satisfactory. The standards set for fully satisfactory should be set at a level so that the average employee can satisfy it. If standards are set so that the majority of employees cannot satisfy them at the minimum levels, then there will be high frustration among employees and morale will be destroyed. (Hughes, 2000 cited in FCSC, 2002).

Critical Elements are key result areas of each job. They describe the key or important things the incumbent in the job is required to do. Therefore, critical elements are different from activities, which are all things that an employee does during the course of a day, a week or

a month. Critical elements provide a direction for daily activities, because they define the desired outputs for activities (FCSC, 2002)

The rating levels will be unsatisfactory, fully satisfactory, outstanding and above satisfactory. The system that will be used here, with its four rating categories, is neither the most complicated nor the simplest appraisal system. It is designed to be fair to all employees and, at the same time, practical and workable for the supervisors to use. Nevertheless, the system requires careful thought and planning in writing performance standards, which must have enough margins to span the space between fully satisfactory and outstanding. Each rating category must give definitive and clear statements of performance results so that supervisors can make proper appraisal judgments (FCSC, 2003). This is all the more important if appraisal result will be linked to compensation, as will this system.

2.12 The balanced scorecard

The concept of balanced scorecard was originally developed by Kaplan and Norton (1992:71-79). They took the view that what you be sure can provide a clear performance target or focus attention on the critical areas of the business. Kaplan and Norton therefore devised what they call the ‘‘Balanced Scorecard’’-a set of measures that gives top managers a fast but comprehensive view of the business.

The Balanced Scorecard method of Kaplan and Norton (1992: 71-79) is a strategic approach, and performance management system, that enables organizations to translate a company’s vision and strategy into implementation, working from four perspectives. These are: financial perspective, customer perspective, business process perspective, learning and growth perspective.

- 1. The financial respective:** According to Kaplan and Norton (1992:71-79) timely and accurate funding data will always be a priority, and managers will make sure to

provide it. In fact, there is often more than sufficient handling and processing of financial data.

2. **The customer perspective:** In developing metrics for satisfaction, customers' services should be analyzed. In terms of customers, and of the kinds of processes for which we are providing a product or service to those customer groups.
3. **The business process perspective:** Dixit (2007:69) in the strategic management processes, two kinds of business processes may be identified: Mission-oriented processes and support processes. Many unique problems are encountered in these processes. The support processes are more repetitive in nature, and hence easier to measure and to benchmark. Generic measurement methods can be used.
4. **Learning and growth perspective:** They emphasized that 'learning' is something more than 'training'; it also includes things like mentors and tutors within the organization, as well as that ease of communication among workers that allows them to readily get help on a problem when it needed. It also includes technological tools such as an intranet.

The integration of these four perspectives into a one graphical appealing picture has made the Balance Scorecard method very successful as a management methodology.

This allows the monitoring of present performance, but the method also tries to capture information about how well the organization is positioned to perform in the future.

Kaplan and Norton cite the following benefits of the usage of the Balanced Scorecard: Focusing the whole organization in few key things needed to create breakthrough performance, helps to integrate various corporate programs, such as quality, re-engineering, and customer service initiatives. Breaking down strategic measures towards lower levels, so that unit managers, operators, and employees can see what's required at their level to achieve excellent overall performance (Kaplan and Norton 1992, 71-79).

2.13 Challenges to effective performance measurement

How can managers ensure accurate measurement of workers performance? The primary means is to understand the barriers that stand in the way. As explained by (Gomez-Mejia, 2007: 219) appraisers confront at least five challenges. These are: rater errors and bias, the influence of liking, organizational politics, whether to focus on the individual or the group, and legal issues.

1. **Rater errors and bias:** A rater error is an error in performance appraisal that reflects consistent biases on the part of the rater. Status effect where managers are rated more highly than lower graded employee; and recency of events is a tendency of many evaluators to give much more weight to the recent behavior of the candidate than the past behavior.
2. **The influence of liking:** liking or disliking can cause errors in performance appraisal when raters allow their like or dislike of an individual to influence their assessment of that person's performance. Although liking can be a source of bias in performance appraisal, it can also be the direct result of good performance managers that tend to like employees who have a positive attitude, who get along well with their coworkers, and who perform consistently well. On the other hand managers being human beings have strong liking or disliking for people, particularly close associates.

The rating is influenced by personal factors and emotions and raters may weigh personality traits more heavily than they realize. Raters give higher rating to whom they like and vice versa (Dixit 2007:242).

3. **Organizational politics:** thus far we have taken a rational perspective on appraisal. Unlike the rational approach, the political perspective assumes that the value of a worker's performance depends in the agenda, or goals of the supervisor.

4. **Individual and group focus:** managers need to consider team performance appraisal at two levels. Individual's contribution to team performance and the performance of the team as a unit. To properly assess individual's contribution to team performance managers and employees must have clear performance criteria relating to traits, behaviors, or outcomes.
5. **Legal issues:** the major legal requirements for performance appraisal system. Performance must be free of discrimination at both the individual and group levels. Outer explained Biases in terms of gender, age and ethnicity (Gomez-Mejia, 2007: 219)

CHAPTER THREE

RESEARCH DESIGN AND METHODS

3.1 Research Design

The study of this research method used descriptive survey. A descriptive survey, typically seeks to ascertain respondents' perspectives or experiences on a specific subject in a predetermined structured manner. This method is selected because it will provide the current problem of the Ministry by collecting information from the employees through interview and questionnaire under the study. It is clear that the topic demands much care and collecting data and cross checking of the row data.

3.2 Sources of Data

In this study the data that has relevance to the research were collected both from primary and secondary sources. The primary sources of data in the study were the entire core process owner, department heads and directorate. In addition to this, documents on employees' performance, observation checklist, performance appraisal guideline and proclamations for specifically employees' performance appraisal were used as secondary sources of information.

3.3 Population and Sampling Techniques

There were 336 employees in FMoCS. Out of these, 186 (55% of 336) employees were selected as a sample of the study by using simple random sampling technique for it was impossible to reach the employees. From 186 employees; 16 appraisers (4 department heads, 6 process owner and 6 directorates) and 170 appraisees were selected purposively this is because of department heads, process owner and directors are the official interpreter

of the appraisal procedure to employees and they were few in numbers so it easy to manage them. Meaning the researcher have taken 16 units: department heads, process owners and directorates.

3.4 Instruments of Data Collection

In order to gather relevant data for this study, Likert type, questionnaire and interview were employed.

Questionnaire

Questionnaires were prepared to gather data from 170 employees, 6 directorates, 6 owners and 4 department heads. Questionnaires were preferred to include a large number of entries; as a result, closed and open ended types of questionnaire were set. The closed ended questions were prepared to help respondents to give responses quickly. The open ended questions were prepared in such a way that they were possible for respondents to use their own feelings, ideas and words in responding questions being free from any predeterminations.

Likert Scale

To examine attitudes of employees towards performance appraisal, Likert type, five point scale ranging from strongly disagree to strongly agree and very low to very high were used

Interview

Semi structured interview were prepared to gather data from 4 directorates for 50 minutes each at different days because other bosses were under the directorates. Semi structured interview is flexible, allowing new questions to be brought up during the interview as a result of what the interview says.

Pilot-Test

Questionnaires were prepared and distributed and filled up by selected ten senior experts working in the Federal Ministry of Education. After collected the questionnaires from them based on the feedback, the most difficult and awkward phrases, words were discarded and

statements modified. Then after, the questionnaire was submitted to the advisor for gaining further clarity and assurance. As soon as the advisor's comments and suggestion obtained and confirmed, the finalized questionnaires were disseminated to the actual respondent in the FMoCS.

3.5. Data Gathering Procedures

Permission to conduct the study was requested and granted from department heads of Federal Ministry of Civil Service. After getting consent, the researcher contacts every process owners /directorates physically to explain the purpose of the study to solicit their approval to request and specify what instruments the employees would be expected to complete and request time to distribute the instruments.

3.6. Method of Data Analysis

Regarding data collected from interview and open ended questions were analyzed qualitatively through narration. The quantitative data were collected through questionnaire and Likert scale were tallied, organized and analyzed using mean score, average mean score, weighted mean score, and percentages.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter consists of two main parts. The first part presents the characteristics of the respondents. In this part appraisers (i.e., directors, process owners, department heads) and appraisees (employees) are discussed in terms of sex, academic qualification, years of service and age range. The second part of this chapter deals with the analysis and interpretation of the data gathered from the Federal Ministry of Civil Service employees.

To analyze the data, 136 appraisees and 12 appraisers were provided questionnaires to give replies based on their understanding and experience. Then, the collected data were tabulated thoroughly and analyzed using mean score, average mean score, weighted mean score, and percentages. Besides, interviews were conducted with selected, i.e., 4 directorates. The employees' efficiency report was consulted.

4.1 Background of the respondents

A total of 186 questionnaires were distributed to the respondents out of which, 16 (100%) respondents included directors, process owners and department heads and 170 employees. Out of the 16 distributed questionnaires to the office holders only 12 (75%) and 136 (80%) out of 170 (100%) from the employees were filled and returned. Based on the responses obtained from the respondents, the characteristics of the study groups were examined in terms of sex, academic qualification, years of services and age range.

Table 1 Background of respondents

No	ITEM	Appriasees		Appraisers	
		NO	%	NO	%
1	Sex				
	A. Male	69	50.74	10	83.33
	B. Female	67	49.26	2	16.67
	TOTAL	136	100	12	100
2	Academic qualification				
	A. MA/MSC	9	6.62	4	33.34
	B. BA/BSC/LLB	56	41.18	8	66.66
	C. Diploma	44	32.35		
	D.4-12 grades	27	19.85		
	TOTAL	136	100	12	100
3	Total years of service				
	A. 1-10	39	28.68		
	B. 11-20	36	26.47	2	16.67
	C.21-30	42	30.88	8	66.66
	D.31 and above	19	13.97	2	16.67
	TOTAL	136	100	12	100
4	Age range				
	A. Under	-	-	-	-
	B. 21-30	23	16.91	-	-
	C. 31-40	50	36.76	25	3
	D. 41-50	49	36.03	41.67	5
	E. 51-60	14	10.29	33.33	4
	TOTAL	136	100	100	12

The first part in the table indicates sex of the respondents. According to the information the respondents were 136. Out of these, 69 (50.74%) of the employees were males while the remaining 67 (49.26%) were females. From this one can conclude that the participation of female staff is more or less equal to male respondents. The sex composition of the employees was almost equal in number. With regard to the appraisers, the composition of the sex distribution was 10 (83.33%) male and 2 (16.67%) female respondent respectively. Here, we can say that males more dominant than females and this also reveals that the data gathered would be predominantly males’ ideas in appraiser.

The second part in the table shows the academic qualification of the respondents. In this table, 56 (41.18%) of the appraisees were BA/BSC holders, 44 (32.35%) respondents were diploma holders in technical and vocational training, 27 (19.85) were, 4 to 12 graders, whereas, the remaining respondents 9 (6.62%) were MA/MSc holders. In the case of appraisers' academic qualification 4 (33.34%) were MA holders whereas 8 (66.66%), were BA and LLB holders.

In the third part work experience of the appraisees and appraisers in years is written. From this appraisees, 39 (28.68%) have served between 1-10 years, 36 (26.47%) have served between 11-20 years, 42 (30.88%) have served between 21-30 years, 19 (13.97%) have served 31 and above years. On the other hand, 2 (16.6%) appraiser have served between 11-20 years, 8 (66.66%) have served between 21-30 and 2 (16.67%) have served 31 and above years.

According to this table, only two of the office holders did have less working experience compared to other office holders to evaluate and manage employees' working under them. The remaining appraisers' work experience was adequate; they have had accumulated knowledge and experience to manage and evaluate employees' working in the public civil service who have a maximum of 42 years of experience. These persons, however, worked longer years in other offices out of the Federal Ministry of Civil Service and have got transfer to this Ministry.

The last part of the table shows age range distribution of respondents. The age of appraisee from 21-30 were 23 (16.91%) ,31-40 were 50 (36.76%), 41-50 were 49 (36.03%), and from 51-60 respondents were 14 which was 10.29%. The largest part of them aged from the year 31-40 years. On the other hand, appraisers' age range distribution was from 31-40, were 3 (25%), 41- 50, were 5 (41.67%), and 51-60 years were 4 (33.33%). By and large, more of the appraisers aged was from 41-50 years.

In accordance with the selected directors' interview how did you suggest in this organization experience and academic qualification regarding support to Performance Appraisal?

In terms of their age, experienced and academic qualification the office holders were somehow older than the employees. Older office holders with higher qualification and experience could evaluate better than those who were less educated and less experienced. It is common in Ethiopian tradition; old people are respected by their elders. Again, such people could learn more from their own experience. Furthermore, older people are wise and decent to approach others. Though, they are less educated than their subordinates, these older office holders might be accepted by their employees in their evaluation system. But the other, i.e., most of less experienced and academic qualification office holders lacked good evaluation to their subordinates. So they were compensated by complaints according to the garnered information from the respondents.

