



**On approval of the Methodology for assessing the performance of administrative civil servants of corps "B" of the Ministry of Trade and Integration of the Republic of Kazakhstan, its departments, and their territorial divisions**

*Unofficial translation*

Order of the Minister of Trade and Integration of the Republic of Kazakhstan dated February 10, 2020 No. 18-HK. Registered with the Ministry of Justice of the Republic of Kazakhstan on February 17, 2020, No. 20041.

*Unofficial translation*

In accordance with paragraph 5 of Article 33 of the Law of the Republic of Kazakhstan dated November 23, 2015 "On the Civil Service of the Republic of Kazakhstan" **I HEREBY ORDER:**

1. To approve the attached Methodology for assessing the performance of administrative civil servants of corps "B" of the Ministry of Trade and Integration of the Republic of Kazakhstan, its departments, and their territorial divisions.

2. The Department of Human Resources and Documentation of the Ministry of Trade and Integration of the Republic of Kazakhstan, in the manner prescribed by the legislation of the Republic of Kazakhstan, shall ensure:

1) state registration of this Order with the Ministry of Justice of the Republic of Kazakhstan;

2) placement of this Order on the Internet resource of the Ministry of Trade and Integration of the Republic of Kazakhstan after its official publication.

3. Control over the execution of this order shall be entrusted to the Executive Secretary of the Ministry of Trade and Integration of the Republic of Kazakhstan.

4. This Order shall come into effect upon the expiration of ten calendar days after the day of its first official publication.

*Minister of Trade and Integration of the  
Republic of Kazakhstan*

*B. Sultanov*

Approved by Order  
dated February 10, 2020  
№ 18-NK

**Methodology for evaluating the activities of administrative civil servants of the block "B" of the Ministry of Trade and Integration of the Republic of Kazakhstan, its departments and their territorial divisions**

Footnote. The methodology is in the wording of the order of the Deputy Prime Minister - Minister of Trade and Integration of the Republic of Kazakhstan dated 12.07.2023 No. 272-NK.

## **Chapter 1. General provisions**

1. This Methodology for assessing the activities of administrative civil servants of the block "B" of the Ministry of Trade and Integration of the Republic of Kazakhstan, its departments and their territorial divisions (hereinafter referred to as the Methodology) has been developed in accordance with paragraph 5 of Article 33 of the Law of the Republic of Kazakhstan "On public service of the Republic of Kazakhstan".

2. The basic concepts used in this Methodology:

1) superior supervisor – a person in relation to whom the direct supervisor of the employee being evaluated is directly subordinate;

2) direct supervisor – a person higher in a public position, in relation to whom a civil servant is directly subordinate in accordance with his job description;

3) the evaluator is the direct supervisor and/or a superior supervisor, depending on the specifics of the activities of the state body, as well as the group of persons from the working environment of the person being evaluated when evaluating by the 360 method;

4) the head of a structural division/state body is an administrative civil servant of block "B" of categories C–1, C-3 (heads of independent structural divisions), C-O-1;

5) employee of block "B" – a person holding an administrative public position of the block "B", with the exception of the head of a structural division/state body;

6) the person being evaluated - the head of a structural division/state body or an employee of the block "B";

7) key target indicators (hereinafter referred to as KTI) – indicators established for the head of a structural division/ state body and aimed at achieving documents of the state planning system, including national projects, agreements of the employee of the block "A" or aimed at improving the efficiency of the state body;

8) the ranking method - an evaluation method in which the evaluation of the activities of the employees of the block "B" is determined taking into account the degree of their compliance with the evaluation parameters – the quality of performance of functional duties, compliance with deadlines, initiative and independence, compliance with labor discipline, the volume and complexity of the work performed;

9) method 360 - an assessment method aimed at identifying the presence of the required competencies in the person being evaluated by interviewing a group of people from the working environment of the person being evaluated;

10) calibration sessions – periodic meetings of evaluators to discuss, possibly adjust and approve the results of the evaluation of the activities of the persons being evaluated;

11) the estimated period is the period of evaluation of the results of the work of a civil servant;

12) was valid until 31.08.2023 in accordance with the order of the Deputy Prime Minister - Minister of Trade and Integration of the Republic of Kazakhstan dated 12.07.2023 No. 272-NK.

