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**JARAMOGI OGINGA ODINGA UNIVERSITY**

**OF SCIENCE AND TECHNOLOGY**

**STAFF PERFORMANCE APPRAISAL FORM FOR STAFF IN GRADE 1 - 15**

**STAFF PERFORMANCE APPRAISAL REPORT**

Period under Review: From …………………………….To …………………………….

**SECTION 1: Personal Particulars**

1. Name ………………………………………………………………………………………………..

(Surname, First Name, Others)

1. PF No. ……**……..**………………………………………………………………………………….

1. Department: …………………………………………………………………………………….…
2. Division: **………………………………….**. Section: **…………………………………………..**
3. Duty Station…**………………………………………………………………………………..**…..
4. Current Designation …**……………………………………………………………………..**…..
5. Terms of Service …**…………………………………………………………………………….**…
6. Grade ………………………………. With effect from ……………………………………...
7. Acting Appointment/Special Duty (if any) …………………………………………………
8. Supervisor Name …**…………………**… Designation …**……………………………………….**

**STEPS FOR COMPLETING THE PERFORMANCE APPRAISAL FORM**

|  |  |
| --- | --- |
| *Section 1* | *The Section will be completed by the Appraisee* |
| *Section 2* | *The Section is to be completed by the Appraisee in consultation with the Supervisor at the beginning of the appraisal period* |
| *Section 3 (a)* | 1. *The column on agreed performance targets will be completed by the Appraisee in consultation with the Supervisor*   (ii)*The column on performance indicators shall be completed by the Appraisee in consultation with the Supervisor at the beginning of the appraisal period*  (iii)*The column on results achieved shall be completed by the Supervisor in consultation with the Appraisee at the end of the appraisal period*  (iv)*The column on performance appraisal is to be completed by the Supervisor at the end of the appraisal period using the rating scale provided. Performance of each target will be scored and the total recorded. A mean score will be calculated and recorded as the appraisal score* |
| *Section 3 (b)* | *The appraisal score for the* ***previous year*** *will be completed by the Supervisor at the beginning of the appraisal period* |
| *Section 4* | *The section shall be completed by the supervisor after discussion with the Appraisee* |
| *Section 5* | *The section is to be completed appraisee and the Supervisor on the Staff Training and Development as identified for planning purposes* |
| *Section 6 (a)* | *The section is to completed by the Supervisor after discussion with the Appraisee* |
| *Section 6 (b)* | 1. *The column on targets changed/added is to be completed by the Supervisor in consultation with the Appraisee during the mid-year review* 2. *The column on performance indicators/proof of performance will be completed by the Supervisor in consultation with the Appraisee during the mid-year staff performance review* 3. *The column on results achieved shall be completed by the Supervisor in consultation with the Appraisee at the end of the appraisal period* |
| *Section 7* | *The section is to be completed by the Appraisee at the end of the appraisal period* |
| *Section 8* | *The section is to be completed by the Second Supervisor* |
| *Section 9* | *This section will be completed by the supervisor and the recommendation submitted to the Performance Management Committee for deliberation and recommendation. Approval shall be granted by the Authorized Officer* |
| *Section 10* | *Section to be completed by Vice Chancellor* |

**SECTION 2: Departmental/Sectional Objectives**

Departmental/Sectional objectives from which Performance Targets will be derived. (To be completed by the Appraisee)

1.

2.

3.

4.

**SECTION 3 (a): Performance Targets**

The areas outlined should be set and agreed between the appraiser and the appraisee at the beginning of the appraisal period. (The targets should be specific, measurable, agreed, realistic and have a timeline).

|  |  |  |  |
| --- | --- | --- | --- |
| **Agreed Performance Targets** (To be completed by the Appraisee as agreed with the Supervisor at the beginning of the appraisal period) | **Performance Indicators/Proof of Performance** (To be completed by the Appraisee in consultation with the Supervisor at the beginning of the appraisal period) | **To be completed by the Supervisor at the end of the Appraisal period** | |
| Results achieved | Performance Appraisal  (See rating scale) |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **Total score for Performance Targets (TPT)** | | |  |
| **Average score for performance Targets (AVG) = (TPT/no. of targets)** | | |  |
| **Final Score for Targets FST (%) = (AVG/5) x 100** | | |  |

**SECTION 3 (b):**

|  |  |
| --- | --- |
| **Appraisal score for the previous year (%)** |  |

***General Rating Guideline***

|  |  |  |  |
| --- | --- | --- | --- |
| **Rating** | **Indicator Score** | **Overall Rating by Appraisee %** | **Description of Rating** |
| Excellent | 6 points | 101 + | Work performance is consistently of exceptional quality. Employee anticipates circumstances and adjusts effectively to maintain superior performance above standards required for the position.  (A top performer). |
| Very Good | 5 points | 100 | Work performance often exceeds what is normally expected of the job. Employee responds effectively to direction and adjusts to circumstances influencing performance.  (Makes significant contribution to performance). |
| Good | 4 points | 90-99 | Work performance exceeds what is normally expected of the job. Employee responds effectively to direction and adjusts to circumstances influencing performance.  (Makes significant contribution to performance). |
| Fair | 3 points | 80 - 89 | Work performance meets the job requirements and expectations. Employee responds effectively to work instructions.  (Is a steady contributor to performance). |
| Poor | 2 points | 70 - 79 | Work performance falls short of job requirements and expectations but is willing to overcome deficiencies. Employee requires serious effort to improve performance |
| Very Poor | 1 point | Below 70 | Work performance is inadequate and below the standards of performance required for the position. Performance at this level cannot be allowed to continue (is transitional) |