What the researcher wants to stress is that the Federal Ministry of Civil Service is supposed to be a giant organization in Ethiopia to administer the general working activities in the country. To do this effectively as well as efficiently, both the employees and the office holders should be experienced and knowledgeable so as to monitor the working activities as other organizations and their employees. In every aspect, capable personnel who can execute tasks at the national level with high caliber and performance, they are expected to be exemplary to other organizations functioning under the Ministry. But in the case of FMoCS, the majority of the workers are less skilled and educated. For instance, the maximum education levels to personnel in the ministry are at MA/MSc level.

Most of them have improved their further education on job training system. They upgraded themselves while they are working in the Ministry. Moreover, few of them who have long experience already worked longer years from other organizations and joined FMoCS recently. Meaning these are greenhorn individuals to the Ministry who failed to perform properly their specific duties and responsibilities.

4.2 Prior planning and arrangements of the performance appraisal

Result oriented performance appraisal is a type of performance focused on result rather than activities. The following table shows orientation offered to employees as well as to bosses who give direction to the best of performance on standard criteria, critical element, and good appraisal method.

Table 2 Orientation/induction/ offered to employees

No	Item	Appriasees		Appraisers	
		NO	%	NO	%
1	Did employees take orientation/induction/ introduction about the current organizational performance appraisal?				
	A. Yes	93	68.38	12	100
	B. No	36	26.47		
	C. Not sure	7	5.15		
	Total	136	100	12	100
2	If yes, why did employees take orientation about the current organization performance appraisal?				
	A. To employees development	11	8.09		
	B. To give customer service satisfaction	17	12.50		
	C. To identify strength and weakness of employees	50	36.76	12	100
	D. To satisfy individual and organizational goals	15	11.03		
	Total	93	68.38	12	100
3	Before conducting appraisal, did the appraiser/s/ and employees carry out pre-planning appraisal conference?				
	A. Yes	68	50	10	83.33
	B. No	57	41.91	2	16.67
	C. Not sure	11	8.09	-	-
	Total	136	100	12	100

As it can be seen from item 1 of Table 2, respondents were asked to indicate whether orientation about the result oriented performance appraisal was given or not. In this regard, 93 (68.38%) of the employees responded "Yes". This indicates that more of the respondents have taken orientation about the current performance appraisal system.

According to the civil service office authorities, orientation and training was given to the employees and to the appraisers on the new performance appraisal scheme. Employees only received the training only once whereas the appraisers took the training repeatedly. These appraisers were not efficient in evaluating their subordinates. As a result, there were frequent complaints with regard evaluation standards and criteria. As indicated in item 2 of the table 2, respondents were asked to screen the primary objectives of result oriented performance appraisal.

Their responses were presented below according to their priority.

1. To identify the strength and weakness of employees 50 (36.76%)
2. To give for customer service satisfaction 17 (12.50%)
3. To meet organizational goals 15 (11.03%)
4. To employer's development 11 (8.09%)

As indicated above, the larger number of respondents believed that the objective of result oriented performance appraisal is designed to identify the strength and weakness of employees. Based on this, it is possible to say that the objectives of the criteria to evaluate appraisees were intended to know the efficiency of employees in the organization.

The second priority of the respondents was to give for customer service satisfaction. In the case of the organizational goals respondents gave less emphasis.

It is observed from table 2 item 3, that half of the appraisees, 68 (50%) and the majority of appraisers 10 (83.33%) reported that pre - planning appraisal discussion held between appraisees and appraisers. On the contrary, 57 (41.91%) of appraisees and 2 (16.67%) of appraisers respectively responded that there was no pre- appraisal discussion held between and appraisees and appraisers. In the case of 11 (8.09%) of appraisees were responding

neither positively or negatively. According to the data obtained from the interview the main questions were raised to the four selected directors of the organization.

Would you please explain if the current performance evaluation is prepared both by the person who makes the evaluation and the person to be evaluated? Would you comment on quantity, quality, timeliness and cost of such plan? The directors of the organization confirmed that

There could be collective /group as well individual plan on the basis of the strategic plan of the office. In accordance with the plan quantity, quality, time and cost measurement are to be given will be prepared. After the official and the civil servant discussed agreed up on the plan, it shall be signed. During the plan bear, the official should follow up the implementation, take notes and consulted/advice the civil servant on improving his/her performance. In the middle of the plan bear (6 months), the boss after evaluating and giving pointes to the civil servant will discuss with the civil servant, if agreed it shall be signed but if not agreed, the civil servant may submit his/her compliant /grievance to the next boss. After making discussion, if there could be any agreement (by making improvements or without making any improvement), it shall be signed.

Table 3: Appraisees’ and appraisers reflection on whether the performance appraisal improved the staff development or not

No	Item	Appriasees		Appraisers	
		NO	%	NO	%
1	Do appraisees and appraisers believe that the current performance appraisal measurement system would improve the staff and the organization				
	A. Yes	64	47.38	12	100
	B. No	72	52.94		
	C. Not sure	--	--		
	TOTAL	136	100	12	100
2	If your answer number 1 is “NO” Why?				
	A. The criteria do not have any relations with the organization between the employees	13	9.56		
	B. The measurement system is not related with the current situation of the organization	19	13.97		
	C. The evaluation result does not help to improve organization activities	23	16.91		
	D. The evaluation criterion is not clear	11	8.09		
	E. No response	6	4.41		
	TOTAL	72	52.94		

As indicated in Table 3 item 1, the respondents were asked whether the current performance appraisal could improve the staff and the organizational development or not. In this regard, 72 (52.94%) of respondents answered "No". The majority of the respondents have reservation with the measurement system in improving the staff and the organizational development but 64 (47.38%) of the respondents said, Yes. In the case of appraisers, all of them responded "yes". This is contradictory to the above response.

Item 2 from Table 3 to the question appraisees and appraisers believe that the current performance appraisal measurement system would improve the staff and the organization development 23 (16.91%) replied that it does not help to improve organization activities. Among the respondents 19 (13.97%) of them replied that the measurement system is not related with the current situation. Again 13 (9.56%) of the respondents said that the criteria do not have any relations with the organization between the employees. Of the respondents, 11 (8.09%) replied that the evaluation criterion is not clear. The remaining 6 (4.41%) respondents had no clarity with the evaluation system so responded with no.

Furthermore, one of the selected directorates was asked whether the current performance appraisal measurement system would improve the staff and the organization development. Regarding this question, one of the selected directorate stated that the newly introduced system of evaluation could not by itself improve the staff as well as the organization development.

The system by itself does not create confusion of concepts and gaps in terms of providing the tools to do some aspects. Measuring cost efficiency of accomplishments is not correctly carried out by some departments. Cost efficiency is implemented by some departments. So far, the Ministry of Capacity Building employees before they merged with the FMoCS, they used result oriented PAS for some years. Later on, they stopped working with the system. However, the system is not bad or good. It depends on an organizational structure and trained manpower, availability of resource materials. Besides, if the work is supported by IT technology, the system can help improve the staff and the organization development.

Secondly one of the selected directors that supported the idea mentioned above, confirmed that, the performance standard should be simple and clear if the system is wanted to be

suitable to improve both the staff and the organization. In addition to this, after evaluation effective and efficient workers must be selected and then the best ones should be rewarded or be promoted.

Table 4: Purposes of PA result to the employees

No	Item	Appriasees		Appraisers	
		NO	%	NO	%
1	For what purpose the performance appraisal result is used?				
	A. To promotion and development	11	8.09	9	75
	B. To develop working capacity	15	11.03	3	25
	C. To salary increment	5	3.68		
	D. To incentive / reward	10	7.35		
	E. None of the above	95	69.85		
	TOTAL	136	100	12	100
2	If your answer for number 1 is 'None of the above', please specify				
	A. To identify the employees strengths and weaknesses	38	27.94		
	B. To use for transfer of position	26	19.12		
	C. To use for re-deployment/placement	31	22.79		
	TOTAL	95	69.85		

In item 1 of Table 4, appraisees and appraisers view with regards to the performance appraisal result. Accordingly 95 (69.85%) of the appraisees responded "None of the above." However, the second 15 (11.03%) of the respondents stated their views that the performance appraisal method is important to develop the working capacity of workers.

The third and fourth points indicated by 11 (8.09%) explained the objective of PA for promotion and development, 10 (7.35%) responded for incentive / reward and 5 (3.68%) of the respondents stated that it helps for salary increment. In short, the majority of the

respondents maintained the idea that said the introduction of the new performance appraisal did not bring any incentive such as salary increment, promotion and advancement to the employees.

On the other hand, 9 (75%) of the appraisers answered to the question of PA objective for employees promotion and development and the remaining 3 (25%) respondents replied to develop working capacity of the workers.

In your opinion, what was the benefit and outcome of performance appraisal to the workers and to the Ministry? Would you please explain briefly?

One of the selected directorates responded that: *“Appraisers thought that their plan was not appropriately implemented. There was no promotion and salary increment to the best workers based on their achievement. They understood that if employees could get good result accompanied by good salary increment, promotion and incentive or rewarded, workers would work better and the theory could be efficiently applied.”*

The interview made with the 2nd directorate of the organization, further supported the above explanation as follows: *“Performance evaluation is necessary to implement its plan and assist in achieving or fulfilling the organizations’ mission. It helps the workers that their performance be known, promoted encourage their creativity and if documented could get training.”*

And the 3rd interviewee added his opinion as follows: *“Result- oriented PA does not pay enough attention to reward aspect to give for employees”*

In item 2 of Table 4, 38 (27.94%) appraisees replied that PA is aimed at identifying the employees’ strengths and weaknesses, 31 (22.79%) of them responded the answer to use for placement and 26 (19.12%) expressed their feeling that it was used for transfer of the workers from one position to another.

4.3 Staff performance Appraisal Criteria Employed by FMoCS with respect to Purposes

Table 5: Purposes of Employees Performance Appraisal

No	Item	Respondents		Average Weighted Mean Score
		Appraisers Mean Score	Appriasees Mean Score	
1	To achieve organizational goals and	5.00	3.48	3.60
2	To improve employees' performance	4.42	1.74	1.95
3	To provide opportunities for employees to develop skills, knowledge and attitude	5.00	4.18	4.25
4	To influence the performance of employee	3.90	2.15	2.29
5	To make decision on employee's selection, promotion, transfer or demotion	5.00	4.52	4.56
6	To evaluate prior planning and arrangements	5.00	3.56	3.68
Average mean score		4.72	3.27	

*See appendices-K

From the data, analysis were interpreted as 0.05 - 1.49 (strongly disagree), 1.5 -2.49 (disagree), 2.5-3.49 (undecided), 3.5 - 4.49 (agree) and above 4.5 (strongly agree).

Major EPA purposes were listed and appraisers and appraisees were asked to rate each item in five points scale starting from strongly agree (SA) to strongly disagree (SD). To this effect six purposes were listed in the table 5, out of which 1-4 of them represented formative purposes and the remaining 5th and 6th items, represented summative purposes. Hence, Table 5 shows the result of these two main categories of the EPA purposes as understood by appraisers and appraisees.

Based on the data, the average weighted mean that contained the entries: to achieve organizational goals and objectives and to provide opportunities for employees to develop skills and knowledge used formative evaluation and scored high. Formative means ongoing

process evaluation that is used repeatedly. In the case of entries: to improve employees' performance and to influence the performance of employee the response for formative evaluation is low.

The summative evaluation to the entries: to make decision on employee's selection, promotion, transfer or demotion and to evaluate prior planning and arrangements were responded by high. Summative evaluation is done at the end of one programme or after the elapse of a period which is relatively long time.

In item 1 of Table 5, the result of appraisers and appraisees mean score were 5 and 3.48 respectively. This indicates appraisers strongly agreed whereas appraisees were undecided at medium level and the weighted mean score of the respondents was also 3.60 (agree) which showed its being at medium level. Here the response shows that the appraiser respondents perceived that the purposes of EPA in the Federal Ministry of Civil Service were primarily to achieve organizational goals (objectives).

In item 2 of Table 5, the result of appraisers and appraisees mean score were 4.42 and 1.74 respectively. This shows that appraisers agree while appraisees disagree. The mean score and weighted mean score was 1.95 which indicates their disagree position. As a result, it is possible to conclude that purposes of EPA in the Federal Ministry of Civil Service were not sufficiently perceived to achieve formative purposes.

In item 3 of Table 5, the result of appraisers and appraisees mean score were 5 and 4.18 respectively. This means appraisers were strongly agree and appraisees were agree where the weighted mean score was also 4.25 which is in agree position. This indicates that the purposes of EPA in the Federal Ministry of Civil Service were primarily to provide opportunities for employees to develop skills and knowledge.

In item 4 of Table 5, the result of appraisers and appraisees mean score were 3.9 and 2.15 respectively. This means appraisers and appraisees were on agreeing and disagreeing positions respectively. Again the weighted mean score collected data from the employees was 2.29 which is disagreeing position. This indicates that the purposes of EPA in the

Federal Ministry of Civil Service were not primarily serving to achieve a formative purpose that is to provide opportunities for employees to develop skills and knowledge which was contrary to the response of the appraisers.

Turner and Clfit (1988:59) described that formative evaluation focuses on professional development, the improvement of proactive by identifying strengths and weaknesses, and needs and interests. Whereas summative evaluation emphasizes on the selection, promotion, redeployment and dismissal of the appraisees depending upon their responsibility and job description. Under such circumstances purposes of evaluation were impractical in the FMoCS.