3. The evaluation of the activities of administrative civil servants of the block "B" (hereinafter referred to as the evaluation) is carried out to determine the effectiveness and quality of their work through a unified information system for personnel management (hereinafter referred to as the information system). At the same time, if there is no technical possibility, the assessment is carried out on paper, or in information systems operating in state bodies.

The assessment is carried out on the basis of the results of the achievement of the KTI, by ranking and 360 methods, depending on the category of the position of the person being evaluated.

The evaluation of employees of the block "B" of state bodies in which an automated evaluation system has been introduced is carried out taking into account the features defined by the internal documents of these state bodies.

4. The assessment of the achievement of the KTI and the ranking method is carried out at the end of the quarter – no later than the tenth day of the month following the reporting quarter, according to the 360 method - is carried out at the end of the year – no later than the tenth day of the month following the reporting year.

The final assessment of the KTI and ranking consists of the average assessment of the employee of the block "B" for the reporting quarters.

5. Evaluation is not carried out in cases where the duration of the evaluated employee's stay in a particular position in the evaluated period is less than one month. If, during the evaluation period, the employee being evaluated is on labor or social leave, a period of temporary disability, a business trip, internship, retraining or advanced training, the employee's assessment according to the achievement of the KTI, evaluation by the ranking method and/or 360 method is carried out without his participation within the time limits established by paragraph 4.

Paragraph two of paragraph 5 was valid until 31.08.2023 in accordance with the order of the Deputy Prime Minister - Minister of Trade and Integration of the Republic of Kazakhstan dated 12.07.2023 No. 272-NK.

6. The evaluation of employees dismissed from the state body before the end of the evaluated period is carried out without their participation within the time limits established by paragraph 5.

7. The evaluation results are presented according to the following gradation:

"Performs functional duties effectively",

"Performs functional duties properly",

"Performs functional duties satisfactorily",

"Performs functional duties not satisfactorily" (unsatisfactory assessment).

The result "Performs functional duties effectively" corresponds to a range of ratings from 4 to 5 points, "Performs functional duties properly" from 3 to 3.99 points, "Performs functional duties satisfactorily" from 2 to 2.99 points, "Performs functional duties unsatisfactorily" from 0 to 1.99 points.

8. The results of the achievement of the KTI and the results of the evaluation according to the ranking method are the basis for making decisions on the payment of bonuses, encouragement, training, rotation, promotion, demotion or dismissal.

9. The results of the assessment by the 360 method are the basis for making decisions on employee training.

10. Organizational support of the assessment is provided by the personnel management service of the Ministry of Trade and Integration of the Republic of Kazakhstan (hereinafter referred to as the personnel management service), including through an information system.

At the same time, the personnel management service in the information system creates a schedule for the evaluation of employees, which is approved by an official who has the right to appoint to a public position and release from public office an administrative civil servant of block "B".

11. The personnel management service ensures that the employee being evaluated is acquainted with the results of the evaluation within two working days from the date of its completion by means of information system or electronic document management systems.

Familiarization of the employees specified in part two of paragraph 5 of this Methodology is carried out by sending a registered letter with a notification of its delivery and / or a telephone message and / or telegram and / or text message to a cellular subscriber number or e-mail address or using other means of communication that ensure the recording of the notification or call.

12. In case of disagreement with the results of the assessment, the employee submits an appropriate application in any form for conducting a calibration session to an official who has the right to appoint to a public position and release from public office an administrative civil servant of the block "B" within five working days from the date of familiarization with the results of the assessment.

13. The decision of the calibration session may be appealed by a civil servant in accordance with the established procedure of the Administrative Procedural Code of the Republic of Kazakhstan.

14. Documents related to the evaluation are stored in the personnel management service for three years from the date of completion of the evaluation, as well as if technically possible in the information system.

15. The results of the assessment are strictly confidential information and are not subject to disclosure to third parties, except in cases when the state body is obliged to disclose this

information in accordance with the Law of the Republic of Kazakhstan "On access to information".

16. Disagreements related to the evaluation procedure are considered by the personnel management service with the assistance of all interested persons and parties.

