

**Circulation**

**No.: 2**

**Date: January 7, 2018**

**Regarding: the issuance of the decision of the Civil Service Commission No. 15 for the year 2017 regarding the modification of the decision of the Civil Service Commission No. 36 for the year 2006 concerning the rules, regulations, procedures, and dates of employees performance appraisal and grievance.**

As per the issuance of the decision of the Civil Service Commission No. 15 for the year 2017, regarding the modification of the decision of the Civil Service Commission No. 36 for the year 2006 concerning the rules, regulations, procedures, and dates of employees performance appraisal and grievance, as in the attached copy of the decision as from the year of appraisal, starting January 1, 2018.

The General Secretariat calls upon all employees at university work centers to be briefed and abide by what the circulation includes.

**University Secretary-  
General**

**A copy to:**

- *All work centers + a copy of the two mentioned decisions of the Civil Service Commission.*
- *The administration research and positions department + a copy of the attachment*
- *The General file + the attachment*

**Decision No. 15 for the year 2017**  
**Regarding**  
**The modification of the decision of the Civil Service Commission**  
**No. 36 for the year 2006 regarding the rules, regulations,**  
**procedures, and dates**  
**Of employees performance appraisal and grievance**

Civil Service Commission,

- After viewing the Decree No. 15 for the year 1979 regarding the Civil Service and the related modified regulations,
- And the Decree issued on April 4, 1979, regarding the civil service system and the related modified Decrees,
- And the decision of Civil Service No. 36 for the year 2006 regarding the rules, regulations, procedures, and dates of employees performance appraisal and grievance and its modifications,
- As per the suggestion of the Civil Service Commission
- And after the approval of the Civil Service Commission in its meeting no 7/2017 held on June 22, 2017.

**Decided,**  
**Article One**

The following text is to replace item 3 from Article 3 of the decision of Civil service

Commission No. 36 for the year 2006:

**Article 3:**

**Third:** form No. 3 is of two parts:

- a. The first part of the form No. 3 is for the appraisal factors and marks:

This part is of five groups for the appraisal factors and marks with a clarification of the description of each factor as follows:

## **2- Continued/ decision No. ( ) for the year 2017**

- The first group: factors of individual performance qualification
- The second group: factors of group work performance qualification
- The third group: factors of personal potentials.
- The fourth group: factors of appraisal for those who are at supervisory positions only.
- The fifth group: factors of the level of abiding by the duty hours.

The first four groups include a number of factors of performance appraisal to choose from or add to, as the positions requirements in the concerned authority, in accordance with the forms attached to this decision.

While, as for the fifth group, no cancellation, modification or addition should be made.

- b. The second part of the form No. 3 is specified for the final result of the appraisal:

This part is for calculating the final score of the appraisal marks in each of the appraisal groups that were included in the first part of this form. And it is to define the verbal general appraisal to a percentage as per the calculation rules in this form, with the recommendation of the direct supervisor (if any), the higher supervisor, and the decision of the personnel committee, in case the issue is submitted to it, in accordance with the rules of this decision.

The fifth group of the appraisal factors groups represents 30% of the general appraisal. While the other groups represent 70% of the general appraisal according to the rules and steps decided as per {form No. 3 (2<sup>nd</sup> part) the final result} attached to this decision.

## **Article Two**

Both the form No. 2 regarding the professional details of the employee, and form No. 3 [2<sup>nd</sup> part] regarding the final result of the appraisal, which are attached to the Civil Service Commission decision No. 36 for the year 2006, are to be replaced by this decision.

Rules enlisted in form No. 3 [2<sup>nd</sup> part], which is the final result of the appraisal are considered as part and parcel of the rules of this decision.

### **Article Three**

The factor of abiding by the official duty hours is to be cancelled from the first group of the qualification of the individual performance enlisted in form No. 3 [1<sup>st</sup> part] of the appraisal forms attached to the mentioned Civil Service Commission decision No. 36 for the year 2006. Factors of appraisal are to be re-organized in accordance.

Any appraisal factors related to the abidance by the duty hours, which might be added by governmental authorities, are to be cancelled.