On the other hand, the second major purpose as perceived by appraisers and appraisees were summative purposes and this was confirmed by the weighted mean score (4.56) and (3.68). This was noted that appraisers and appraisees strongly agree and agree respectively.

The summative purposes include: to decide on employee's selection promotion, transfer or demotion and to evaluate prior planning and arrangements. The appraisers mean score differs from the appraisees' mean score.

Therefore, it is possible to conclude that although both formative and summative purposes of EPA are different they are necessary to making decisions about employees. But from the EPA checklist (their time signature and their efficiency report) it is observed that the sample departments, directorates and process owners, are used both the formative and summative purposes in one instrumentation.

In the case of Webb and Norton (1999), they discussed summative evaluation as an evaluation that is conducted at the end of an activity or period or time which is designed to assess terminal behaviors or overall performance of the individual. Also they added it is used to make personnel administrative decisions regarding such matters as contractual renewal, promotion, salary increment, demotion, tenure, merit pay and termination.

Follow a line of investigation in EPA system reveals that judged differences in purpose, process, instrumentation, and procedural characteristics give importance to the nation that summative and formative appraisal cannot be undertaken as a single similar task.

Table 6: view of employees’ performance appraisal towards criteria

No	EPA criteria	Respondents		Average Weighted Mean Score
		Appraisers Mean Score	Appria sees Mean	
1	How clearly the criteria indicate the key, main and detailed duties to the employees?	4.33	1.73	1.94
2	How clear are the objectives of performance appraisal criteria?	3.24	1.54	1.68
3	How aware are the appraisers /appraisees about the PA measurements on daily basis work activities, monitoring & reporting.	3.17	1.13	1.29
4	How aware are the appraisers /appraisees about the PA measuring results (output, outcome and impact)	3.75	1.94	2.08
5	How aware are the appraisers /appraisees about the PA general measurement output (quantity, quality, timeliness and cost)	3.50	1.61	1.76
5	How was the level of the relationship between the appraisers and the appraisees regarding to the performance appraisal	4.17	1.84	2.03
7	How are the criteria adequate to appraise employees’ performance	3.42	2.06	2.17
8	How the criteria measured employees’ willingness to participate in performance appraisal activities	2.91	1.90	1.98
9	How the framework of ‘SMART’ performance to summarize the criteria for objectives in the FMoCS	5.00	1.87	2.12
10	How the criteria identified performance standard and critical element	2.66	1.85	1.91
Average mean score		3.62	1.75	

*See appendices-J

Some of EPA criteria were listed and appraisers and appraisees were asked to rate those criteria based on their level of agreement. Then after, they rated as very high, high, medium, low and very low. The mean scores from the data analysis were interpreted as 0.05 - 1.49 (very low), 1.5 - 2.49 (low), 2.5-3.49 (medium), 3.5 - 4.49 (high) and above 4.5 (very high).

As the table indicates, the appraisers rated high while the appraisees rated low. This was due to the fact that most of the office holders did have awareness and knowledge about result oriented PA through training by consultants. In the case of many of the appraisees they did not take training about result oriented PA except induction.

In Table 6 of item 1, appraisers and appraisees were asked about the selection criteria grouped under the key indicating main and least duties was clear. They responded as “high” by the appraisers and “low” by the appraisees rated by mean score 4.33 and 1.73 respectively. This fact is confirmed by the weighted mean score which is 1.94. This shows that selecting or grouping the key and main and least duties were understood by the appraisers. On the contrary, appraisees did not understand sufficiently to identify clearly the key and the main duties.

Extensive research works indicate that the critical elements of EPA system are key result in the areas of each job. They describe the key or important things in the job which is required to do so. Critical elements of EPA system are by their very nature different from activities, which are all things that an employee does during the course of a day, a week or a month (Hughes, 2000:2).

In Table 6 of item 2, appraisers and appraisees were asked how clear the PA criteria were? Their response means score results were 3.24 (medium) and 1.54 (low) respectively. Furthermore, the weighted mean score was 1.68 which is low. Therefore, it shows the appraisers were better to understand the performance appraisal criteria than the appraisees.

In Table 6 of item 3, appraisers and appraisees were asked to rate the PA measurements daily basis work activities monitoring and reporting. As a result, mean score of appraisers

were found to be 3.17 (medium) whereas the appraisees mean score and weighted mean score were 1.13 and 1.29 respectively which is very low. This shows the measurement system is so difficult to monitor and report. This means monitoring and reporting employees' daily work activity needs more time, experience and needs reporting skills. Progress reports are important for monitoring tasks that take a longer time to complete, such as medium or long range studies. Progress reports can also be used along with periodic meetings to monitor performance (Hughes, 2000:27). Hence, these preparing and utilizing reports can be beneficial to both the appraisers and the appraisees. The information on the reports can keep the appraisees informed so that it protects the employees against unfair criticism or misunderstanding from other departments.

In Table 6 of item 4, appraisers and appraisees rated both the PA measuring results (output and outcome) and their mean score were 3.75 (high) and 1.94 (low) respectively. In addition, their weighted mean score was 2.08 (low). This shows that the appraisers were satisfied while the appraisees were not satisfied in PA measuring results.

In Table 6 of item 5, the appraiser and appraisees about the PA general measurement output (quantity, quality, timeliness and cost) were rated by mean score of 3.5 (high) and 1.61 (low) respectively and also the weighted mean score was 1.76 (low). This indicates that the appraisers were better know how about the general measurement output while the appraisees were not well known in the general measurement output.

Quantity and time frames are more objective than quality. They can be counted and more easily defined and measured. Quality is more difficult to specify in a written standard than quantity and time frames. It may be difficult to define in words exactly what quality is desired (Hughes, 2000:9). In addition to this, many organizations use "SMART" performance to summarize the criteria for objectives. Thus, it emphasized on measurable of quantity, quality, time and money (Armstrong, 2006: 506).

In Table 6 of item 6, appraisers and appraisees also rated the level of relationship regarding to EPA criteria as indicated which the appraisers mean score was 4.17 (high) while

appraisees mean score was 1.84 (low). This shows most of appraisers participate in accordance with the EPA criteria but most of the appraisees did not participate in the EPA criteria accordingly. Further, the weighted mean score were rated to be 2.03 (low).

According to U.S. Department of the Interior (1995), evaluating employees in the form of result oriented PA should follow the following cycles like planning, monitoring, developing, rating and rewarding. These are the basic ways of creating conducive and successful working environment

In Table 6 of item 7, appraisers and appraisees rated the criteria's that were adequate to appraise employees performance where the mean score were 3.42 (medium) and 2.06 (low) respectively. This shows that the appraisers were better in performing in accordance with the criteria but not enough. Appraisees were not participated sufficiently in line with PA criteria. In addition to this, their weighted mean score was 2.17 (low).

In Table of 6 item 8, appraisers and appraisees rated with respect to the measure of employees willingness to participate in performance appraisal activities and their mean score were 2.91 (medium) and 1.90 (low) respectively where their weighted mean score rated 1.98 (low).

In Table of 6 item 9, depicts appraisers and appraisees rate to 'SMART' performance to summarize the criteria for objectives as indicated by appraisers mean score 5 (very high) and appraisees mean score 1.87 (low). As confirmed by mean score 2.12 (low). This shows that appraisal process did not stimulate appraisal content. Also the appraiser to summarize the criteria for objectives were clearly identified and accurately measured. But appraisees were not measuring and summarize their job as per the criteria to meet the objectives perfectly in a planned manner.

In Table 6 of item 10, appraisers and appraisees were expected to rate identifying the performance standard and critical element. The result obtained from was mean score 2.66 (medium) and 1.8 (low) respectively. In addition their weighted mean score were rated be 1.91(low) respectively.

Table 7: performance appraisal Time frame

No	Item	Appriasees		Appraisers	
		NO	%	NO	%
1	When did the organization performance appraisal system carry out?				
	A. At quarter year	--	--	--	--
	B. Once at the half of year	39	28.68	--	--
	C. At the half of the year and the end of the	54	39.71	9	75
	D. At any time of the year	43	31.62	3	25
	TOTAL	136	100	12	100

Item 1 of Table 7, about the time of performance evaluation, respondents responded differently with regard to the question. Majority 54 (39.71%) of the employees responded that it is carried out at the half and at the end of the year. Other 39 (28.68%) replied that once at the half of year and the remaining 43 (31.62%) of the respondents' respond at any time in the year. According to the already collected data, the performance appraisal is not carried out regularly. The evaluation is conducted by the appraisers depending up on their wish. No time frame scheduled to evaluate employees in order to make as certain problems even to give recognition to best workers.

On the other hand, 9 (75%) of the appraisers responded that evaluation was carried out at the half of the year and the end of the year, 3 (25%) respondents replied that it was done at any time of the year. This indicates that the performance appraisal system was carried out at irregular times. Besides, the evaluation system did not meet the standard. Some appraisers appraised at any time of the year because they did not care about the performance appraisal.

On the other way other appraisers appraised their subordinates two times a year, i.e., July 8 - January 8 and January 9 - July 7. This practice respected the standard form of appraisal. As such employees were evaluated properly.

Table 8: Employee’s volunteers to be evaluated by the current result oriented performance appraisal system

No	Item	Appriasees		Appraisers	
		NO	%	NO	%
1	Are employees willing to be evaluated by the current result oriented performance appraisal				
	A. Yes	64	47.06	8	66.67
	B. No	70	51.47	4	33.33
	C. Not sure	2	1.47	--	--
	TOTAL	136	100	12	100
2	Does the present performance appraisal consider the situation of the employees?				
	A. Yes	26	19.11	11	91.67
	B. No	108	79.41	1	8.33
	C. Not sure	2	1.47		
	TOTAL	136	100	12	100

Item 1 of Table 8, employees’ willingness to be evaluated by the current result oriented performance appraisal system was responded as follows. 70 (51.47%) of employees responded "No". On the contrary, 64 (47.06%) of employees said, "Yes". Almost half of the appraisees seemed, evaluated by the current result oriented performance appraisal system. While 2 (1.47%) of the respondents were “Not sure”.

Are employees volunteers to be evaluated by the current PAS?

The data obtained from the interview conducted with the selected directorates of the organization also confirmed that, *“Evaluators did not evaluated properly. They did not evaluate properly due to high interference of management and political groups in the performance appraisal process and most of the criteria are not as such easy to be practical and to satisfy individual interests”*.

On the other hand, the data shows 8 (66.67%) of the appraisers replied that the employees were interested to be evaluated by the current PA system and 4 (33.33%)were not volunteer to evaluated by the current appraisal system.

Item 2 of Table 8, to the question does the present performance appraisal consider the situation of the employees, 108 (79.41%) of the appraisees responded "No". That means the majority of appraisees stated that the PA system does not consider the situation of the employees. But 26 (19.11%) appraisees respondents replied "Yes". Meaning the new performance appraisal considers the situation of the personnel. The remaining appraisees ,2 (1.47%) were "Not sure" this implies that whether the new performance appraisal considers the situation of the personnel or not was not understood by few employees. On the other hand appraisers, 11 (91.67%) replied "Yes" by saying the new performance appraisal considers the situation of the personnel. And 1 (8.33%) of appraisers responded "No" that means the present PA does not consider employees' situation.

Table 9: The attitude of appraisee/ appraiser towards the current performance appraisal method

No	Item	Appriasees		Appraisers	
		NO	%	NO	%
1	Do you think that appraisees / appraisers have positive attitude towards the current performance				
	A. Yes	44	32.35	--	--
	B. No	88	64.71	12	100
	C. Not sure	4	2.94	--	--
	TOTAL	136	100	12	100
2	If your answer to number 1 is "Yes" please specify				
	A. Bringing attitudinal change	18	13.23	--	--
	B. To create discussion with appraiser	15	11.03	--	--
	C. Bringing training opportunities	11	8.09	--	--
	TOTAL	44	32.35		
3	If your answer to number 1 is "NO" please specify				
	A. Employees are doubtful of the capability of appraisers	41	30.15	--	--
	B. The criteria of the evaluation are not clear	13	9.56	5	41.67
	C. The complexity of the performance standards	11	8.09	7	58.33
	D.Absence of incentive/ salary increment	23	16.91		
	TOTAL	88	64.71	12	100

As indicated in item 1 of Table 9, 88 (64.71%) and 12 (100%) of appraisees and appraisers respectively said "No". This implies, large number of respondents do not have a positive attitude towards the current performance appraisal. So the majority of the respondents are not voluntary to be evaluated by the result oriented performance appraisal system. 44 (32.35%) of employees responded "Yes". This implies, the respondents were positive towards the result oriented performance appraisal as evaluation method. 4 (2.94%) replied "Not sure". This implies that their opinion towards the result oriented performance appraisal as to be the evaluation method of performance was not clear.

Item 2 of Table 9, appraisees 18 (13.23%) of respondents believed that it would bring attitudinal change, 15 (11.03 %) while replied that to create discussion with appraiser and 11 (8.09%) appraises to bring training opportunities.