17. The evaluator provides:

1) bringing to the attention of the persons being evaluated the strategic goals of the state body/structural division, the overall results of the work of the state body/structural division for the period being evaluated;

2) timely formulation, coordination and approval of the KTI;

3) conducting regular monitoring of the degree of performance of the KTI during the evaluated period and providing them with a final assessment of the activity and constructive feedback; conducting regular monitoring of the degree of performance of functional duties by the persons being evaluated during the evaluated period and providing them with a final assessment of the employee's activity and constructive feedback;

4) participation in calibration sessions and in resolving controversial issues on the assessment of the persons being evaluated, if they arise during the assessment process.

18. The person being evaluated provides:

1) carrying out regular monitoring of the degree of fulfillment of its KTI/assigned tasks;

2) conducting a timely self-assessment as part of the evaluation of its activities using the 360 method;

3) participation in meetings with the head to discuss the results of the evaluation of activities.

19. The head of the personnel management service provides:

1) organization and support of the evaluation process, including the preparation of communication messages, consulting participants in the evaluation process;

2) conducting timely analysis and approval of the KTI;

3) if necessary, participation in meetings of the head and the employee, assistance in resolving disputes by consulting on the evaluation process;

4) conducting a calibration session, including the preparation of information on each employee in preparation for calibration sessions;

5) completeness and timeliness of filling in the necessary documents as part of the assessment of activities for the reporting period, the introduction of the necessary accounts, sending appropriate notifications to employees as part of the assessment of employees' activities.

20. The evaluation results may be known only to the person being evaluated, the evaluator, the head of the personnel management service (HR service) and the participants of the calibration sessions.

## **Chapter 2. The procedure for evaluating the head of a structural division/state body for achieving the KTI**

21. The assessment of the activity of the head of the structural division / state body is carried out on the basis of an assessment of the achievement of the KTI.

22. The KTI is established by the evaluator in agreement with the structural division coordinating the issue of strategic planning (if any), as well as with the personnel management service in the individual work plan of the head of the structural division/ state body, compiled within ten working days after the start of the evaluated period in accordance with Appendix 1 to this Methodology.

When appointing an employee to a position after the beginning of the estimated period, the KTI are established within ten working days from the date of his appointment to the position.

At the same time, within five working days from the date of establishment (approval) of the KTI, the HR personnel management service provides (if technically possible) placement of an individual work plan in the information system.

If the period from the date of appointment of the employee to the end of the estimated period is less than three months, the KTI of the specified employee is not established.

The assessment of the achievement of the KTI of the head of the structural division / state body is carried out by the evaluator within the time limits set out in paragraph 4 of this Methodology.

At the same time, the personnel management service, in coordination with the structural division coordinating the issue of strategic planning (if available), in order to ensure the reliability of the information, carries out a preliminary calculation of the actual values of the KTI and, through an information system (if technically possible), sends it to the evaluator no later than five working days before the last day of the assessment in accordance with paragraph 5 of this Methodology.

23. The KTIs are set in the number from three to five and should reflect the expected concrete results of the activity of the person being assessed before the end of the assessed period.

24. KTI should have quantitative and qualitative indicators of the measurability of achieving goals and be:

- 1) specific (the result is precisely determined, indicating the expected positive change that needs to be achieved);
- 2) measurable (specific criteria are defined for measuring the achievement of the KTI);
- 3) achievable (KTIs are determined taking into account available resources, powers and limitations);
- 4) limited in time (the time limit for achieving the KTI during the estimated period is determined);

5) focused on the implementation of documents of the state planning system, including national projects, strategic goals of the state body, the agreement of the employee of the block "A", or on improving the efficiency of the activities of the state body.

25. Amendments to the KTI are made in case of changes in the functions and structure of the state body directly affecting the achievement of the KTI.

26. The information system, or in case of its absence, the personnel management service, notifies the head of the structural division/state body of the assessment carried out against him no later than the fifth day of the month following the reporting quarter.

27. The evaluation sheet is sent for consideration to the evaluator through the information system, or in case of its absence - by the personnel management service.