### **Article Four**

Form of the fifth group (factors of abidance by the duty hours) is to be added to form No. 3 [ 1<sup>st</sup> part] of the appraisal forms, attached to the mentioned Civil Service Commission decision No. 36 for the year 2006.

The rules enlisted in this form is considered as part and parcel of this decision.

### **Article Five**

This decision is effective as from January 1, 2018 and to be published in the official newspaper.

**Anas Khaled Al- Saleh**

**Vice Prime Minister**

**Acting Head of Civil Service**

**Commission**

**Issued in: Rabea Al-Awal 18, 1439 H**

**December 6, 2017**

**Form No. 2**

**Professional Information of the Employee**

**From January 1, ..... to December 31, .....**

- **Name of the employee:.....**
- **Civil ID number:.....**
- **Title of the position:.....**
- **Date of recruitment:.....**
- **Faculty/Department:.....**
- **Grade/ Contract:.....**

**Absence or being late:**

<b>Absence or being late</b>	<b>Number of days</b>	<b>Total hours and minutes of being late</b>
<input type="checkbox"/> <b>Absence without permission</b>		
<input type="checkbox"/> <b>Being late</b>		

**Punitive Sanctions**

<b>Sanction</b>	<b>Date</b>	<b>Violation</b>

**Signature of the in-charge**

**Issued in : .../...**

**Form No. (2) (Second Part)**  
**Final Appraisal Result**  
**1/1/20 ----- to 31/12/20----**

Employee's Name: ----- Civil ID No.: -----  
 Job Title: ----- Date of Appointment: -----  
 Place of Work: ----- Financial Grade/Contract: -----

The steps below should be followed to determine the final appraisal grade:

**First: Appraisal factor groups from one to four:**

S.	Appraisal factor groups from one to four	Total grade of each group	Result:
1	First Group: Individual performance efficiency factors.		$\frac{\text{Total Appraisal Grades}}{\text{Total number of factors used in the appraisal} \times 10} \times$ <p align="center">70</p>
2	Second Group: Collective performance efficiency factors.		
3	Third Group: Individual aptitude factors.		
4	Fourth Group: Appraisal factors for supervisory positions only.		

**Second: Fifth Group of Appraisal Factors**

S	Fifth Group of Appraisal Factors	Total grades of this group
1	Fifth Group: Assessment of adherence to official working hours	

**Third: Calculation of final appraisal grade:**

[total of item First above + total of item Second above = ( ) points] (the appraisal percentage)

**Fourth: Verbal assessment depending on the percentage form item Three above.**

General Verbal Assessment:

- |   |  |   |  |
|---|--|---|--|
| <input type="checkbox"/> Excellent<br>> 90% | <input type="checkbox"/> Very good<br>89 – 75% | <input type="checkbox"/> Good<br>74-55% | <input type="checkbox"/> Poor<br>< 55% |
|---|--|---|--|

Recommendations of the immediate supervisor (if any)

Signature: \_\_\_\_\_  
 Date: / / 2

Opinion of the next line supervisor (should indicate justification in case of disagreement):

Signature: \_\_\_\_\_  
 Date: / / 2

Decision of the Personnel Affairs Committee (if applicable)

Signature: \_\_\_\_\_  
 (Head of Committee)  
 Date: / / 2

**Form No. (3) (First Part)**

**Appraisal Grades and Factors (2 factors)**

Name: -----
Civil ID No: -----
This part is to be filled by the Personnel Affairs Unit

**Fifth Group: Assessment of adherence to official working hours**

S	Assessment of adherence to official working hours	1 <sup>st</sup> description			2 <sup>nd</sup> description			3 <sup>rd</sup> description			4 <sup>th</sup> description			5 <sup>th</sup> description			6 <sup>th</sup> description			7 <sup>th</sup> description			8 <sup>th</sup> description			9 <sup>th</sup> description			10 <sup>th</sup> description			Grade
		20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	28 to 35	27 to 34	26 to 33	25 to 42	24 to 41	23 to 40	22 to 49	21 to 48	20 to 47	19 to 56	18 to 55	17 to 54	
1	Total tardiness during the appraisal year	No tardiness	< 7 hours	> 7 to 14 hours	19	18	17	16	15	14	13	12	> 21 to 28 hours	11	10	> 28 to 35 hours	9	8	> 35 to 42 hours	7	6	> 42 to 49 hours	5	4	> 49 to 56 hours	3	> 56 hours					
1*	Adherence to working hours	Very high	High	Good	19	18	17	16	15	14	13	12	Somewhat	Low	Very low	Poor	Very poor	Always inadherent														
2	Days of unauthorized absence during the appraisal year	10	9	8	7	6	5	4	3	12	10 days or more																					
																							<b>Total Grades</b>									

