



**STAFF PERFORMANCE APPRAISAL FORM**

**GRADES 5-15**

**STAFF PERFORMANCE APPRAISAL REPORT**

Period under Review; from..... To.....

**SECTION 1: Personal Particulars**

- (i) Name:.....PF No.....
- (ii) Department/Section: .....
- (iii) Your current Designation.....Terms of Service.....

**SECTION 2(a): Departmental Objectives**

List the departmental priority objectives from which performance targets were derived.

- 1.
- 2.
- 3.
- 4.

**SECTION 2(b): Performance Targets** (derived from the departmental annual work plan which are derived from the Annual Council Workplan and Performance Contract Target)

*Steps:*

- (i) To be filled by the appraisee at the beginning of the appraisal period*
- (ii) To be agreed by the appraisee and the supervisor at the beginning of the appraisal period*

List your current major duties

- a)
- b)
- c)
- d)

*a)Setting of performance targets*

| Appraisee Performance targets | Agreed targets |
|-------------------------------|----------------|
| 1.                            |                |
| 2.                            |                |
| 3.                            |                |
| 4.                            |                |
| 5.                            |                |

**b) Assessment of performance targets (To be agreed by the appraisee and supervisor at the end of the appraisal period)- 60%**

| Agreed targets                                | Appraisee score<br>(-1-2-3-4-5-) | Supervisor's score<br>(-1-2-3-4-5-) | Agreed score<br>(-1-2-3-4-5-) |
|---|----------------------------------|-------------------------------------|-------------------------------|
| 1.  |                                  |                                     |                               |
| 2.  |                                  |                                     |                               |
| 3.  |                                  |                                     |                               |
| 4.  |                                  |                                     |                               |
| 5.  |                                  |                                     |                               |
| <b>Total Score on performance targets (A)</b> |                                  |                                     |                               |

**SECTION 3: Values, Staff Competencies attributes (This section will be completed by the Supervisor after discussion with the Appraisee) - The score for this section is 30% for staff without headship responsibilities and 20% for staff in headship positions**

| Values                                    | Appraisee score<br>(-1-2-3-4-5-) | Supervisor's score<br>(-1-2-3-4-5-) | Agreed score<br>(-1-2-3-4-5-) |
|---|----------------------------------|-------------------------------------|-------------------------------|
| Integrity                                 |                                  |                                     |                               |
| Professionalism                           |                                  |                                     |                               |
| Confidentiality                           |                                  |                                     |                               |
| Respect for National diversity and others |                                  |                                     |                               |
| Communication                             |                                  |                                     |                               |
| Technical Competency                      |                                  |                                     |                               |
| Customer Focus                            |                                  |                                     |                               |
| Ability to work with teams                |                                  |                                     |                               |
| Time Management                           |                                  |                                     |                               |
| <b>Total Score (B)</b>                    |                                  |                                     |                               |

**Key**

**Integrity-** Trustworthy, honest/ Demonstrates and supports fairness, equity in the discharge of duty

**Professionalism-** Demonstrates respect for and adherence to rules, regulations and procedures

**Confidentiality-** Keeps office /university secrets/ Keeps customer confidentiality

**Respect for National diversity and others -**Practices fairness and equity for all.

**Communication-** Communicates effectively, Shares information for the common good, Uses official communication at work

**Technical Competency-** Knowledge of the job as gained through experience/ Demonstrates practical/technical skills

**Customer Focus -**Communicates effectively with customers/ Prioritizes customer needs in a way that builds reputation of the University