Based on the results of the review of the submitted materials, the evaluator shall issue grades (from 0 to 5) in the appropriate column of the evaluation sheet in accordance with Appendix 2 to this Methodology.

When making assessments, the evaluator uses the table for determining the acceptable assessment, depending on the percentage of implementation of the key target indicator in the form, according to Appendix 3 to this Methodology.

### **Chapter 3. The procedure for evaluating employees of block "B" by the ranking method**

28. The evaluation of the employees of the block "B" is carried out according to the ranking method.

29. The evaluation of the employees of the corps "B" according to the ranking method is carried out by the head of the structural division / state body in accordance with Appendix 4 to this Methodology through an information system functioning in the state body (if technically possible). At the same time, if there is no technical possibility, the assessment is carried out on paper.

30. The information system, or in case of its absence, the personnel management service notifies the employee of the block "B" about the assessment carried out against him no later than the tenth day of the month following the reporting quarter.

31. The evaluation sheet is sent to the evaluator by the information system, or in case of its absence by the personnel management service.

The evaluator shall make estimates (from 0 to 5) in the appropriate column of the evaluation sheet in accordance with Appendix 4 to this Methodology.

If the number of employees of the block "B" of the structural division exceeds fifty people, the assessment is also carried out by persons determined by the evaluator.

32. The evaluation of the employees of the block "B", taking into account the level of results achieved by them in the performance of functional duties, as well as the volume and complexity of the work performed in the evaluated period, is determined by the following parameters:

the quality of performance of functional duties;

meeting deadlines for completing tasks;  
independence and initiative;  
labor discipline.

#### **Chapter 4. The evaluation procedure according to the 360 method**

33. The 360 method is carried out once a year anonymously in the information system. At the same time, if there is no technical possibility, the assessment is carried out on paper.

The heads of structural divisions (state body) are evaluated by the 360 method according to the form, according to Appendix 5 to this Methodology, the employees of the block "B" according to the form, according to Appendix 6 to this Methodology.

34. The following competencies are evaluated by the 360 method, depending on the category of persons being evaluated:

for heads of structural divisions:

activity management;  
building effective communications;  
adherence to ethical standards and principles;  
change management;  
focus of result;  
independence and decision-making skills;  
team management;  
leadership qualities;  
cooperation;  
efficiency;  
self-development;  
initiative;

for employees of block "B":

building effective communications;  
adherence to ethical standards and principles;  
change management;  
focus of result;  
independence and decision-making skills;  
cooperation;  
efficiency;  
self-development.

35. The number of persons participating in the survey must be at least three and no more than seven people, individually determined by the information system, or in case of its absence by the personnel management service, for each person being evaluated.

The employee's assessment by the 360 method also provides for his self-assessment. At the same time, the employee's self-assessment is not taken into account in the final results.

The group of interviewees includes:

- 1) direct supervisor;
- 2) an employee of the block "B", who is directly subordinate to the person being evaluated;
- 3) persons who are on the same level by position with the person being evaluated and closely interact with him.

36. The personnel management service administers the 360 method assessment process, generates individual reports and organizes the provision of feedback on the results of the 360 assessment method according to the forms according to Appendices 7 and 8 of this Methodology. When forming the topics of advanced training seminars and retraining courses, the personnel management service should take into account the results of the evaluation of the 360 method, including the least manifested competencies of the employee.

## **Chapter 5. Procedure for conducting calibration sessions and providing feedback**

37. In order to harmonize and comply with a unified approach to the assessment process, the state bodies conduct calibration sessions in accordance with the procedure provided for in paragraph 12 of this Methodology.

38. An official who has the right to appoint to a public position and dismiss from public office an administrative civil servant of the block "B" decides to hold a calibration session and approves its composition within three working days from the date of receipt of the employee's request.

39. The calibration session is held within ten working days from the date of the employee's request in accordance with the procedure provided for in paragraph 12 of this Methodology.

40. The personnel management service organizes the activities of the calibration session.

41. At the calibration session, the evaluator briefly describes the work of the person being evaluated and proves his assessment.

The participants of the calibration session can support the assessment of the evaluator or provide arguments for adjusting the assessment.

The assessment is adjusted both upward and downward.