In line with this, the interview was conducted with the directorates of the organization. One of the selected directorates asserted to the question, *How result-oriented performance appraisal could bring employees' attitudinal change? The respondent reported that,*

The system would help to improve the performance of the civil service institutions by bringing attitudinal change among civil service employees. Result-oriented performance appraisal system, as theories confirmed, in the long run, has an impact of bringing cultural change both at organizational and individual levels. However, the result-oriented performance appraisal system did not bring significant attitudinal change to the FMoCS' employees.

Item 3 of Table 9, 41 (30.15%) of employees are doubtful of the capability of appraisers. The majority of the respondents are not voluntary to be evaluated by the result oriented performance appraisal system because of the complexity of the system appraisers. Employees were not evaluated depending upon their skills. 23 (16.91%) respondents said absence of incentive/ salary increment, This means by the new performance appraisal employees did not get any incentive such as salary increment, promotion and advancement. 13 (9.56%) respondents said that the criteria of the evaluation are not clear and 11 (8.09%) respondents expressed the complexity of the performance standards. This shows the new performance appraisal and the appraisers are unable to perform the worker to evaluate and it shows unable to do the current PAS complexity. Moreover, 7 (58.67%)

appraisers, stated the complexity of the performance standards and 5 (41.33%) of them replied the criteria of the evaluation are not clear. This shows the current or result oriented PAS are not clear rather it is difficult to appraise employees properly.

4.4 The strengths and weaknesses of the current staff performance appraisal in FMCS

Table 10. The strengths and weaknesses of the current staff performance appraisal

No	Item	Appriasees		Appraisers	
		NO	%	NO	%
1	Are there strong sides on the current staff performance appraisal in the Federal Ministry of Civil Service?				
	A. Yes	17	12.5	5	41.67
	B. No	119	87.5	7	58.33
	TOTAL	136	100	12	100
2	If the answer to question no,1 is yes, state the strong side of the current PAS				
	A. There is more focus on results rather than activities.	9	6.62	4	80
	B. Employees are becoming more and more cost conscious	5	3.68	1	20
	C. There is relatively better emphasis on the importance of training	3	2.20	--	--
	TOTAL	17	12.50	5	100
3	If the answer to question no,1 is No, what are the weak side of the current PAS?				
	a. Poor relationship between appraisers and appraisees	24	17.65	4	57.14
	b. The current PA implementation was less follow up and poor control mechanism	65	47.70	-	-
	c. The PA system is not related to the organization activity	15	11.03	2	28.57
	d. it is highly exposed to personal bias	15	11.03	1	14.29
	TOTAL	119	87.50	7	100

Regarding the strength item 1, of Table 10, 17 (12.5%) of appriasees and 5 (41.67%) of appraisers responded that there is a strong side on the current performance appraisal whereas 119 (87.5%) of the appriasees and 7 (58.33%) of the appraisers replied that there is "No" a strong side on the current performance appraisal. From this, the data shows that the majority of the respondents did not clearly identify the strong side of the current performance appraisal. However, some respondents identified the strong side.

Do you think that the PA scheme encourages employees or not? If yes or no please explain?
The interview data showed that "the strength is reaching on consensus based on plan, discussing with the workers, response is made regularly it is measured based on quantity, quality, time and cost. This is currently evaluated by some departments but the other departments measured without including cost, performed by quantity, quality and time stating the performance of the worker.

Regarding item 2 of Table 10, 9 (6.62%) and 4 (80%) of the appriasees and appraisers respectively responded that the strength of current staff performance appraisal was its focus on result rather than activities, 5 (3.68%) and 1 (20%) of the appriasees and appraisers respectively replied that the strength of current staff performance appraisal became more and more cost conscious, and 3 (2.20%) of appriasees were explained the strength of current staff performance appraisal was its emphasis on the importance of training.

Concerning the weak side of the PA, item 3 of table 10, 24 (17.65%) and 4 (57.4%) of the appriasees and appraisers respondents respectively explained the poor relationship between appraisers and appraises; 65 (47.79%) of the appriasees replied that the weak side of the current performance appraisal implementation was less follow up and poor control mechanism; 15 (11.03%) and 2 (28.57%) of the appriasees and appraisers respectively responded that the weak side of the current performance appraisal is due to the performance appraisal system not related to the organization activity and 15 (11.03%) and 1 (14.29%) of the appriasees and appraisers respectively responded that the weak side of the current performance appraisal is exposed to personal bias.

Therefore, the data shows that the majority of the respondents clearly identified the weak side of the current performance appraisal. This means the majority of the appriasees said the result oriented performance appraisal implementation was less follow up and poor

control mechanism and the major causes of current performance appraisal where as the majority of the appraiser responded that the poor relationship between appraisers and appraisees is the major causes of the current performance appraisal.

Could you please explain the weak side or aspects of the performance appraisal? The information obtained through interview also showed the following response.

The person who conducts the evaluation does not have the required competence to make the evaluation. The reasons are lack of experience and failure to plan performance standard criteria. The solution is to give continuous training on the performance appraisal criteria or standard. Many employees and supervisors have complained concerning the complexity of the system. In addition to its complexity, the inability of the organization to support the system by new technology the system tedious, involving many paper works and continuously keeping performance records are major weaknesses. Moreover, the system is cumbersome compelling managers and employees to do detailed follow up and consuming so much paper: And the system is rigid leaving little flexibility to managers and employees to come up with innovative ways of measuring performance. However, the system does not pay enough attention to the reward aspect of employees.

Why the PAS interrupted? Please, would you explain about it?

Proper implementation of result oriented PA does not require the manager /head to perform daily routines. Thus, they are expected to make follow-ups whether or not each of the staff members carries out their duties in terms of quantity, quality, timelines and cost. However this proved not to be the case. The other big challenge in this regard is risk avoidance.

It is worthwhile to look into at this juncture the reason why the ministry of capacity building employees was abandoned (discontinued) PA.

Since the establishment of the ministry in 1994 the mandate given to it has been: to organize offices, to provide training to those who lack capacity and to create and build capacity.

It is in view with this objective that PA was discontinued. The main reason is attributed to the top leadership whose priority is to pay attention to the mandate rather than to internal institution. They found it better to support, control and follow-up other ministry offices .In a nut shell, from the top leadership up to experts priority was given to train other ministries rather than its staff member.

Table 11: Employees reflection on the present PA system whether it can solve the evaluation grievances or not

No	Item	Appriasees		Appraisers	
		NO	%	NO	%
1	Do appraisees/ appraisers believe that the present organization performance appraisal system can solve the poor relationship between appraisers and appraisees?				
	A. Yes	6	4.41	2	16.67
	B. No	125	91.91	10	83.33
	C. Not sure	5	3.68	-	-
	TOTAL	136	100	12	100
2	If your answer to Q. Number 1 is “no” why?				
	A. The performance appraisal system is not easy to be implemented	19	13.98	3	25
	B. There is high workload on the employees’ activities	18	13.23	-	-
	C. The evaluator does not take accountability and responsibility	53	38.97	-	-
	D. The unavailability of sufficient HR development opportunities	18	13.23	3	25
	E. Most of the criteria are not as such easy to be practical	17	12.50	4	33.33
	TOTAL	125	91.91	10	83.33

The importance of this table is to show the appraisees’ / appraisers’ feeling about the present organization performance appraisal system whether it can solve poor relationship between appraisers and appraisees or not. The responses were summarized as follows:

In item 1, of Table 11 the majority of appraises, 125 (91.91%) and appraisers 10 (83.33%) responded "No". The present organization performance appraisal could not solve the antagonism of the appraisers and appraisees. Based on this, 5 (3.68%) respondents were “Not Sure”. This means the apprisees and appraisers cannot pass through in or do not know the relations very well. The data obtained through interview for the question:

Is there any compliant / grievance created between the subordinates and civil servants because of the new result oriented evaluation (during and after evaluation)? What were the types of grievances and compliant? If any compliant / grievance how did resolve it? The directorates said

The disagreement that existed between appraisees and appraisers on the presence of pre - appraisal conference indicated mistrust, lack of commitment, and lack of mutual understanding which made employees to develop negative attitude towards the current organizational employee's performance appraisal system.

Item 2, of Table 11, respond to the question: the present organization performance appraisal system can solve the problem arose between appraisers and appraisees as follows: 53(38.97%) of the appraise respondents replied that evaluators did not take into consideration accountability and responsibility to the appraisees' complaint. This means, appraisers did not want to take risk about the result oriented PA in the organization. The interview data also showed that under the question

Do/Does the performance appraisal measurement systems take accountability and responsibility?

One of my informants who have held the position of directorship described that I believe that the FMoCS is still an important organization, which has responsibility to inspect the implementation of the newly introduced result-oriented employee performance appraisal system. Concerning the tangible effect that the newly introduced employees performance measurement system brought so far improvement in the performance of the civil service institutions appraisees and appraisers. Appraisers take accountability and responsibility regarding to the evaluation system. But appraisers did not take accountability and responsibility about the result oriented PA in the organization. They assumed that it would be better to create agreement without conflicts with employees.

The appraisees, 19 (13.98%) and 3 (25%) of the appraisers responded that the performance appraisal system is not easy to be implemented. subsequently 18 (13.23%) of the appraisees replied that there is high workload on the employees' activities. The appraisees, 18 (13.23%) and appraisers 3 (25%) respectively said that there is unavailability of sufficient HR development opportunities that motivate the employees towards positive working

environment. The appraisees numbering 17 (12.50%) and appraisers 4 (33.33%) respectively responded that most of the criteria set were not as such easy to be practical. This is due to lack of sufficient information about the concepts and procedures of the system as it was in an introductory phase,

Table 12: Feedback towards the appraisal and Training system

No	Item	Appriasees		Appraisers	
		NO	%	NO	%
1	Is there any feedback sought from the employees regarding their feeling towards the appraisal system?				
	A. Yes	29	21.32	9	75
	B. No	107	78.68	3	25
	TOTAL	136	100	12	100
2	Have you ever been involved in any training related to employees' performance appraisal?				
	A. Yes	29	21.32	9	75
	B. No	107	78.68	3	25
	TOTAL	136	100	12	100

In item 1, of Table 12 to the question that said feedback sought from the employees regarding their feelings towards the appraisal system by appraisers, 107 (78.68%) of the respondents responded “No”. Only 29 (21.32%) of them said “Yes”. This indicates that employees have no chance to express their grievances to their appraisers. Few of them, responded that they were asked for their opinion about the evaluation. Here, we deduce that appraisers among the great majority of the apprasees, they selected few of them to accept their complaints. Their selection criteria were not known. Probably these employees may be their favorites who have achieved high points during the evaluation. Anyhow, whatever was the case if they were to ask complaints or comments from the majority by disregarding the minority; it would have been much better for the strength of the evaluation and for the fairness of their evaluation. But to accept comments from the few meant that they did not

bother about evaluation efficiency for the morale of the employees and for the betterment of the organization.

In the case of appraisers, 9 (75%) of them, replied “Yes”. And 3 (25%) said “No”. Meaning the appraisers have no the same response with the appraisees’ evaluation. Most of them, gave comments to the employees with regard to the evaluation system. But they have given to few appraisees while the majority appraises were not consulted about the evaluation system. Some appraisers were either novice or negligent or fearing confrontation with the employees so failed to discuss the set performance standard with the employees.

In item 2 of Table 12, appraisers and appraisees were asked whether they have taken orientation and pre-planning discussion related to training of EPA system or not. The majority of appraisees, 107 (78.68%) and 3 (25%) of appraisers replied that they did not involve in any training related to EPA system. On the contrary, 29 (21.32%) of appraisees and 9 (75%) appraisers respectively assured the existence of training given to them hoping to have awareness about the task. Again the majority of appraisers were given training even got awareness with regard how they could carry out the appraisal process effectively and efficiently. A question was forwarded like this:

Do you think that training is a preriquzit for the effective implementation of result oriented PA. If that is so, is any training provided on any level that effective was the training? Did it achieve the required result?

In line with this, two interviews were conducted with the directorates of the organization. One of them replied that, “frequent *training is necessary on performance evaluation to achieve the organizational goals. But in the organization training was given only one time during the initial period of PA*”. Though training was given in frequently to those who assumed managerial position, trainers were not capable to transmit knowledge and skill as wished for they were outsiders who did not understand the Ethiopian reality very well. Even those persons who participated in the training were not the right persons to the post. This action reduces the quality as well as the objective of training”.

4.5. Factors affecting staff performance appraisal in the FMCS

Table 13: Major problems faced in conducting EPA system

No	Item	Appriasees		Appraisers	
		NO	%	NO	%
1	What problems did you observe during conducting employees' performance appraisal? (Please Indicate / rank orderly *)				
	a. Lack of the necessary knowledge, skill and experience of appraisers	112	82.35	12	100
	b. Poor administration of the overall appraisal process	104	76.47	5	41.67
	c. It takes a lot of time to evaluate employees regarding to the organization working activities	108	79.41	10	83.33
	d. The inadequacy and inappropriateness of the current appraisal system	124	91.18	12	100
	e. Absence of rewards for best appraisers/ appraisees	104	76.47	6	50

*Multiple responses

Respondents were asked to identify problems faced during conducting EPAS. Thence, they wrote the degree of problems orderly. Accordingly, appraisees and appraisers who accounted for 124 (91.18.5%) and 12 (100%) respectively replied the inadequacy and inappropriateness of the current performance system. Moreover, the set criteria were not enough to meet the problems. The variables included in the observation and controlling schedule did not address such important issues as the quantity, quality and timeliness of content. The employers expected employees to work the job without giving reward to the best workers. Even they did not provide feedbacks timely to the workers either to proceed in their commitment or to correct their mistakes.

