

**THE EFFECTIVENESS OF OPEN PERFORMANCE REVIEW AND APPRAISAL SYSTEM  
(OPRAS) IN THE EXECUTIVE AGENCIES: THE CASE OF THE NATIONAL BUREAU  
OF STATISTICS (NBS)**

**By**

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## ABSTRACT

This dissertation is a summary of my findings on the effectiveness of open performance review and appraisal system (OPRAS) in the executive agencies, the case study of the National Bureau of Statistics (NBS). The NBS is one of the Governments Executive Agencies established under the Executive Agencies Act No. 30 of 1997 and was officially launched on 26<sup>th</sup> March, 2009.

The hypothesis is premised on the fact that, where as the NBS has 151 permanent and pensionable Staff, about fifty percent of them have not filled the OPRAS Forms as required by the President's Office, Public Service Management. The first possible cause for non compliance or poor compliance to OPRAS implementation is due to lack of training on how to fill in the OPRAS Forms. The second factor may be due to lack of effective monitoring and evaluation mechanism for OPRAS implementation process. I conducted my study for the purpose of substantiating the mentioned factors as well as other causative factors.

During the study data collection was done through administering of questionnaires to 50 employees from the NBS. This study used purposive sampling for key employees such as Directors, Heads of Departments and Heads of sections within the NBS. The study revealed that, 59.5% of the respondents

( 25) were within the middle management level, 19.1% of the respondents (8) were within the lower management level, while 21.4% of the respondents (9) were within the top management level.

The study also revealed that, the organization did not put in place an action plan for training its Staff at all levels on the importance and how to fill in the OPRAS Forms. This was evidenced by 54.8% of the respondents (23) who indicated that they very much agreed that, the NBS Staff at all levels needed training in OPRAS. This was also supported by 21.4% of the respondents who agreed with the statement.

The study revealed further that, the organization lacked an effective mechanism for monitoring implementation of OPRAS. This was evidenced by 60% of the respondents (25) who very much voiced concern on this issue. According to Brian, J (2002), "The essence of management is learning how to achieve results through other people". In view of this, until you learn to make the most of people resources through supervision your success will be limited.

Based on the above explanation, it is recommended that, in order to ensure effective employee performance appraisal, employees need to be trained before implementing OPRAS. Furthermore, it is important to put in place monitoring and evaluation mechanism during implementation process.