The final assessment is accepted by the majority of votes of the participants of the calibration session and is formalized by the appropriate minutes. The personnel management service ensures the placement of the minutes in the information system (if technically possible ) within three working days from the date of its signing.

42. Based on the results of the calibration session, the evaluator holds meetings with the employee being evaluated and provides feedback on the results of the final assessment.

During the meeting, the following issues are discussed:

- review of achievements during the assessed period;
- review of skills and competencies development;

The evaluator provides an atmosphere of open and friendly dialogue during the meeting.

Footnote. Chapter 6 was valid until 31.08.2023 in accordance with the order of the Deputy Prime Minister - Minister of Trade and Integration of the Republic of Kazakhstan dated 12.07.2023 No. 272-NK.

Form  
"APPROVED"  
Superior supervisor

### Individual work plan of the head of the structural division

(state body)

year (the period for which an individual plan is drawn up)

Surname, first name, patronymic (if any) of the employee:

Position of the employee:

Name of the structural division of the employee:

[illegible]

		the document of the state planning system arises		1 quarter	2 quarter	3 quarter	4 quarter	1 quarter	2 quarter	quarter	4 quarter	

Note: the expected positive change from the achievement of the key target indicator.  
Explanation of abbreviations: KTI – key target indicators

Appendix 2  
to the Methodology for assessing  
the activities of administrative  
civil servants  
of the block "B" of the Ministry  
of Trade and Integration  
of the Republic of Kazakhstan, its  
departments and their territorial  
divisions

Form

## Evaluation sheet for the KTI

(Surname, first name, patronymic (if any), position of the person being evaluated)

(period being estimated)

№	Name of the KTI	Measurement unit	Planned value				Actual value				
			1 quarter	2 quarter	3 quarter	4 quarter	1 quarter	2 quarter	3 quarter	4 quarter	1 quarter

### Continuation of the table

Implementation of KTI as a percentage				Assessment			
1 quarter	2 quarter	3 quarter	4 quarter	1 quarter	2 quarter	3 quarter	4 quarter

Final assessment: \_\_\_\_\_

the sum of the estimates of the KTI divided by the number of KTI

Evaluation result: \_\_\_\_\_

(performs functional duties effectively, performs functional duties properly, performs functional duties satisfactorily, performs functional duties unsatisfactorily)

The result of the evaluation is given to the employee based on the final evaluation

The person being evaluated

(surname, initials)

date \_\_\_\_\_

signature \_\_\_\_\_

Evaluator

\_\_\_\_\_  
(surname, initials)

date \_\_\_\_\_

signature \_\_\_\_\_

Appendix 3  
to the Methodology for assessing  
the activities of administrative  
civil servants  
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**Table for determining the acceptable estimate depending on the percentage of implementation of the key target indicator**

Implementation of the key target indicator in percentages and ranking parameters	The range of acceptable estimates *
100 and more	5
95-99,99	4,75-4,99
90-94,99	4,5-4,74
85-89,99	4,25-4,49
80-84,99	4-4,24
75-79,99	3,75-3,99
70-74,99	3,5-3,74
65-69,99	3,25-3,49
60-64,99	3-3,24
55-59,99	2,75-2,99
50-54,99	2,5-2,74
45-49,99	2,25-2,49
40-44,49	2-2,24
35-39,99	1,75-1,99
30-34,99	1,5-1,74
25-29,99	1,25-1,49
20-24,99	1-1,24
15-19,99	0,75-0,99
10-14,99	0,5-0,74
5-9,99	0,25-0,49

Note: The score is determined depending on the percentage of implementation of the key target indicator. At the same time, in the acceptable range, the evaluator makes an assessment at his discretion.

Appendix 4  
to the Methodology for assessing  
the activities of administrative  
civil servants  
of the block "B" of the Ministry  
of Trade and Integration  
of the Republic of Kazakhstan, its  
departments and their territorial  
divisions

Form

### Evaluation sheet according to the ranking method

Surname, first name, patronymic (if any) of the employee being evaluated

Surname, first name, patronymic (if any) of the evaluator  
(head of a structural division/state body)

In order to evaluate the activities of administrative civil servants of the block "B" (hereinafter referred to as the assessment), we suggest that you evaluate your colleagues by ranking method on a 5–point scale.