A reliable measure was that providing consistent feedback about the performance is needed. In this regard, the department offices in the FMoCS suffer from providing inadequate information flow about the quality of the employees' work. Moreover, luck of necessary knowledge, skill and experience about result oriented PA system on the part of appraisees reported by 112 (82.35%) and 12 (100%) of appraisers was another major appraisal drawback. By and large, it is possible to infer that appraisees were not well informed about

the current PA method and appraisers failed to provide necessary comments to the employees so as to enhance proficiency.

It takes a lot of time to evaluate employees regarding to the organization working activities as reported by 108 (79.41%) appraisees. From the reply of appraisers, 10 (83.33%) replied that evaluating the employees takes much time. Thus, it is possible to conclude that appraisers lack commitment to execute EPA effectively and timely. Both appraisees and appraisers who accounted for 104 (76.4%) and 6 (50%) respectively stated that there was absence of adequate rewards to both best appraisers and best appraisees for the system did not allow such endeavor in rewarding by having special budget.

Lastly, 104 (76.47%) of appraisees and 5 (41.67%) of appraisers replied that there were poor administration with regard to the current evaluation system. Moreover, it would be reasonable to conclude that both appraisees and appraisers were not happy with the current EPA system because of the aforementioned problems. Meaning appraisees did not have positive feeling towards the administration and the feedback given to them. Even best workers were not motivated or promoted or rewarded. On the appraisers' side, most of the phrases written in the entries were complicated and difficult to evaluate workers confidently. Questions were forwarded like this:

Would you please explain factors /obstacles affecting the effectiveness of PA and do you have any further comments/opinions on PA system in your ministry?

The data obtained from the interview conducted with the directorates of the organization confirmed that,

The main problems on performance evaluation are: there is no deep understanding of concepts by the office holders, as a result it led to failure to implement it properly. Furthermore, in accordance with result- oriented PA, bosses were restricted only to control, supervise and guide workers not properly and then to list best workers during their performance in order to reward them at last as incentive. But it was not implemented according to the result-oriented PA system. Because managers who were supposed to evaluate workers devoted much of their time on paper work and customer service activities. However, the result oriented PAS was reward/incentive system by its very nature but no budget permissible by the government.

4.5.1. What factors (problems) affect staff performance appraisal in the Ministry of Civil Service?

The appraisers' and the appraisees' responses about the major problems that affect PA in the Ministry depending upon the above open-ended questions mentioned their opinions as follows:

1. Lack of specialized manpower in both the bosses' and the workers' side.
2. It takes much time to evaluate employees regarding to organization working activities.
3. The set criteria are highly exposed to personal bias.
4. Evaluators do not take accountability and responsibility to result-oriented PA system.
5. The employees' high workload was not taken into consideration.
6. Poor relationship between appraisers and appraises is visible.
7. Poor relationship between employees and the organization management authority is evident.
8. Due to lack of knowledge, skills and attitudinal change in-depth, most of the workers do not understand the organizational objectives and do not give much attention to organizational performance measurement system.
9. From the officials side, there was less follow up and poor controlling mechanism.
10. The complexity of the system has become barrier to effective activity
11. Most of the appraisees reported that they had no related EPA form of training mechanism so as to upgrade their knowledge and experience
12. On the part of employees, they do not give much respect to the top leadership and middle management who are unable to guide employees properly on result -oriented PA system on the right track that brought lack of transparency

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter includes summary of the major findings, conclusion and recommendations on factors affecting staff performance appraisal in the Federal Ministry of Civil Service.

Summary

The main purpose of this study was to investigate factors affecting staff performance appraisal in the Federal Ministry of Civil Service and then to suggest possible solutions for the betterment of the organization. In order to achieve this objective, the following four basic questions were raised.

1. What prior planning and arrangements were made at the beginning of the performance appraisal implementation?
2. To what extent are the staff performance appraisal criteria employed by Federal Ministry of Civil Service relevant to the purposes(s) they are intended to serve?
3. What are the strengths and weaknesses of the current staff performance appraisal in the Federal Ministry of Civil Service?
4. What major factors affecting staff performance appraisal in the Federal Ministry of Civil Service?

In order to obtain necessary information, a descriptive survey method was employed. To address the basic questions raised, the researcher reviewed relevant literatures and prepared questionnaires to collect data from the selected department heads, directorates, process owners and employees. The type of the questionnaire was close-ended along with open-ended questions. Information through interviews was gathered from the directorates. After the questionnaires had been evaluated by the thesis advisor, necessary corrections were made. Then after, pilot-test was made in another organization namely, MoE for correction.

Later on, a total of 186 questionnaires were distributed to the respondents. In the process, 16 directorates, process owners and department heads and 170 employees were involved. Out of the 16 questionnaires, only 12 (75%) from directorates, process owners and department heads and out of 170 papers, only 136 (80%) papers from the employees were collected. Then, the data were interpreted, tallied and analyzed using mean scores, average weighted mean score, and percentages.

Based on the responses obtained from the respondents, the characteristics of the study groups were examined in terms of sex, academic qualification, years of service, and age range.

Among the appraisee respondents, 69 (50.74%) and appraiser respondents, 10 (83.33%) were males and the remaining appraisee respondents 67 (49.26%) and appraiser 2 (16.67%) respectively were females.

- Regarding the academic qualification of the respondents, the appraisees 9 (6.62%) were MA/MSc holders, 56 (41.18%) were BA/BSc holders, 44(32.35%) respondents were diploma holders in technical and vocational training, whereas the remaining 27 (19.85) respondents were 4 to 12 graders. In the case of appraisers' academic qualification 4 (33.34%) were MA holders whereas 8 (66.66%), were BA and LLB holders.
- Out of the appraisee and appraiser respondents 14 (10.29%) and 4 (33.33%) respectively were within 51 - 60 age range and , 49 (36.03%) and 5 (41.67%) appraisees and appraisers respectively were within 41 - 50 age range and 50 (36.76%) and 3 (25%) appraisee and appraiser respectively were within 31- 40 while the rest appraisee (16.91%) were within 21 - 30 years old.

After the interpretation and analysis were made on the information gathered, the following points are the major findings of the study.

At the end of the study, the recent EPA process for the appraises revealed that as formative or developmental. These formative processes were intended to achieve organizational goals and objectives, to improve employees' performance, to provide opportunities for employees to develop skills, knowledge and to influence the performance of employees. However, based on the information gained from the EPA through questionnaires, currently the FMoCS used both formative and summative purposes for evaluation. In such a way that appraisees received distorted appraisal result.

Responses of employees' performance appraisal towards the set criteria were explained as follows. The questions included do the criteria clearly indicate the key, main and detailed duties to the employees, the appraisers /appraisees awareness about the PA measuring results (output, outcome and impact), the appraisers /appraisees awareness about the PA general measurement output (quantity, quality, timelines and cost) , the level of the relationship between the appraisers and the appraisees regarding to the performance appraisal , the framework of 'SMART' use performance to summarize the criteria for objectives in the FMoCS were responded high and very high. On the other hand, the criteria inadequacy to appraise employees' performance, the criteria to measure employees' willingness to participate in performance appraisal activities, clarity of the objectives of performance appraisal criteria, the appraisers' / appraisees' awareness about the PA measurements on daily basis work activities, monitoring and reporting, the criteria ability to identify performance standard and critical element were responded medium and low.

As such, the appraisers' mean score is responded very high and high in contrast, few of the data respond by medium and low. Whereas the appraisees' mean score is low and very low. Again when we confirmed the data by the average weighted mean score, the result is low and very low.

It was evident that from the study 93 (68.38%) the appraisees and all of the appraisers have taken pre-appraisal planning introduction discussion.

1. The key, main and sub tasks were not clearly identified as it is observed from the files of those employees who were appraised according to the result oriented implementation scheme or standard. The general measurement quantity, quality, time and cost are the yardsticks to planning and implementation. However, the performance measurement designed repeatedly or frequently by FMoCS focuses only on time, quantity, and quality. Cost was overlooked. Though the Federal Ministry of Civil Service has a manual, which indicates a mechanism to check a day-to-day activity and managers to evaluate the performance of the employees every months, office holders did not make it practical. The performance appraisal was not conducted regularly. Moreover, they did not employ IT (new technology) mechanism technique in place to enhance the day-to-day activities of the employees.
2. Different standards were used to evaluate employees working in the same organization (FMoCS) by department heads, process owners, and directorates.
 - Some of them applied result oriented PA (quantity, quality, timeless and cost effectiveness).
 - Some of them applied PA without cost efficiency which means quantity, quality and timeless.
 - In the case of the former Ministry of Capacity Building employees, they were not evaluated by PA standard criteria. The efficiency report was done only based on planning PA.

The majority of employees and some directorates, department heads, and process owners (authorities) lacked awareness about result oriented performance appraisal for they had no in-depth training. In addition, the office holders lacked transparency according to the collected information obtained from open- ended questionnaires. So far, the training given to most of appraisers, i.e., 75% and few of appraisees, i.e., 21.32% about the implementation of result oriented performance was inadequate or insufficient and was not up to the right quality and the right place.

3. Overseas consultants or trainers did not recognize or understood the Ethiopian objective realities during training delivery. Because, these consultants offered training and counseling similar to the standard of the developed countries. These would create difficulty in understanding of the training theme.
4. The degree of employees' involvement in their organizational goal and performance standard criteria setting is low. It is not substantive. This constitutes as one of the factors that contributed to the dissatisfaction of employees in the PA system.
Especially, middle management appraisers, i.e., department heads, process owners, and directorates were not practical in giving feedbacks to their employees concerning their performance, which is the critical element and performance standard of the result - oriented performance appraisal system. The overall perception of the employees towards the system is full of speculation, and hopelessness. The complexity and inflexibility of the system even created disinterest in the part of the appraisers and discouragement in the part of the appraisees. Moreover, employees could not get appropriate reward and promotion. Lack of proper emphasis to the motivational aspect of the system, no doubt, created lack of confidence among employees.
5. The system is cumbersome compelling managers and employees to do detailed follow up and consuming so much paper. As well as it is rigid leaving little room to flexibility to managers and employees to come up with innovative ways of measuring performance.
6. According to the data, major factors that affected staff performance appraisal in the FMoCS were: Lack of specialized manpower in both the appraisees and the appraisers, evaluation was time consuming, evaluators did not take accountability and responsibility to result-oriented PA system, the employees' high workload was not taken into consideration, and poor relationship between appraisers and appraisees. On the part of employees, they did not give much respect to the top leadership and middle management who were unable to guide employees on result - oriented PA system on the right track that brought lack of transparency.

Conclusion

On the basis of the findings, the following conclusions are forwarded.

Based on the findings, it might be assumed that appraisers and appraisees considered the current EPA procedure is formative or developmental. Of course, formative appraisal process helps the employees to improve their working skill thereby to improve the appraisers' and the appraisees' working outcomes. At the same time, of course at minimal, the Ministry used summative procedure to evaluate employees' performance. Summative appraisal helps the organization in decision making about employees' promotion, selection, transfer or demotion and to evaluate prior planning and arrangements. Both summative and formative evaluation appeared in one instrument. However, developmental/ formative and summative processes differ in purposes, criteria and procedural characteristics. Thus, it can be concluded that appraisees received distorted appraisal results.

The findings also revealed that factors affecting staff performance appraisal in the Ministry of Civil Service are lack of specialized manpower in staff performance appraisal both at the appraiser and the appraisees levels. That is, evaluation of the employees took much time, the criteria set were highly exposed to personal bias, and evaluators did not take accountability and responsibility to result-oriented PA system. Also, the employees' high workload was not taken into consideration. So, poor relationship between appraisers and appraisees was evident, due to lack of transparency, knowledge, skills and attitudinal change in-depth. Moreover, most of the workers did not understand the organizational objectives and did not give much attention to the organizational performance measurement system. From the officials' side, there was less follow up and poor controlling mechanism. In effect, the complexity of the system has become barrier to efficient activity.

Most of the appraisees reported that they had no access to EPA form of training mechanism so as to upgrade their knowledge and experience. On the part of the employees, they did not give much respect to the top leadership and middle management (department heads, process

owners, and directorates) who were unable to guide employees about result-oriented PA system on the right track that brought dissatisfaction to the workers.

Therefore, it is safe to conclude that the ROPA criteria are mostly discriminatory and the relationship that exists between the appraisers and the appraisees is hampered. Moreover, the employees were not motivated and committed which resulted in low performance, weak services and customer dissatisfaction.

Result-oriented performance appraisal has both merits and demerits (strong and weak side). Some of the merits can be categorized as follows: First it helps to achieve organizational goals and objectives. Secondly the organizations can prepare their own staff performance appraisal criteria of focus on results rather than activities.

Thirdly it specifies the criteria under the key, main and detailed duties; and employees are becoming more and more cost conscious. performance standards requiring to the employees job description. To the contrary, it has demerits as such that, first; the expected results are not so simple to be successful due to the absence of fulfilled resources; low capability of appraisers; poor relationship between appraisers and appraisees and less follow up and controlling mechanism. In the case of FMoCS, the PA system was not implemented properly.