**Filling up the Form:**

- The immediate supervisor shall place (√) mark on the appropriate description in the designated column.
- No deletion, addition or modification may be made to the table above.
- Tardiness period will be calculated according to Civil Service Council resolution no. 41/2001 on the rules, provisions and regulation of official working hours. Tardiness exceeding the grace period will be counted. Tardiness will be calculated even if the total period in one month is less than the period that entails salary deduction as per article 18 of the same resolution, i.e. all tardiness shall be counted even if less than quarter of a day during the month.
- Days of absence should be entered in this table whether continuous or interrupted.
- Factor 1\* in the table above applies to employees who are not subject to the official working hours prescribed by the abovementioned Civil Service Council resolution no. 41/2006, or employees who have been exempted from the clock in/out under to the same resolution. This factor replaced factor 1 in the above table.

**Resolution No. (36/2006)**  
**On the Rules, Principles, Procedures and Timelines of Employee Performance**  
**Appraisal and Grievances**

The Civil Service Council,

- Having considered Decree Law No. (15) of 1979 issued on April 4, 1979 regarding the Civil Service, as amended,
- The decree issued on April 4, 1979 concerning the civil service system, as amended,
- Article 25 of the aforementioned Decree.
- the proposal of the Civil Service Commission, and
- the approval of the Civil Service Council,

Has decided:

- Article (1): Excluding employees in leading positions, the rules, principles, procedures and timelines of performance appraisal and grievances specified in this resolution shall apply to all Kuwaiti and non-Kuwaiti employees. Appraisal grades are (excellent – very good – good – poor).
- Article (2): Employees performance appraisal will cover the preceding calendar year (the period from the beginning of January to the end of December) which will be referred to herein by "the appraisal year".
- Article (3): Each government department shall prepare the (actual) annual performance appraisal for its current employees using the forms attached herewith and taking into account the rules, procedures and timelines of completion as follows:

First: Form No. (1) Initial semi-annual appraisal of the employee:

The immediate supervisor shall use this form to prepare the initial semi-annual performance appraisal of the employee, giving his/her preliminary observations on the first six months of the appraisal year, during the months of July/August. The form shall then be referred to the next line supervisor, if applicable, for his/her opinion on the same period, then returned to the immediate supervisor for follow-up of the employee's performance till the end of the appraisal year.

The employee will not be eligible for the initial appraisal in the following two cases:



- A- If he/she was not proven to be competent during the probation period before the end of this period (six months).
- B- If an appraisal has been done during the year for an appointed or re-appointed employee according to Article (6) therein.

Second: Form No. (2) Employee's information:

The Personnel Affairs Unit in the government department shall be responsible for completing form no. (2) for the appraisal year during the first 15 days of January. The form shall then be forwarded to the immediate supervisor together with form no. (3) during the same period.

Third: Form No. (3) which consists of two parts:

- A- First part of form no. (3): Appraisal factors and rating:

This part consists of four factor groups and ratings with descriptions of each factor as follows:

- First Group: Individual performance efficiency factors.
- Second Group: Collective performance efficiency factors.
- Third Group: Individual aptitude factors.
- Fourth Group: Appraisal factors for supervisory positions only.

These groups include a number of performance appraisal factors which the department can select from or add to, as entailed by the nature of jobs in the department and according to the forms attached herewith.

- B- Second part of form no. (3): The final result of the appraisal:

This section is dedicated to the total sum of the points of each group in the first part and the corresponding verbal assessment determined according to the prescription in the second part. It shall also show the recommendations of the immediate supervisor, the next line supervisor and the decision of the Personnel Affairs Committee, as appropriate.