Assessments should be made objectively, without personal likes/dislikes.

The questionnaire must be filled out immediately from beginning to end, without distraction.

So, you can save time and increase the reliability of the results.

Parameters	Criteria	Score (from 1 to 5 points)	Comment
1. Quality of performance of functional duties*	Absence of reasonable comments, returns, complaints		
2. Meeting deadlines for completing tasks	No violation of deadlines for execution of documents, orders, tasks		
3. Independence and initiative.	The ability of an employee to perform functional duties with a high degree of independence. Initiation of elaborated approaches, recommendations aimed at improving the scope of activity of the state body.		

	Activity and participation in solving the tasks of the state body.		
4. Compliance with labor discipline	Never being late, early departure without a valid reason, absence of disciplinary penalties and violations of official ethics		
Average final score			

Note: To calculate the average final score, it is necessary to divide the sum of the estimates by the number of estimated parameters.

Evaluation result: \_\_\_\_\_ (performs functional duties effectively, performs functional duties properly, performs functional duties satisfactorily, performs functional duties unsatisfactorily)

The result of the assessment is given to the employee based on the average final score

Justification for the score \_\_\_\_\_

Appendix 5  
to the Methodology for assessing  
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Form

### Evaluation sheet of heads of structural divisions by the 360 method

Surname, first name, patronymic (if any) of the head of the structural division

\_\_\_\_\_

#### **Dear respondent!**

In order to evaluate the activities of administrative civil servants of the block "B" (hereinafter referred to as the assessment), we suggest that you evaluate your colleagues using the 360 method.

Note: the 360 method is an evaluation method aimed at identifying the presence of the required competencies in the person being evaluated by interviewing a group of people from the working environment of the person being evaluated;

This method will help your colleague better understand their strengths and weaknesses, see the potential for further growth and development.

In the answers column, it is necessary to indicate one of the proposed answer options (competence does not manifest itself, competence rarely manifests itself, competence manifests itself in about half of the cases, competence manifests itself in most cases, competence always manifests itself).

Assessments should be made objectively, without personal likes/dislikes. Anonymity and confidentiality are guaranteed.

The questionnaire must be filled out immediately from beginning to end, without distraction.

So, you can save time and increase the reliability of the results.

№	Name of the competencies	Questions on the competencies	Answers
1	Activity management	Sets specific tasks and gives instructions in accordance with strategic goals	
		Creates conditions and focuses the team on high-quality and timely performance of the tasks set by the division	
		Effectively organizes the work of the division, setting priorities	
Average activity management score			
2	Building effective communications	He is able to coordinate his activities with colleagues, is open to communication, shows readiness for business cooperation, helps colleagues if necessary	
		He is able to solve conflicts with benefit for the common cause, at the same time he gives his point of view in a reasoned manner and takes into account the opinion of colleagues	
		Builds effective work of the group/team/ with interested parties	
Average score on building effective communications			
		Strictly follows the rules of ethical behavior in all situations in accordance with the Code of Ethics	

3	Adherence to ethical standards and principles	Adheres to the principles of integrity, honesty, goodwill , respect for colleagues and interested parties	
		In a stressful situation, he does not get lost, looks for and finds solutions	
Average score on adherence to ethical standards and principles			
4	Change Management	Has a positive attitude to changes in the organization	
		Adapts the tactics of his actions in accordance with the changed situation, analyzes the reasons for failure and changes approaches or strategy	
		Supports and encourages employees' initiatives	
Average score on change management			
5	Focus on result	Sets difficult goals and achieves them	
		Makes additional efforts to complete tasks	
		Takes responsibility for achieving the result	
Average score on the focus on result			
6	Independence and decision-making skills	He is able to analyze opportunities, risks, as well as calculate and plan resources	
		He is able to act effectively in conditions of uncertainty	
		Offers several options for solving problems, taking into account possible risks	
Average score on independence and decision-making skills			
7	Team Management	He is never partial to people, always knows how to avoid personal likes and dislikes	
		Knows how to determine and take into account the personality of a subordinate in interaction and motivation	
		Knows how to inspire and motivate the team	
Average score on team management			