Furthermore, the ROPA performance standard criteria were not clearly identified and were not participatory. As a result, there was no mutual understanding between the employees and the office holders. Reasonably, some employees seemed negligent and frustrated while others were forced to be in a feeling servitude in relation to their office holders. Therefore, office holders being cognizant of the artificial harmony should try to practice it properly or try to reconcile the problems. And as much as possible, they should focus on maintaining the merit status by minimizing the demerit status.

Recommendations

Based on the findings and conclusions, the following recommendations are suggested:

1. According to the collected data, few office holders received their tertiary education equivalent to their subordinates. Again, few of them were less experienced than their subordinates. Moreover, these officials received training on how to evaluate workers on result oriented PA by foreigners not in-depth. This condition led to disagreement with regard to evaluation. The FMoCS, the huge Ministry which is in charge of controlling, directing, ordering and monitoring other organizations under it, should be staffed with personnel having rich experience, high level of knowledge, efficient practitioners and humble and humane individuals who are highly committed to work.
2. The distribution of planning implementation result is expected to be normal curve (bell shape). The distribution of the planning implementation result needs to have the shape of a triangle. In the case of FMoCS, the result has become abnormal curve. Actually, the planning was accepted, but the performance standard criteria and the critical element were not satisfactory and well performed. They are low. According to its principle, the result oriented performance appraisal should be followed by reward/incentive system in order to encourage employees and secure high organizational performance. But in the case of FMoCS, it did not apply this practice due to lack of budget. This is to mean once that several of the employees had got high points in their efficiency reports. So, it was beyond the organization's capacity to give rewards for all of them. As a result, it was rejected as if they were not appraised properly.

Thereafter, rewarding proposals were ignored in the organization. Consequently, the employees' working spirit declined. This idea is attested from the information obtained through interview. Performance Appraisal should follow the following procedures: meaning planning, monitoring, developing, rating and rewarding are the basic ways of creating conducive and successful working environment.

3. Training should be given to managers/bosses on the result oriented performance appraisal scheme and any other related techniques to improve an IT technical support system to make easy the result oriented PAs collection and analysis of data within the organization. If possible, trainers should be local who understand very well the country's objective realities using the national language. Improving the capability of evaluators and employees through additional short and long-term training, seminars, workshops, refreshment courses and enhancing the provision of training at all levels of the main /basic reason for its failure lies on inability to give sufficient training to the respective managers/bosses on the right time and on the right way.

Practically speaking, result oriented performance appraisal scheme needs continuous training, follow up and support from the top management with commitment. So, these things should be seriously taken into consideration and applied to the benefit of the work done.

4. Employees should be informed that they have to prepare work plans and performance appraisal schemes in collaboration with their immediate bosses thereby to create mutual understanding for the common goals.
5. There should be uniform standardized performance criteria to serve all employees of the FMoCS. All the FMoCS' servants should be liable for the PAs with fair and constructive evaluation.
6. Re-setting activities in accordance with the existing organization, structural activities are so crucial. The organizational objectives should be simple and flexible.
7. Equal access should be given to middle level management and for all employees to participate in preparing the performance appraisal criteria.

8. Improving employees' remuneration and giving fringe benefits is important to revitalize working feelings and to develop workers' belongingness to their respective organizations thereby strengthening their performance.
9. Updating and improving the result oriented performance appraisal criteria through IT (new technology) support technical mechanism and getting feedbacks is advisable.
10. Assigning trained employees according to their interest and ability to the merit –based system is essential.
11. Collecting the internal and external stakeholders or customers' ideas from a suggestion box should be undertaken. Not only collecting the suggestion box but also comments and recommendations must be applied as necessary as possible for the organization's and customers' service satisfaction.
12. Develop and complete other systems timely which have direct influence on employees' performance measurement systems and create effective coordination in the organizational management and conducive environment of the employee performance measurement system.
13. Create awareness within the civil service about the value of information and its uses to enhance performance
14. Performance appraisal should be carried out within 3-6 months regularly and constructive feedbacks should be entertained. If performance has improved to fully satisfactory, employees may not be suspended from their job or position. This in turn would have positive contribution to the organization.

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Appendices

ADDIS ABABA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

College of Education and Behavioral Studies

Department of Educational Planning and Management

QUESTIONNAIRE

DEAR RESPONDENT,

The purpose of this questionnaire is to collect data on factors affecting staff performance appraisal in the Federal Ministry of Civil Service. You will be highly appreciated, if you can spare some time to fill up the questionnaire. All the information revealed by you will be kept confidential and will be used only for study purposes. Please answer the questions as required.

Direction: please give your response to the following questions by making a tick mark (✓) or writing where ever necessary. No need to write your name.

I. Background information

1. Name of the Department _____

2. Sex

a. Male ☐

b. Female ☐

3. Age range

a. Under 20 ☐

b. 21-30 ☐

c. 31-40 ☐

d. 41-50 ☐

e. 51-60 ☐

4. Academic qualification:

a. MA /MSC ☐

b. Degree ☐

c. Diploma/TVTE ☐

d. 4 -12 ☐

5. Total years of service

a. 1-10 ☐

b. 11-20 ☐

c. 21-30 ☐

d. 31 and above ☐

II. Prior planning and arrangements of the performance appraisal

1. Did employees take orientation/induction/ introduction about the current organization performance appraisal?
 - a. Yes ☐
 - b. No ☐
 - c. Not sure ☐
2. If your answer to number 1 is "yes", why?
 - a. For employees development ☐
 - b. To give customer service satisfaction ☐
 - c. To identify strength and weakness of employees ☐
 - d. To satisfy individual and organizational goals ☐
3. If your answer number 1 is "NO", please specify _____

4. Before conducting appraisal, does/do the appraiser/s/ and employees carry out pre-planning appraisal conference?
 - a. Yes ☐
 - b. No ☐
 - c. Not sure ☐
5. Do appraisees and appraisers believe that the current performance appraisal measurement system would improve the staff and the organization development?
 - a. Yes ☐
 - b. No ☐
 - c. Not sure ☐

If your answer is "Yes", please specify _____

6. If your answer number 5 is "NO" Why?

- a. The criteria do not have any relations with the organization between the employees ☐
- b. The measurement system is not related with the current situation of the organization ☐
- c. The evaluation result does not capable to improve organization activities ☐
- d. The evaluation criterion does not clear ☐

7. For what purpose the performance appraisal result is used?

- a. for promotion and development ☐
- b. To develop working capacity ☐
- c. For salary increment ☐
- d. For incentive / reward ☐
- e. None of the above ☐

if other please specify _____

III. staff performance appraisal criteria employed by FMCS relevant to the purposes

Purposes of Employees Performance appraisal	Responses				
	SA	A	UD	DA	SD
To achieve organizational goals and objectives					
To improve employees' performance					
To provide opportunities for employees to develop Skills and knowledge					
To influence the performance of employee					
To make decision on employee's selection, promotion, transfer or demotion					
To evaluate Prior planning and arrangements					

Key

SA= strongly agree

DA= disagree

A = agree

SD= strongly disagree

UD= undecided

NO	Employees Performance appraisal standard/criteria	Responses				
		Very high	high	medium	low	Very low
14	How clearly the criteria indicate the key, main and detailed duties to the employees?					
15	How clear are the objectives of performance appraisal criteria?					
16	How aware are the appraisers /appraisees about the PA measurements on daily basis work activities, monitoring & reporting.					
17	How aware are the appraisers /appraisees about the PA measuring results (output, outcome and impact)					
18	How aware are the appraisers /appraisees about the PA general measurement output (quantity, quality, timeliness and cost)					
19	How was the level of the relationship between the appraisers and the appraisees regarding to the performance appraisal					
20	How are the criteria adequate to appraise employees' performance					
21	How the criteria measured employees' willingness to participate in performance appraisal activities					
22	How the framework of 'SMART' performance to summarize the criteria for objectives in the FMoCS					
23	How the criteria identified performance standard and critical element					

24. When did the organization performance appraisal system carried out?

a. At quarter year ☐

b. Once at the half of year ☐

c. At the half of year and the end of the year ☐

d. At any time of the year ☐

25. Are employee's willingness to be evaluated by the current result- oriented performance appraisal system?

- a. Yes ☐
- b. No ☐
- c. Not sure ☐

26. Does the present performance appraisal consider the situation of the employees?

- a. Yes ☐
- b. No ☐
- c. Not sure ☐

27. Do you think that appraisee / appraiser have positive attitude towards current result-oriented performance appraisal system?

- a. Yes ☐
- b. No ☐
- c. Not sure ☐

If your answer is "Yes", please specify _____

28. If your answer number 27 is "NO" the result is

- a. Employees are in doubt of the capability of appraisers ☐
- b. The criteria of the evaluation are not clear ☐
- c. The complexity of the performance standards ☐
- d. Absence of incentive/ salary increment ☐

V. The strengths and weaknesses of the current staff performance appraisal in FMCS

29. Are there strengths of the current staff performance appraisal in the Federal Ministry of Civil Service?

- a. Yes ☐
- b. No ☐
- c. Not sure ☐

30. If your answer to number 29 is "Yes", state the strength?

- a. There is more focus on results rather than activities. ☐
- b. Employees are becoming more and more cost conscious. ☐
- c. There is relatively better emphasis on the importance of training ☐

31. If your answer number 29 is "No" what are the weakness side of the PA?

- a. Poor relationship between appraisers and appraisees ☐
- b. The current PA implementation had less follow up and poor control mechanism ☐
- c. The PA system was not related to the organization activity ☐
- d. It was highly exposed to personal bias ☐

32. Do appraisees/ appraisers believe that the present organization performance appraisal system can solve the grievances between appraisers and appraisees?

- a. Yes ☐
- b. No ☐
- c. Not sure ☐

If your answer is "Yes", please specify _____

33. If your answer Number 32 is "no" why?

- a. The performance appraisal system is not easy to be implemented ☐
- b. There is high workload on the employees' activities. ☐
- c. The evaluator does not take accountability and responsibility ☐
- d. The unavailability of sufficient HR development opportunities ☐
- e. Most of the criteria are not as such easy to be practical ☐

34. Is there any feedback sought from the employees regarding their feeling towards the appraisal system?
- a. Yes ☐
- b. No ☐
35. Have been involved in any training related to employees' performance appraisal?
- a. Yes ☐
- b. No ☐

VI. Factors affecting staff performance appraisal in the FMCS

36. What problems do you observe in conducting employees' performance appraisal in general? (Please, (Indicate / rank orderly *)
- Lack of the necessary knowledge, skill and experience in the side of appraisers
 - Poor administration of the overall appraisal process
 - It takes a lot of time to evaluate employees regarding to organization working activities
 - The inadequacy and in appropriateness of the appraisal
 - Absence of rewards for best appraisers/ appraisees

37. What factors (problems) affect staff performance appraisal in the Ministry of Civil Service?

ADDIS ABABA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

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Department of Educational Planning and Management

Interview to be answered by officials and professional of the Federal Ministry of Civil Service

1. Would you please explain if the current performance evaluation is planned both by the person who makes the evaluation and the person to be both parts addition would you comment on quantity ,quality, timeliness and cost of such plan.
2. Would you please explain the purpose/ objectives and implementation of the current organization performance concisely
3. In your opinion what do you think is the benefit and outcome of performance appraisal solution to the workers and the ministry would you please explain briefly
4. Is there any complaint / grievance between the subordinates and civil servants because of the new result oriented evaluation (during and after evaluation? What kind of grievances and complaint ? if there any complaint / grievance how do resolve it .
5. Do you think that training is a pre-request for the effective implementation of result oriented P.A if so is any training provided on any level who effective was the training. Does it achieve the required result
6. In your opinion what is the major problem on performance appraisal in the civil service ministry ? could you identify explain this problems in accordance weight. In your opinion what do you think as the possible solution to the problem you identified and explained.

7. Do you believe that the evaluation points/ criteria are exposed to bias and partiality or not? Would you please explain
8. Do you think that the PA points/ criteria could evaluate the employees properly or correctly ? In addition who about the competence of the person who conduct the evaluation and implementing pointes ? if the later is not competent what do you think is the solution?
9. Do you think that the PA scheme encourage a strong say for employees or not? please explain
10. Could you please explain the weak said or aspects of the PA
11. Would you please explain factors affecting /obstacles to the effective PA and do you have any farther comments/opinions on PA system in your ministry?

