



KENYA FOREST SERVICE

DOCUMENT TITLE:
PERFORMANCE MANAGEMENT

REF NO:KFS-HR&AD-004

ISSUE NO: 2

REVISION NO: 1

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ISSUE HISTORY

ISSUE	DESCRIPTION OF CHANGE	PROCESS OWNER	EFFECTIVE DATE
1	None, no change has been done	SHRO PERFORMANCE	10 th June 2010
2	Changes Done to conform to ISO 9001:2015 standard	SHRO PERFORMANCE	31 st May 2018

REFERENCED DOCUMENTS

S/NO	REF	TITLE
1	QPM	Quality Policy Manual
2	PM	Procedure Manual
3	WI	Work Instructions
4	FCMA	Forest Conservation Management Act
5	COK	Constitution of Kenya 2010
6	LLK	Labour Laws of Kenya (Employment Act 2007,etc)
7	PSG	Public Service guidelines
8	FAA	Fair Administrative Action Act 2015
9	SP	Strategic Plan 2018-2022
10	PMP	KFS Performance Management Policy
11	HR &PM	Human Resource and Procedures Manual

COPY HOLDERS

1	Chief Conservator of Forests
2	QMR
3	MHRA
4	SHRO

RECORDS/ANNEXES

REC. NO	REC. TITLE
BEN/3/KFS	Performance management

PREPARED BY: Manager, HR & Admin

APPROVED BY: CCF



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1. TERMS AND DEFINITION

TERM	DEFINITION(S)
KFS	Kenya Forest Service
KPI	Key Performance Indicator
CSF	Critical Success Factor
CCF	Chief Conservator of Forests
MHRA	Manager, Human Resource and Administration
SHRO	Senior Human Resource Officer
HRO	Human Resource Officer
P&P	Permanent and pensionable
PAS	Performance Appraisal System

2. SCOPE

The Officer in-charge reports to the Manager, Human Resource and Administration and relates with all other HR Units to offer support to the entire organization to meet its objective.

3. PURPOSE

This is to ensure smooth running of the division support function to the organization interrelations by taking care of staff issues such as confirmation, performance appraisal, quarterly and annual performance contracts and budgetary provision.

4. OBJECTIVE

NB: Refer to the performance contract.

CSF	KPI	TARGET(S)	DUE

5. RESPONSIBILITY AND AUTHORITY

5.1. Chief Conservator of Forests

5.1.1. Approve staff to permanent and pensionable terms

5.1.2. Approve admission of staff to medical cover

5.1.3. Approve staff to join Service umbrella pension scheme

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5.1.4. Approve staff performance appraisal reports

5.2. Manager, Human Resource and Administration

5.2.1. Provide supervisory role to the Head of Performance Management

5.2.2. Review the Board and Management papers

5.2.3. Present staff issues before the management

5.2.4. Advise the CCF on performance management matters

5.2.5. Prepare staff appraisal reports

5.3. Head Performance management/HRO

5.3.1. Prepare quarterly sectional reports

5.3.2. Present performance appraisal reports to manager HR & Administration

5.3.3. Performance management office day today running

5.3.4. Analyse staff performance appraisal data

5.3.5. Review quarterly sectional reports

5.3.6. Prepare quarterly and annual divisional reports and present to Corporate Services Division.

5.3.7. Coordinates the Division's annual budgetary provisions

5.3.8. Handles HR policy reviews and formulations.

5.3.9. Coordinates the organization's performance rating reviews through implementation of the performance rating tools.

5.3.10. Coordinates the annual performance work plans of the Division

5.3.11. Analyses and administers the performance evaluations from all other Divisions.

5.3.12. Convenes various HR coordination Committee meetings with a view to effective discharge of the Division's mandate.

5.3.13. Establish, review and maintain an appropriate and up to date HR Performance management system / tools.

5.3.14. Advises management on compliance with the applicable labour laws, code of regulations, HR policies, rules and other policy directives as may be in force.

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- 5.3.15. Initiates and proposes recommendations for exemplary staff performance in the Service.
- 5.3.16. Development of appropriate Board papers on performance management for the effective operation of the function.
- 5.3.17. Works in collaboration with all other HR and Administrative Units for effective coordination.
- 5.3.18. Advises the various Head office and field Units staff on the applicable HR Policies guidelines.
- 5.3.19. Ensures there are constant staff briefings within the Division to facilitate effective delivery of the function's mandate.

5.4. HRO: Assist SHRO in;

- 5.4.1. Day to day running of the section
- 5.4.2. Reviewing quarterly and annual sectional reports
- 5.4.3. Analysing staff performance appraisal data
- 5.4.4. Preparing and distributing staff appraisal tools
- 5.4.5. Drafting memos, circulars and staff letters
- 5.4.6. Compiling divisional meetings minutes
- 5.4.7. Drafting quarterly and annual section reports

6. RESOURCES, INPUTS AND OUTPUTS

6.1. Resources

- 6.1.1. Finances
- 6.1.2. Personnel
- 6.1.3. Infrastructure

6.2. Inputs

- 6.2.1. Request letter for office repair

6.3. Outputs

- 6.3.1. Performance contract
- 6.3.2. Appraisal forms

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7. CRITERIA OF MEASUREMENT

NB: Refer to Performance progress reports

8. RISK AND OPPORTUNITIES

NB: Refer to the Service's Risk register

9. EVALUATION OF PROCESS

NB: Refer to the Monitoring and Evaluation Reports.

10.DETAILS OF PROCEDURE

10.1.Performance Management

10.1.1.Confirmation of staff:

- When an officer is confirmed on permanent and pensionable he/she is admitted to pension scheme and medical insurance cover of the Service.
- Supervisors play active role in evaluating staff for confirmation.
- Head of Performance management consolidates the list of all staff due for confirmation and present to manager HR & Administration.

10.1.2.Staff appraisal:

- Coordinates the rolling out of performance appraisal tools to the entire organization.
- Analyses and prepares performance appraisal reports and presents to the Manager HR & Administration.
- Implements outcome of PAS report

10.1.3.Divisional Budget preparation;

- Coordinates divisions annual budget provisions

10.1.4.Other duties/Roles

- Assists in the management of staff performance target setting for the Division.
- Convenes various HR coordination Committee meetings with a view to effective discharge of the Division's mandate.

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- Advises management on compliance with the applicable labour laws, code of regulations, HR policies, rules and other policy directives as may be in force.
- Development of appropriate Board papers on performance management for the effective operation of the function.
- Works in collaboration with all other HR and Administrative Units for effective coordination

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11. PROCESS FLOW CHART

Confirmation of staff/PAS/Budgets/target setting	CCF
Admission to P&P/commendation/sanctions/ goals achieved/effective running of the division	CCF
Presentation of staff reports to management	MHRA
Implement management decision/directives	MHRA/SHRO
Communicate to staff	SHRO
Receive feedback from staff	SHRO /HRO
Advice Manager HR & Adm	SHRO/HRO
Coordinate HR& Adm. Budget preparation	MHRA/SHRO
Prepare sections Budgets	SHRO/HRO
Assist SHRO in the section	HRO
Review reports	SHRO /HRO

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