8	Leadership qualities	Demonstrates enthusiasm and talent, faith in their own beliefs	
		Charismatic, uses the power of his personality to motivate subordinates	
		He is determined to motivate the staff, competently chooses the ratio of encouragement and censure	
Average score on leadership qualities			
9	Cooperation	Orients employees to build effective interaction with state bodies and organizations within the competence	
		Uses the potential of each employee to achieve the tasks set	
		Together with the structural divisions of the state body implements plans and achieves overall results	
Average score on cooperation			
10	Efficiency	Bring new priorities to the team in a timely manner	
		Develops effective measures for timely response to changes	
		Effectively manages the division and achieves results with internal and external changes	
Average score on efficiency			
11	Self-development	Identifies and makes recommendations for promotion of promising employees	
		Takes systematic measures for the development of employees	
		Demonstrates by personal example the desire for self-development	
Average score on self-development			
		Considers and develops recommendations for	

12	Initiative	introduction of innovative approaches and solutions aimed at improving the efficiency of activities	
		Analyzes and makes recommendations for introduction of innovative approaches and solutions aimed at improving the efficiency of activities	
		Initiates projects to improve the activities of the state body	
Average score on initiative			

In the answers column, one of the proposed answers is indicated: competence does not manifest itself; competence rarely manifests itself; competence manifests itself in about half of the cases; competence manifests itself in most cases; competence always manifests itself. The average score is calculated automatically by summing up the scores and dividing by the number of respondents' answers for each competence.

Appendix 6  
to the Methodology for assessing  
the activities of administrative  
civil servants  
of the block "B" of the Ministry  
of Trade and Integration  
of the Republic of Kazakhstan, its  
departments and their territorial  
divisions

Form

### Evaluation sheet of employees of the block "B" by the 360 method

Surname, first name, patronymic (if any) of the employee being evaluated

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#### Dear respondent!

In order to evaluate the activities of administrative civil servants of the block "B" (hereinafter referred to as the assessment), we suggest that you evaluate your colleagues using the 360 method.

Note: the 360 method is an evaluation method aimed at identifying the presence of the required competencies in the person being evaluated by interviewing a group of people from the working environment of the person being evaluated;

This method will help your colleague better understand their strengths and weaknesses, see the potential for further growth and development.

In the answers column, it is necessary to indicate one of the proposed answer options (competence does not manifest itself, competence rarely manifests itself, competence manifests itself in about half of the cases, competence manifests itself in most cases, competence always manifests itself).

Assessments should be made objectively, without personal likes/dislikes. Anonymity and confidentiality are guaranteed.

The questionnaire must be filled out immediately from beginning to end, without distraction.

So, you can save time and increase the reliability of the results.

№	Name of competencies	Questions on the competencies	Answers
1	Building effective communications	He is able to coordinate his activities with colleagues, is open to communication, shows readiness for business cooperation, helps colleagues if necessary	
		He is able to solve conflicts with benefit for the common cause, at the same time he gives his point of view in a reasoned manner and takes into account the opinion of colleagues	
		Builds effective work of the group/team/ with interested parties	
Average score on building effective communications			
2	Adherence to ethical standards and principles	Strictly follows the rules of ethical behavior in all situations in accordance with the Code of Ethics	
		Adheres to the principles of integrity, honesty, goodwill , respect for colleagues and interested parties	
		In a stressful situation, he does not get lost, looks for and finds solutions	
Average score on adherence to ethical standards and principles			
3	Change Management	Has a positive attitude to changes in the organization	
		Adapts the tactics of his actions in accordance with the changed situation,	

		analyzes the reasons for failure and changes approaches or strategy	
		Supports and encourages employees' initiatives	
Average score on change management			
4	Focus on result	Sets difficult goals and achieves them	
		Makes additional efforts to complete tasks	
		Takes responsibility for achieving the result	
Average score on the focus on result			
5	Independence and decision-making skills	He is able to analyze opportunities, risks, as well as calculate and plan resources	
		He is able to act effectively in conditions of uncertainty	
		Offers several options for solving problems, taking into account possible risks	
Average score on independence and decision-making skills			
6	Cooperation	Contributes to the work of the team and, if necessary, seeks clarification from more experienced colleagues	
		Develops interaction with colleagues and representatives of state bodies and organizations	
		Exchanges opinions and, taking into account the discussion, performs tasks	
Average score on cooperation			
7	Efficiency	Makes suggestions for improving the work	
		Studies new approaches and ways of their implementation	
		Adapts quickly to changing conditions	
Average score on efficiency			
		Shows interest in new knowledge and technologies	