**Teamwork-** Works harmoniously with co-workers/ Participates in team activities willingly

**Time Management-** Works within timelines/ Completes assignments accurately within given timelines/ Time conscious

**SECTION 4: Managerial and Supervisory Competencies** (The score for this section will be 10%. To be filled by staff in headship positions)

| <b>Core Competencies</b>                          | <b>Appraiser score (-1-2-3-4-5-)</b> | <b>Supervisor's score (-1-2-3-4-5-)</b> | <b>Agreed score (-1-2-3-4-5-)</b> |
|---|--------------------------------------|---|-----------------------------------|
| A record of time bound program of activities      |                                      |   |                                   |
| Maintaining work relationships                    |                                      |   |                                   |
| Commitment to development of self and others      |                                      |   |                                   |
| Records of section meetings.                      |                                      |   |                                   |
| Timely delivery of assignments                    |                                      |   |                                   |
| Records of periodical feedback to staff           |                                      |   |                                   |
| Makes appropriate decisions on tasks under them   |                                      |   |                                   |
| Consult others on issues related to section/tasks |                                      |   |                                   |
| <b>Total Score (C)</b>                            |                                      |   |                                   |

**SECTION 5: Work Ethics** (The score for this section will be 10%)

| <b>Work ethics</b>               | <b>Appraiser score (-1-2-3-4-5-)</b> | <b>Supervisor's score (-1-2-3-4-5-)</b> | <b>Agreed score (-1-2-3-4-5-)</b> |
|----------------------------------|--------------------------------------|---|-----------------------------------|
| Attendance of meetings           |                                      |   |                                   |
| Contribution of meetings         |                                      |   |                                   |
| Willingness to take extra duties |                                      |   |                                   |
| Ability to work with teams       |                                      |   |                                   |
| <b>Total Score (D)</b>           |                                      |   |                                   |

**Note**

- i. Where the supervisor (appraiser) and appraiser fail to agree on a score, the appraiser's score will stand to be final but with explanation.

**OVERALL ASSESSMENT**

**OVERALL TOTAL FOR STAFF IN HEADSHIP POSITIONS (A+B+C+D) =**  
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**OVERALL TOTAL FOR STAFF NOT IN HEADSHIP POSITIONS (A+B+D) =**  
.....

**SCORE: (OVERALL ASSESSMENT \*100) =**.....

The following are rating should be used to indicate the level of performance by an Appraisee.

| Description                             | Rating | Score     |
|---|--------|-----------|
| Excellent, target exceeded              | 5      | 80% above |
| Very Good, target fully met             | 4      | 70-79%    |
| Good, target almost met                 | 3      | 50-69%    |
| Below Expectation, target partially met | 2      | 40-49%    |
| Unacceptable, target not met            | 1      | Below 39% |

**Note:**

- i. Performance below 40% will attract sanctions.

**SECTION 5: Staff Training and Development Plan**

- 1. Indicate your staff training and development plan for the next one year

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.....  
.....

- 2. Identify training needs that will enable you achieve 1 above;
  - a)
  - b)

Appraisee Signature:.....Date.....

Supervisor's Signature.....Date.....

**SECTION 6: Appraisee's comments on appraisal by the Supervisor** (To be completed at the end of appraisal period)

(i) Did performance related discussions with supervisor take place during the reporting period? Yes..... No.....

(ii) Did the discussion help you? Yes..... No.....

(iii) Appraisee's general comments on performance including any explanations

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**SECTION 7: Comments by the Head of Department/Section**

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HoD: ..... Signature..... Date.....

**SECTION 8: Recommended Remedial Action (Supervisor to tick one or two appropriate remedies)**

- a) Training or re-training
- b) Re-assignment of responsibilities
- c) Redeployment
- d) Job enrichment
- e) Job rotation
- f) Coaching and mentorship
- g) Counselling

**SECTION 9: Recommended reward or sanction**

- a) A reward type (e.g. Commendation letter).
- b) Recommended Sanction for poor and very poor performance ( e.g. warning letter)
- c) Other recommended interventions (e.g. counseling, training and development, others specify)

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**Brief Comments by the Head of Human Resource**

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**Signed:**..... **Date:** .....

**(Head of Human Resource)**

Approved /Not Approved by Deputy Vice-Chancellor (Administration, Finance and Planning)

**Signed:** ..... **Date:** .....