1. **Head of Section’s comments on targets set by the Appraisee and the Supervisor**

*(Confirm whether the targets in section 3 are specific, measurable, agreed and realistic and have a timeline)*

…………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

1. Proposed Performance improvement programme for staff with poor performance.

………………………………………………………………………………………………………………………………………………………………………………………………………………………………

**Head of Section’s Name: ………………………………Signature………………Date: ………………….**

1. **Supervisor’s comments on performance**

**…………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………**

**Appraisee’s comments on performance**

**…………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………**

# SECTION 4 - Staff Performance Evaluation *(To be filled by the appraisers)*

To be completed by **Self** (Staff member), **Peer,** and **Head of Division**

***KEY***

The peers are to be drawn from the staff within the School / Division to assess the member of staff as a panel. The nomination of the peers to assess a given member of staff is to be done by Head of Division, endorsed by the Deputy Vice Chancellor (PAF), and the member of staff to be assessed informed. If the member of staff should have objection to any of the peers assessing him / her, then the Head of Division should make a further nomination to replace the particular peer. As far as possible, the nominated peers should comprise staff senior to the appraisee or at the same level.

This section will be completed by the Supervisor after discussion with the Appraisee. The Supervisor and Appraisee should however discuss the values at the beginning of the appraisal period. The definitions of values/competencies are as stated in the Guide. The Supervisor should comment on each of the values and competencies listed below:

### *Values and Staff Competences Appraisal*

### *Values*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| VALUES | DESCRIPTION | RATINGS | | |  |
|  |  | SELF(Weight=1) | PEER(Weight=2) | HOD(Weight=3) | COMMENTS BY COD |
| INTEGRITY | 1. Incorrupt 2. Honest 3. Professional 4. Champions the practice of fairness, equity and honesty in discharge of duties  (Maximum Score 5) |  |  |  |  |
| RESPECT FOR NATIONAL DIVERSITY | 1. Recognizes, understands, accepts and demonstrates respect towards individuals and groups that might be different in terms of age, gender, sexuality, religion, caste, economic background, political beliefs, culture etc   (**Maximum Score 5)** |  |  |  |  |
| RESPECT FOR GENDER DIVERSITY | 1. Treats individuals with dignity, fairness and equality regardless of their gender affiliation   (**Maximum Score 5**) |  |  |  |  |
| CONFIDENTIALITY | 1. Protects privileged information 2. Shares entrusted information responsibly   (**Maximum Score 5**) |  |  |  |  |

### *Core Competencies*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| CORE COMPETENCIES | DESCRIPTION | RATINGS | | | |
|  |  | SELF(Weight=1) | PEER(Weight=2) | HOD(Weight=3) | COMMENTS BY COD |
| CUSTOMER /CITIZEN FOCUS (as per University Service Charter) | 1. Speaks clearly and can be easily understood by staff, students and stakeholders 2. Provides feedback to customers 3. Is receptive to customer feedback  (Maximum Score 5) |  |  |  |  |
| TECHNICAL COMPETENCY *(Knowledge of the job)* | 1. Knowledge of the job gained through experience. 2. Demonstrates accuracy, skill and completeness of work, 3. General education and specialized training 4. Demonstrates the practical/technical skills and information used on the job. 5. Completes quantity of work given in a normal workday   (**Maximum Score 20)** |  |  |  |  |
| COMMUNICATION | 1. Ability to communicate effectively 2. Ability to use modern techniques in communication.   (**Maximum Score 5**) |  |  |  |  |
| TEAMWORK | 1. Participates in team activities 2. Interacts effectively with co-workers, supervisors and stakeholders 3. Complies readily with requests 4. Ready to offer assistance   (**Maximum Score 5**) |  |  |  |  |
| TIME MANAGEMENT | 1. Plans tasks efficiently and effectively 2. Organize tasks effectively and efficiently 3. Prioritizes tasks effectively and efficiently 4. Delegates and executes tasks efficiently and effectively. (**Maximum Score 5)** |  |  |  |  |
| PROPER USE OF RESOURCES | 1. Minimizes wastages 2. Maximizes productivity 3. Adopts sustainable practices (**Maximum Score 5)** |  |  |  |  |
| CONTINUOUS LEARNING AND PERFORMANCE MPROVEMENT | 1. Willing to acquire new information and competency and applying them in practical setting 2. Enhances skills, knowledge and abilities to achieve high level of performance and effectiveness   (**Maximum Score 5**) |  |  |  |  |
| INITIATIVE AND WILLINGNESS TO ASSUME ON HIGHER RESPONSIBILITIES | 1. Participates in team activities 2. Is willing to learn tasks outside own specialization   (**Maximum Score 5)** |  |  |  |  |
| DECISION MAKING SKILLS | 1. Makes informed decisions 2. Makes timely decisions 3. Tactful in handling delicate decisions 4. Ability to logically identify and analyse problems   (**Maximum Score 5**) |  |  |  |  |
| **ATTITUDE TO WORK** | 1. Personality 2. Punctuality 3. General attitude towards work 4. Dedication 5. Commitment and conscientiousness   (***Maximum Score 5)*** |  |  |  |  |
| **QUALITY OF WORK** | 1. Effectiveness and Efficiency in execution of duties 2. Proactive in achievement of goals attains expected outcomes 3. Ability to handle multiple responsibilities in an effective manner 4. Utilizes time optimally   (**Maximum Score 10**) |  |  |  |  |
| **STRESS MANAGEMENT** | 1. Manages own behavior to reduce feelings of stress 2. Be able to handle several stressful tasks at once 3. Developing problem-solving skills to stressful situations   (**Maximum Score 5**) |  |  |  |  |
| **SCORE: (Out of 100)** |  |  |  |  |  |
| **WEIGHTED SCORE**  **(SCORE X WEIGHT)** |  |  |  |  |  |
| **MEAN SCORE**  **(TOTAL WEIGHTED SCORE /6)** |  |  | | |  |