Fourth: The immediate supervisor shall monitor the performance of his/her subordinates on continuous basis and determine the description

and grade of each performance factor in the first part of form (3) accordingly. In the second part of the same form, he/she shall calculate the percentage and indicate the general verbal assessment as well as his/her recommendations, if any. This form, together with forms (1) and (2) shall be forwarded to the next line supervisor before the end of January to give his/her opinion during the first seven days of February. The forms are then forwarded to the Personnel Affairs Unit for the appropriate action. If there is no second line supervisor, the forms shall be referred directly to the Personnel Affairs Unit.

Fifth: The Personnel Affairs Unit shall submit the performance reports referred to the Unit as per section (Four) above, i.e. form (1), (2) and (3), within seven days from the date of receiving them, to the Personnel Affairs Committee for approval, or for determination of the level of competence in the following two cases only:

A- If the opinion of the immediate supervisor and the second line supervisor disagree.

B- If there is no second line supervisor.

The Personnel Affairs Committee should complete the appraisal process in the above two cases before the end of February and shall submit the reports to the Personnel Affairs Unit for necessary legal action.

Article (4): If the actual duration of work during the appraisal year is less than 100 continuous or interrupted days, or less than half shift days for employees working under the shifts system, not including the periods of interruption, suspension, secondment, public holidays, Fridays and off-days, the employee will not be eligible for performance appraisal and the last performance appraisal grade he/she has received will be effective. Non-actual grades will not be deemed effective in the following two situations:

A- The enforcement of Article (17) of the Civil Service Law.

B- If the employee is promoted by way of selection.

Article (5): The probation period will not be included in the performance appraisal year unless the department decides that the employee is competent in accordance with the prescribed rules and procedures before the end of the appraisal year.

Article (6): If the employee is appointed, or re-appointed, during the appraisal year and was proven competent during the probation period before the end of

the year, or if he/she is not subject to a new probation period, he/she will be eligible for performance appraisal from the date of appointment or re-appointment till the end of December of the appraisal year during which he/she was appointed/reappointed. This period will be considered the appraisal year notwithstanding Article (2) therein. If, at the end of the appraisal year, this period is less than the actual work period specified in Article (4) herein and the employee is still under the probation period, no performance appraisal may be done for this period.

Article (7): If during the appraisal year, the status of the employees is changed due to obtaining an academic degree or a training course, or if he/she acquires the Kuwaiti Nationality, the period prior to this change will be counted part of the appraisal year and he/she shall be evaluated accordingly without prejudice to articles (4 and 5) therein.

Article (8): Whether the jobs and grades system is similar or not, employees seconded to or from a government department to another shall be evaluated by the organizational unit that they are seconded to if they have completed a full appraisal year with this unit.

If part of the appraisal year was spent in the original organizational unit and part in the unit to which he/she was seconded, the unit where he/she spent the longer period will be the unit that conducts the appraisal. The other unit is obliged to provide the evaluating unit with a report on the employee's performance during the part of the year he/she spent at that unit in addition to the job information and any other information that may be requested by the evaluating unit for reference within 15 days from the date of the request.

Article (9): Whether the jobs and grades system is similar or not, employees transferred to or from a government department shall be evaluated by the organizational unit to which they are transferred. The unit that the employee was transferred from is obliged to provide a report on the employee's performance during the part of the appraisal year that the employee spent at that unit in addition to the job information or any other information that may be requested by the evaluating unit for reference within 15 days from the date of transfer.

Article (10): The employee's final performance reports of the years preceding the transfer shall be valid whether the jobs and grades system in the two departments is similar or not.