APPENDICES-C
በሥራ ድርሻ በመነሳት በማቀድ የግምገማ ውጤት አለካክ

ደረጃ 6 ኤክስፐርት I የአፈጻጸም ተግባራት

ተ.ቁ	ቁልፍ፣ ዓበይት ንዑስና ተጨማሪ ተግባራት	የተግባር ዓይነት	የነጥብ ድርሻ	አጠቃላይ መለኪያ	ዝርዝር መለኪያ	የአፈጻጸም ደረጃ		
						አጥጋቢ	ከፍተኛ	በጣም ከፍተኛ
1	የኤጀንሲውን የማስፈጸም አቅም ለመገንባት የመሠረታዊ አሠራር ጥናትን ተግባራዊ ማድረግ፤	ቁልፍ ተግባር	13					
1.1	ለ6 ሰዎች የተዘጋጀ ጋይድላይን 58 ሰዓት 20 ወረቀት	የቁልፍ ተግባር ዝርዝር ውጤት	6	ጥራት /3/	በጥናቱ ላይ የተደረገ ዕርማት	ከ3 ጊዜ በላይ ለእርማት የተመለሰ እንደሆነ	አንድ ጊዜ ብቻ ታርሞ ከተመለሰ	ያለምንም እርግጠኝነት ከተመለሰ
				ጊዜ /2/	ጥናቱ የፈጀው ጊዜ	ጥናቱ በ2 ወር ውስጥ ከተጠናቀቀ	በ 1 1/2 ወር ጊዜ ውስጥ ከተጠናቀቀ	ጥናቱ በወር ከተጠናቀቀ
				ወጪ /1/	ለጥናቱ የወጣው ወጪ በብር	42038	ወጪው 20% ከቀነሰ	ወጪው በ4 ሲቀንስ
1.2	ለ4 ሰዎች የተዘጋጀ መሥፈርት 88 ሰዓት 20 ወረቀት	የቁልፍ ተግባር ዝርዝር ውጤት	7	ጥራት /4/	በጥናቱ ላይ የተደረገ ዕርማት	ከ3 ጊዜ በላይ ለእርማት የተመለሰ እንደሆነ	አንድ ጊዜ ብቻ ታርሞ ከተመለሰ	ያለምንም እርግጠኝነት ከተመለሰ
				ጊዜ /2/	ጥናቱ የተፈጀው ጊዜ	ጥናቱ በ2 ወር ውስጥ ከተጠናቀቀ	በ 1 1/2 ወር ጊዜ ውስጥ ከተጠናቀቀ	ጥናቱ በወር ከተጠናቀቀ
				ወጪ /1/	ለጥናቱ የወጣው ወጪ በብር	632.78	ወጪው በ25% ከቀነሰ	ወጪው በ5 ከቀነሰ

ተ.ቁ	ቁልፍ፣ ዓበይት ንዑስና ተጨማሪ ተግባራት	የተግባር ዓይነት	የነጥብ ድርሻ	አጠቃላይ መለኪያ	ዝርዝር መለኪያ	የአፈጻጸም ደረጃ		
						አጥጋቢ	ከፍተኛ	በጣም ከፍተኛ
2	በአዲሱ የሥራ ሂደት መሠረት የሰው ኃይልና ጥናት የሥራ ምደባ ማከናወን 39 ሰዓት	ንዑስ ተግባር	1					
	2.1 ጥያቄዎችን ማዘጋጀት 9 ወረቀት 48 ሰዓት	ንዑስ ተግባር	0.25	0.08				
				0.08	ጥያቄውን ለማዘጋጀት የፈጀው ጊዜ	በተቀመጠለት ጊዜ ከተጠናቀቀ	ከተቀመጠለት ጊዜ ከ15% ከቀነሰ	ከተቀመጠለት 15% በላይ ከ
				ወጪ 0.08	የወጣው ወጪ በብር	196.82	ወጪው በ15% ከቀነሰ	ወጪው 15% ከቀነሰ
	2.2 መረጃ መሰብሰብ 244 ሰዓት 12 ወረቀት	ንዑስ ተግባር ዝርዝር ውጤት	0.25	0.08	የተደረገ ዕርማት	ከ3 ጊዜ በላይ ለእርማት የተመለሰ እንደሆነ	አንድ ጊዜ ብቻ ታርሞ ከተመለሰ	ያለምንም እር ከተመለሰ
			0.25	ጊዜ 0.08	ጥናቱ የፈጀው ጊዜ	በተቀመጠለት ጊዜ ከተጠናቀቀ	ከተቀመጠለት ጊዜ ከ15 % ከቀነሰ	ከተቀመጠለት 15% በላይ
			0.25	ወጪ 0.08	የወጣው ወጪ በብር	17330.36	ወጪው በ15% ከቀነሰ	ወጪው በ15% ከቀነሰ
	2.3 ጥናት ማካሄድ 25 ሰዓት 15 ወረቀት	ንዑስ ተግባር ዝርዝር ውጤት	0.25	ጥራት 0.08	የተደረገ ዕርማት	ከ3 ጊዜ በላይ ለእርማት የተመለሰ እንደሆነ	አንድ ጊዜ ብቻ ታርሞ ከተመለሰ	ያለምንም እር ከተመለሰ
			0.25	ጊዜ 0.08	ጽሑፉ የፈጀው ጊዜ	በተቀመጠለት ጊዜ ከተጠናቀቀ	ከተቀመጠለት ጊዜ ከ15 % ከቀነሰ	ከተቀመጠለት 15% በላይ ከ
				ወጪ /0.08/	ለጥናቱ የወጣው ወጪ በብር	115.08	ከተቀመጠለት ጊዜ ከ15 % ከቀነሰ	ከተቀመጠለት 15% በላይ ከ

ተ.ቁ	ቁልፍ፣ ዓበይት ንዑስና ተጨማሪ ተግባራት	የተግባር ዓይነት	የነጥብ ድርሻ	አጠቃላይ መለኪያ	ዝርዝር መለኪያ	የአፈጻጸም ደረጃ		
						አጥጋቢ	ከፍተኛ	በጣም ከፍተኛ
3	አሁን ባለው አሠራር መሠረት ቀሪዎቹን የምደባና የእንደገና ምደባ ሥራ ማከናወን 26 ሰዓት	ንዑስ ተግባር ዝርዝር ውጤት	5					
	3.1 የተመደቡ የሥራ መደቦች 8 ወረቀት	ንዑስ ተግባር ዝርዝር ውጤት	5	ጥራት /2/	የተደረገ ዕርማት	ከ3 ጊዜ በላይ ለእርማት የተመለሰ እንደሆነ	አንድ ጊዜ ብቻ ታርሞ ከተመለሰ	ያለምንም እርማት ከተመለሰ
				ጊዜ /2/	የፈጀው ጊዜ	በተቀመጠለት ጊዜ ከተጠናቀቀ	ከተቀመጠለት ጊዜ ከ15 % ከቀነሰ	ከተቀመጠለት ጊዜ 15% በላይ ከቀነሰ
				ወጪ/1/	የተደረገ ወጪ በብር	1858.58	ወጪው 15% ከቀነሰ	ወጪው ከ15% በላይ ከቀነሰ
4	የዕቅድ መከታተያ ቅጽ መሙላት	ንዑስ ተግባር	2					
	4.1 የተሞላ የዕቅድ መከታተያ ቅጽ 20 ሰዓት 4 ወረቀት	የንዑስ ተግባር ዝርዝር ውጤት	2	ጥራት 1	የተደረገ ዕርማት	ከ3 ጊዜ በላይ ለእርማት የተመለሰ እንደሆነ	አንድ ጊዜ ብቻ ታርሞ ከተመለሰ	ያለምንም እርማት ከተመለሰ
				ጊዜ 0.5	የፈጀው ጊዜ	በተቀመጠለት ጊዜ ከተጠናቀቀ	ከተቀመጠለት ጊዜ ከ15 % ከቀነሰ	ከተቀመጠለት ጊዜ 15% በላይ ከቀነሰ
				ወጪ /0.5 /	የተደረገ ወጪ በብር	143.54	ወጪው ከ15 % ከቀነሰ	ወጪው 15% በላይ ከቀነሰ

APPENDICES-D

Job Title Job Classification

no	Critical Elements	Performance Standards		
		Fully Satisfactory	Above average	Outstanding
1.	Classifies 960 positions quarterly.	1. Not more than two errors will be tolerated and work must be presented in 15 days and 5 days earlier before the end of the 3 months deadline.	1. very few complaints are received from clients within one month.	Initiates and recommend new ideas that would improve methods of classification and that would help to give solutions to problems encountered.
2	Undertakes case related studies so that the position classification problems of Federal Institutions are timely and reasonably	2. The study must be presented within a month of assignment and the content must be relevant and supportive to give solutions to the problems enumerated by the client.	2. case related studies are presented timely and no more than one error is detected in the study.	
3	Gives response to any reclassification requests timely and accurately so that organizations will be able to act accordingly	3. forward for signature a day or two earlier with no classification error	3. there should be no instance of not meeting the deadline set for forwarding finished classification work for signature	
4	Ensures tentative classification will be forwarded to the concerned organization within a month of its submission to the commission.	4. The reply for the tentative classification is received within 30 days.	4. there should be no instance of delaying the tentative classification to be given to the client.	
5	Approves some disputable/inappropriate qualification requirements set for some positions quarterly	5. Not more that one error is tolerated for the setting of qualification requirements set for some positions quarterly.		

APPENDICES-E

Job Title Job Classification Analyst VII

no	Critical Elements	Performance Standards		
		Fully Satisfactory	Above average	Outstanding
1	Classifies 408 positions into services and grades quarterly following the principles and procedures of position classification and submits his proposal to the team leader for review so that positions are fairly	1. Submits proposals of classified positions of restructured and newly structured organizations within 15 days of which not more than 5 are inaccurate.	1. no inaccurate classified position is proposed.	1. takes the initiative to recommend better ways of classifying positions on his own
2	Examines and recommends minimum qualification requirements of some positions which are disputable or inappropriately stated	2. determines and submits the qualification requirements of 5 positions within 3 days of receipt out of which 1 is forwarded for redoing.	2.No inaccurate qualification requirement is set	2. introduces better method of setting qualification requirements.
3	Acts as work leader so that analysts are regular at their work and accomplish their work on time and as required	3. ensures analysts accomplish classification requests within one month and submits their proposal to the senior analyst or classification committee as the case may be.	Ensures desk audit reports are reliable and up to the standards set.	
4	Performs desk- audit of positions so that reliable and additional information are available that enables proper decision.	4. any assigned desk audit is to be performed not exceeding 5 days out of which not more than two will be required for re-ding because of insufficient information.		
5	Handles questions and enquiries that come from staffing department of the commission and Federal institutions regarding classification of positions and submits his proposal to the team leader for further comment so that issues are dealt with due attention and in time.	5. Gives clarification and replays to classification issues according to the complexity of the case within the approved period of time.		

APPENDICES-F

Job Title Analyst Clerk

no	Critical Elements	Performance Standards		
		Fully Satisfactory	Above average	Outstanding
1	When a request for job classification is submitted to the commission, attaches previously classified position descriptions so that the analyst will be able to compare the new position with the old one to rightly determine its grade.	1. No instance of attaching and registering job description is done.	1. No more than one instance of not attaching and registering job descriptions is tolerated.	1. Frequently takes the initiative of finding previously classified position and attach them for reference.
2	Prepares and submits statistical reports so that the works of the classification will be shown on the commission's report that will be sent to the council of Ministers.	2. Prepares statistical report with 3 error, to be tolerated every month	2. Prepares statistical report with no error.	
3	Checks and verifies job descriptions that come for classification purpose for their being stamped and signed by the proper authority so that unauthorized job descriptions will not be classified.	3. They should be no instance for unauthorized job descriptions.	3. Acceptance of unauthorized job descriptions is not tolerated at all times.	
4	Ensures classified positions are coded so that it will be easier to identify and control the no of job descriptions of the organization	4. Gives codes to job descriptions accurately	4. No error is tolerated in giving codes to job descriptions.	
5	Ensures that notification sheets are properly kept so that correspondences will be performed with ease and the available necessary data.	5. No instance of improper handling of notification sheets.	5. No instance of misplacement of notification sheets is reported.	

APPENDICES-G

Job Title Job Classification Analyst IV

no	Critical Elements	Performance Standards		
		Fully Satisfactory	Above average	Outstanding
1	Classifies 80 positions quarterly with given instructions and submits his proposal to the senior analyst for review so that there are no inconsistencies in grading of the positions.	1. Submits proposal of classified position of re-structured and newly structured organizations within 20 days out of which not more than 10 are inaccurate.	1. 4% inaccurate grades are tolerable	1. There should be no instance of proposing inaccurate grades.
2	Checks the activities of junior and assistant analysts so that they perform their work timely and adequately	2. Ensures that they study classification requests as required within 20 days of receipt and submits their proposal to the senior analyst or classification committee as the case may be	2. Accomplish task prior to the dead line.	2. There should be no excuses for not meeting deadlines.
3	Makes desk-audits of positions and reports in his findings so that reliable and adequate information is gained for timely and proper decisions.	3. Any assigned desk- audit is to be performed not exceeding 15 days of which not more than for will be required for re-doing because of insufficient information.		
4	Ensures and controls the position classification notification sheet are kept neatly and properly so that there will be reliable documents for reference.	4. Ensures the position classification notification sheets are in order every 3 months through random sampling and also verifies notification sheets for accuracy once in 6 months to make sure correspondences are not delayed by inadequate and unreliable data.		