8	Self-development	Strives for self-development, looking for new information and ways to use it	
		Applies new skills in practice, allowing to increase his effectiveness	
Average score on self-development			

In the answers column, one of the proposed answers is indicated: competence does not manifest itself; competence rarely manifests itself; competence manifests itself in about half of the cases; competence manifests itself in most cases; competence always manifests itself. The average score is calculated automatically by summing up the scores and dividing by the number of respondents' answers for each competence.

Appendix 7  
to the Methodology for assessing  
the activities of administrative  
civil servants  
of the block "B" of the Ministry  
of Trade and Integration  
of the Republic of Kazakhstan, its  
departments and their territorial  
divisions

Form

## The result of the employee's assessment by the 360 degree method

(for heads of structural divisions)

Surname, first name, patronymic (if any) of the head of the structural division

№	Competence	Average final score on competencies	web
1	Activity management		
2	Building effective communications		
3	Adherence to ethical standards and principles		
4	Change Management		
5	Focus on result		
6	Independence and decision-making skills		
7	Team Management		
8	Leadership qualities		
9	Cooperation		
10	Efficiency		
11	Self-development		

12	Initiative		
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The calculation of the average final assessment results for each competence is carried out automatically by summing the scores of each respondent and dividing by the number of respondents (except self-assessment).

Evaluation results: \_\_\_\_\_

Appendix 8  
to the Methodology for assessing  
the activities of administrative  
civil servants  
of the block "B" of the Ministry  
of Trade and Integration  
of the Republic of Kazakhstan, its  
departments and their territorial  
divisions

Form

### The result of the employee's evaluation using the 360 degree method

(for employees of the block "B")

Surname, first name, patronymic (if any) of the employee being evaluated

№№	Competence	Average final score for each competence	web
11	Building effective communications		
22	Adherence to ethical standards and principles		
33	Change Management		
44	Focus on result		
55	Independence and decision-making skills		
66	Cooperation		
77	Efficiency		
88	Self-development		

The calculation of the average final assessment results for each competence is carried out automatically by summing the scores of each respondent and dividing by the number of respondents (except self-assessment).

Evaluation results: \_\_\_\_\_

Appendix 9  
to the Methodology for assessing  
the activities of administrative  
civil servants  
of the block "B" of the Ministry  
of Trade and Integration  
of the Republic of Kazakhstan, its

departments and their territorial  
divisions

## **Individual work plan of the administrative civil servant of the block "B"**

Footnote. Appendix 9 was valid until 31.08.2023 in accordance with the order of the Deputy Prime Minister - Minister of Trade and Integration of the Republic of Kazakhstan dated 12.07.2023 No. 272-NK.

Appendix 10  
to the Methodology for assessing  
the activities of administrative  
civil servants  
of the block "B" of the Ministry  
of Trade and Integration  
of the Republic of Kazakhstan, its  
departments and their territorial  
divisions

## **Assessment sheet for the KTI**

Footnote. Appendix 10 was valid until 31.08.2023 in accordance with the order of the Deputy Prime Minister - Minister of Trade and Integration of the Republic of Kazakhstan dated 12.07.2023 No. 272-NK.

Appendix 11  
to the Methodology for assessing  
the activities of administrative  
civil servants  
of the block "B" of the Ministry  
of Trade and Integration  
of the Republic of Kazakhstan, its  
departments and their territorial  
divisions

## **Minutes of the meeting of the Evaluation Commission**

Footnote. Appendix 11 was valid until 31.08.2023 in accordance with the order of the Deputy Prime Minister - Minister of Trade and Integration of the Republic of Kazakhstan dated 12.07.2023 No. 272-NK.