- Article (11): If the service of the immediate supervisor is terminated or if he/she is transferred, seconded fulltime, or absent for any reason and the government department did not specify another person to carry out his/her job duties and the appraisal process is not completed within the specified timelines, or if the immediate supervisor is newly appointed, transferred or seconded that he/she cannot evaluate the performance of the employees during the specified appraisal timelines, the next line supervisor will replace him/her, as in the case where there is no immediate supervisor. If there is no next line supervisor, the government department shall specify the person who will replace the immediate supervisor in the appraisal process, provided he/she has continuous contact with the employees being evaluated.
- Article (12): In case the service of the next line supervisor is terminated or if he/she is transferred, seconded fulltime, or absent for any reason and the government department did not specify another person to carry out his/her job duties and the appraisal process is not completed within the specified timelines, or if the next line supervisor is newly appointed, transferred or seconded that he/she cannot evaluate the performance of the employees during the specified appraisal timelines, the situation will be dealt with as in the case where there is no next line supervisor.
- Article (13): Notwithstanding the provisions of the two preceding articles, the appraisal process may be delayed in case of the absence of the immediate supervisor or next line supervisor, provided the absence does not exceed twenty days after the specified timeline. In this case, the delayed procedure should be carried out as soon as possible after his/her return.
- Article (14): Termination of service or transfer of the employee after the end of the appraisal year and before the completion of the performance appraisal procedures does not prevent the completion of these procedures after the termination of the service or transfer in accordance with the rules prescribed herein.
- Article (15): As concerns performance appraisal, assigning the immediate supervisor or the next line supervisor and deciding in the cases where there is no next line supervisor shall be according to the organizational divisions in the government department and the organizational structure approved by the Civil Service Council.
- Article (16): Performance appraisal grades of excellent, very good and good are deemed final in the following cases:

A- If the immediate supervisor and the next line supervisor agree on the same grade.

B- If the grade is given or approved by the Personnel Affairs Committee.

If the grade is poor, it is not deemed final unless the grievance timeline has elapsed without the employee submitting his/her grievance or in case the grievance is rejected by the Personnel Affairs Committee in accordance with the procedures and timelines set forth in articles (20) and (21) herein.

Article (17): If the performance grade is deemed final according to the previous article, the legally prescribed professional consequences of final appraisals will take effect from the day following the beginning of the new appraisal year, except in the case of dismissal from service under the provisions of Article (17) of the civil service law where the effect will take place from the date on which the final appraisal becomes final as per the previous article.

Article (18): The effects of performance appraisal will depend on the verbal assessment (excellent, very good, good, poor), regardless of the percentage the employee obtained.

Article (19): The rules and provisions of this resolution will apply to employees subject to Civil Service Council Resolution No. (5) of 1980 regarding the annual leaves of employees in institutes and schools and other categories of employees of the Ministry of Education.

The departments to which this Article applies shall determine the dates of the initial semi-annual appraisal according to the nature and working conditions of this category.

Article (20): The Personnel Affairs Unit shall inform the employee who obtained a poor assessment; explaining the reasons upon which the assessment was based, within fifteen days from the date the unit receives the forms sent by the next line supervisor to the immediate supervisor (in case both opinions are in agreement) or from the Personnel Affairs Committee, as applicable. If the employee's service has been terminated or he/she was transferred, seconded, on leave or absent for any reason, he/she will be informed by a registered written letter of the report and its basis at the address he/she gives on the form attached herewith which should be filled up by all employees.

Article (21): An employee who receives a performance report with poor assessment may submit a grievance to the Personnel Affairs Committee within fifteen

days from the date of notification. The grievance shall be submitted to the Personnel Affairs Unit, indicating basis of the grievance. The unit will forward the grievance to the committee within three days from the date of submission. The Committee shall reach a decision within twenty days from the date of referral and shall give its assessment of competence in case the grievance is accepted. This decision shall be final and the Personnel Affairs Unit shall inform the employee of the Committee's decision within seven days from the date of issue.

Article (22): In his/her grievance, the employee has the right to request to be heard by the Personnel Affairs Committee. The Committee may accept or reject his/her request giving the reasons in either case.

Article (23): The government department may choose to use forms (2) and (3) only to evaluate the performance of its employees, or certain group of its employees, depending on the working conditions of the department or the nature of certain jobs.

Article (24): The forms attached herewith and the observations therein are integral part of these provisions.

Article (25): The enforcement of this resolution shall not affect the rules, regulations, procedures and timelines of performance appraisal and grievances in case there are special job regulations.

Article (26): This resolution shall take effect from the appraisal year starting on 1/1/2007. The rules applicable before the issuance of this resolution shall apply to the performance appraisal of 2006.

Article (27): The resolution will be published in the Official Gazette and any provisions contradicting with its provisions will be repealed.

Acting Chairman of the Civil Service Council  
Dr. Ismail Khader AlShatti

Issued on: 29 Ramadan 1427  
Corresponding to: October 21, 2006