APPENDICES-H

Job Title Job Classification Analyst III

no	Critical Elements	Performance Standards		
		Fully Satisfactory	Above average	Outstanding
1	In accordance with given instructions, classifies 80 positions and submits to the senior analysis or with consultation of the senior analyst to classification committee so that positions are graded consistently and	1.submits proposed of classified positions of re-structured and newly structured organization within 25 days out of which 10 inaccurate.	1. No more that 8% of the proposed classification is inaccurate.	1. No instance of inaccurate grades
2	Ensures that all documents of position classification are kept in order so that all correspondences are performed without delay	2. Ensures the accuracy of position classification notification sheet every 3 months by random sampling and assists in overall verification of the notification sheets.	2. There should be no instance of inaccurate and unverified notification sheets.	2. Inaccurate notification sheets are not tolerable.

APPENDICES-I

Job Title Job Classification Analyst I

no	Critical Elements	Performance Standards		
		Fully Satisfactory	Above average	Outstanding
1	Classifies positions whose grades are already determined so that inconsistencies will not prevail.	1. Classifies any assigned position within a month out of which not more than 5 are inaccurately graded.	1. All are accurate.	1. There should be no instance of submitting inaccurate grades
2	Assists in gathering information for classification, salary and allowances so that information is available for decision.	2. Collects the desired information with no error.		
3	Ensues that all the information needed for classification are available as desired so that classification of positions will be dealt with quickly and correctly.	3. Comparative table and tentative classification of the whole organization is prepared within 15 days accurately.		

APPENDICES-J

4. The view of employees performance appraisal towards criteria

No	Employees performance appraisal criteria	Rating Scale												
		Appraisers (N=12)						Appriasees(N=136)						
		Very high	high	mediu m	low	Very low		Very high	high	medium	low	Very low		Avarage weighte d mean score
		5	4	3	2	1	X	5	4	3	2	1	x	
1	How clearly the criteria indicate the key, main and detailed duties to the employees?	4	8				4.33		4	19	50	63	1.73	1.94
2	How clear are the objectives of performance appraisal criteria?	1	1	10			3.24			8	57	71	1.54	1.68
3	How aware are the appraisers /appraisees about the PA measurements on daily basis work activities, monitoring & reporting.		2	10			3.17			9	112	15	1.13	1.29
4	How aware are the appraisers /appraisees about the PA measuring results (output, outcome and impact)		9	3			3.75			19	91	26	1.94	2.08
5	How aware are the appraisers /appraisees about the PA general measurement output (quantity, quality, timeliness and cost)		6	6			3.50			12	59	65	1.61	1.76
6	How was the level of the relationship between the appraisers and the appraisees regarding to the performance appraisal	7		5			4.17		6	15	66	49	1.84	2.03
7	How are the criteria adequate to appraise employees' performance		5	7			3.42		9	18	81	28	2.06	2.17

8	How the criteria measured employees' willingness to participate in performance appraisal activities		4	3	5		2.91		5	4	99	29	1.90	1.98
9	How the framework of 'SMART' performance to summarize the criteria for objectives in the FMoCS	12					5.00	-	2	7	98	29	1.87	2.12
10	How the criteria identified performance standard and critical element	1	4		4	3	2.66	-	-	8	98	30	1.85	1.91
Average Main Score							3.62						1.75	

APPENDICES-K

3. Purposes of Employees Performance appraisal

N o	Purposes of Employees Performance appraisal	Rating Scale												
		Appraisers (N=12)						Appriasees(N=136)						
		SA	A	U	DA	SD		SA	A	UD	DA	S		Weighte d mean score
		5	4	3	2	1	x	5	4	3	2	1	x	
1	To achieve organizational goals and objectives	12					5.00	12	79	12	28	5	3.48	3.60
2	To improve employees' performance	5	7				4.42	-	3	3	89	41	1.74	1.95
3	To provide opportunities for employees to develop skills and knowledge	12					5.00	43	79	10	4	-	4.18	4.25
4	To influence the performance of employee	12					5.00	74	59	3	-	-	4.52	4.56
5	To make decision on employee's selection, promotion, transfer or demotion	12					5.00	3	98	8	27		3.56	3.68
6	To evaluate prior planning and arrangements	2	8	1	1		3.90		9	16	96	17	2.15	2.29
Average Main Score							4.72						3.27	

የዕቅድ አፈጻጸም ምዘና ውጤት ሪፖርት ማቅረቢያ ቅጽ

አጠቃላይ መረጃ:-

1. የሥራ ቤት _____
2. የሥራ ዘርፍ _____
3. የሥራ ኃላፊ/የሠራተኛ ስም _____
 የአባት ስም _____
 የእያት ስም _____
4. የሥራ መደብ መጠሪያ:- _____
 ደረጃ _____
 የመደብ መታወቂያ ቁጥር _____
5. የዕቅድ አፈጻጸም ምዘና ወቅት ከ _____ እስከ _____

ማሳሰቢያ

ይህ ሪፖርት በኃላፊነት የሚያስጠይቅ ስለሆነ በመመሪያው መሠረት በጥንቃቄ መሞላት አለበት። ሪፖርቱ በሁለት ቅጂ ተዘጋጅቶ አንዱ ቅጂ በሠራተኛ አስተዳደር ክፍሉ በሁለተኛው ቅጂ በሥራ ክፍል እንዲቀመጥ ይደረጋል።

APPENDICES-M

የታቀዱ ተግባራት አፈጻጸም ምዘና ውጤት መመያ ቅጽ

ከ _____ እስከ _____

ተራ ቁጥር	የታቀዱ ተግባራት	ከ25 የተሰጠ ነጥብ	የዕቅድ አፈጻጸም ውጤት		የተገኘው	
			የተገኘው ነጥብ ከ1 እስከ 4	የነጥብ ብዛት	የግብ ስኬት	ፋይዳ /ለውጥ/

APPENDICES-N

የቁልፍ፣ የዓበይትና የንዑስ ተግባራት ዕቅድና
የአፈፃፀም መለኪያዎች ማዘጋጃ ቅጽ

ከ _____ እስከ _____

ተራ ቁጥር	የታቀዱ ተግባራት	ከ25 የተሰጠው ነጥብ	የዕቅድ አፈጻጸም መለኪያዎች		
			አጥጋቢ	ከፍተኛ	በጣም ከፍተኛ

APPENDICES-O

1. በቅፁ በተመለከተው መሠረት ተሰልቶ የተገኘው የዕቅድ አፈጻጸም ምክንያት በሚመለከተው ተስማሚ ሳጥን የ"X" ምልክት በማድረግ የምዘና ውጤቱ ደረጃ ይለያል።

በጣም ከፍተኛ	☐	ከ95 - 100
ከፍተኛ	☐	ከ75 - 94
አጥጋቢ	☐	ከ50 - 74
ዝቅተኛ	☐	ከ25 - 49

2. የሥራ ኃላፊውን/የሠራተኛውን የዕቅድ አፈጻጸም ለማሻሻል ስልጠና የሚያስፈልገው ከሆነ፣ የሥልጠናው ዓይነት ይገለጽ፣

3. የሥራ ኃላፊው/ሠራተኛው ሥራውን ለማሻሻል ልዩ የማለማመጃ ነገሮች ሊዘጋጅላት የሚገባ ሆኖ ከተገኘ የነገራቸው ዓይነትና አሰጣጥ ይገለጻል፣

የሠራተኛ/የሥራ ኃላፊው የቅርብ ኃላፊ ስም _____

የሥራ መደብ መጠሪያ _____

ፊርማ _____

ቀንና ዓ.ም _____

4. የውጤቱ ባለቤት አስተያየት፣

የዕቅዱ ውጤት ፈጻሚ ሠራተኛ/የሥራ ኃላፊ ቀጥሎ ከተመለከቱት ሳጥኖች

በተስማሚው ቦታ የ"X" ምልክት በማድረግ አስተያየቱን ይሰጣል።

ሀ/ በተሰጠው የዕቅድ አፈጻጸም ውጤት፣

እስማማለሁ ☐ አልስማማም ☐

APPENDICES-O

ለ/ ሠራተኛው/የሥራ ኃላፊው በተሰጠው የዕቅድ አፈጻጸም ምዘና ውጤት ካልተስማማ ምክንያቱን በዝርዝር መግለጽ አለበት

የሠራተኛ/የሥራ ኃላፊው የቅርብ ኃላፊ ስም _____

የሥራ መደብ መጠሪያ _____

ፊርማ _____

ቀንና ዓ.ም _____

5. የፀደቀው የቅርብ የሥራ ኃላፊ የባላይ

የቅርብ የሥራ ኃላፊ የባላይ ስም _____

ፊርማ _____

ቀንና ዓ.ም _____

6. ሪፖርት ተሞልቶ በወቅቱ መቅረቡን በሠራተኛ አስተዳደር ስም አረጋግጣለሁ።

የኃላፊ ስም _____

የሥራ መደብ መጠሪያ _____

ፊርማ _____

ቀንና ዓ.ም _____

ውጤት ተኮር የዕቅድ አፈጻጸም መርሐ-ግብር ማዘጋጃ ቅጽ

ተራ ቁጥር	ቁልፍ ተግባር፣ ዓበይትና ንዑስን ተግባራት	የ በጀት ዓመት											
		ሐምሌ	ነሐሴ	መስከረም	ጥቅምት	ህዳር	ታህሣስ	ጥር	የካቲት	መጋቢት	ሚያዝያ	ግንቦት	ሰኔ
1													
	1.1	X	X										
	1.2			X									
	1.3				X								
	1.4					X	X						
	1.5							X					
	1.6								X	X			
	1.7										X		
	1.8											X	
	1.9												X

APPENDICES-Q

ተራ ቁጥር	ቁልፍ ተግባራት፣ ዓበይትና ንዑስ ተግባራት	የ _____ በጀት ዓመት											
		ሐምሌ	ነሐሴ	መስከረም	ጥቅምት	ህዳር	ታህሣስ	ጥር	የካቲት	መጋቢት	ሚያዝያ	ግንቦት	ሰኔ
2													
	2.1	X	X	X									
	2.2				X	X							
	2.3						X	X	X				
	2.4									X	X		
3													
	3.1	X	X										
	3.2			X	X	X	X						
	3.3							X	X				
	3.4									X	X	X	

የቅርብ የሥራ ኃላፊ _____

የሥራ መደብ መጠሪያ _____

ፊርማ _____

ቀን _____

የሠራተኛው/የሥራ ኃላፊ ስም _____

የሥራው መደብ መጠሪያ _____

ፊርማ _____

ቀን _____

ተራ ቁጥር	የታቀዱ ተግባራት	ከ25 የተሰጠው ነጥብ	የዕቅድ አፈጻጸም መለኪያዎች		
			አጥጋቢ	ከፍተኛ	በጣም ከፍተኛ

ማሳሰቢያ

በመመሪያው አንቀጽ 7 እና 8 በተገለጸው መሠረት በዚህ ቅጽ አማካይነት የግማሽ በጀት ዓመት የቁልፍ፣ የዓበይትና የንዑሳን ተግባራት ዕቅድና የአፈጻጸም መለኪያዎች ከተዘጋጁ በኋላ ቅጂዎቹ ለሚመለከታቸው እንዲደርሱ ይደረጋል።

የቅርብ የሥራ ኃላፊው ስም _____

የሠራተኛው/የሥራ ኃላፊ ስም _____

የሥራ መደብ መጠሪያ _____

የሥራ መደብ መጠሪያ _____

ፊርማ _____

ፊርማ _____

ቀን _____

ቀን _____

ያህደቀው ኃላፊ ስም _____

የሥራ መደብ መጠሪያ _____

ፊርማ _____

ቀን _____

APPENDICES-S

ተራ ቁጥር	የታቀዱ ተግባራት	ከ25 የተሰጠ ነጥብ	የዕቅድ አፈጻጸም ውጤት		የተገኘው	
			የተገኘው ነጥብ ከ1 እስከ 4	የነጥብ ብዛት	የግብ ስኬት	ፋይዳ/ለውጥ/
		ድምር				

ማስገንዘቢያ

ይህ ቅጽ በመመሪያው አንቀጽ 10 ከንዑስ አንቀጽ 3 እስከ 8 እና በአንቀጽ 11 ላይ በተገለጸው መሠረት የሚሞላ ነው።

የዕቅድ አፈጻጸም ምዘና መከታተያ ቅጽ

ለሣምንቱ ወይም ለየ15 ቀኑ የተሰጠ የሥራ ዕቅዶች	የተከናወነ ሥራ				ቀሪ ሥራ	አስተያየት
	በመጠን	በጥራት	በጊዜ	ወጪ		

ማሳሰቢያ

በመመሪያው አንቀጽ 9 በተገለጸው መሠረት የታቀዱ ተግባራት አፈጻጸም የማያቋርጥ ክትትል እየተደረገባቸውና እየተገመገሙ የተገኘው አጠቃላይ ውጤትና መረጃ በዚህ ቅጽ አማካይነት ተመዝግቦ ይያዛል። ቅጹ በሁለት ቅጂ ተሞልቶ አንደኛው ቅጂ በቅርብ የሥራ ኃላፊው፣ ሁለተኛው ቅጂ ሥራውን ባከናወነው የሥራ ኃላፊ ወይም ሠራተኛ እንዲያገዝ ይደረጋል።

የቅርብ የሥራ ኃላፊው ስም _____

የሥራ መደብ መጠሪያ _____

ፊርማ _____

ቀን _____

የሠራተኛው/የሥራ ኃላፊው ስም _____

የሥራ መደብ መጠሪያ _____

ፊርማ _____

ቀን _____