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

|  |  |  |  |
| --- | --- | --- | --- |
| **Appraisee’s training and development needs** *(To be completed by the Appraisee as agreed with the Supervisor at the beginning of the appraisal period)* | **Duration of training including on the job training** | **Comments on staff training and development undertaken over the appraisal period**  *(To be completed at the end of the reporting period)* | |
| Comments by Appraisee | Comments by Supervisor |
|  |  |  |  |

**Appraisee’s Signature …………………………………………………Date …………………….................**

**Supervisor’s Signature ……………………………………………….. Date ………………………………..**

**SECTION 6 (a): Mid-Year Staff Performance Appraisal**

This section should be completed by the Supervisor after discussion with the Appraisee

*(Comments on the Appraisee’s performance including achievements, milestones and any constraints experienced over the first half of the reporting period)*

……………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

**SECTION 6 (b): Targets varied Mid-Year**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Targets changed or added as agreed during Mid-Year Performance Review** | | **Performance Indicators/Proof of Performance** *(To be completed by Appraisee during mid-year review)* | **To be completed by the Supervisor at the end of the appraisal period** | |
| Results achieved | Performance Appraisal by the Supervisor *(See rating scale)* |
| 1. |  |  |  |  |
| 2. |  |  |  |  |
| 3. |  |  |  |  |
| 4. |  |  |  |  |

**Supervisor’s Name: ……………………………Signature: …………………Date: ………………**

**Note:** *In the event of an Appraisee’s transfer, promotion, redeployment or assignment of other duties other than those specified at the beginning of the appraisal period, the Appraisee’s performance shall be assessed on a pro-rata basis.*

**SECTION 7:** **Appraisee’s Comments on Appraisal by the Supervisor** (tick as appropriate)

*(To be completed at the end of the appraisal period)*

1. Did performance related discussions

with your supervisor take place during Yes No

the reporting period?

1. Did the discussions help you? Yes No
2. General Comments (if any), on your overall performance

………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

1. Comments on your immediate Supervisor’s contribution to your achievements

………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

I have read and discussed this evaluation with my supervisor and I understand its contents. My signature does not necessarily imply that I agree/disagree with the appraisal and the contents.

**Appraisee’s Name**  ……………………………...**Signature** ……………………**Date**…………………..

### SECTION 8: Comments by overall Head

### Comments on the consistency and reasonableness of the comments given by the supervisor and any significant statements made by the Appraisee.

### …………………………………………………………………………………………………………………………….

### …………………………………………………………………………………………………………………………….

### …………………………………………………………………………………………………………………………….

### Head of Section’s Name: ……………………………….Signature: ………….Date: ……………………..

### SECTION 9: Recommended Reward or Sanction

### Recommended interventions (specify)

### ……………………………………………………………………………………………………………………………

### ……………………………………………………………………………………………………………………………

### …………………………………………………………………………………………………………………………….

### Supervisor’s Name: ……………………………………Signature: …………………Date: ………………..

### Recommendation to the Authorized Officer by the Employee Performance Management Committee

### Minute No: ………………………………………………………

### Meeting: …………………………………………………………

### Signed: ………………………………………………………… ……………………….......

### Chairperson Date

### ……………………………………………………….. …………………………….

### Secretary Date

### SECTION 10: Approved/Not approved by the Vice Chancellor:

### Comments by the Vice Chancellor

### ……………………………………………………………………………………………………………………………

### ……………………………………………………………………………………………………………………………

### ……………………………………………………………………………………………………………………………

### Signature: ………………………………………… Date: …………..........................................

[Staff Appraisal Report 2008](http://www.scribd.com/doc/22949113/Staff-Appraisal-Report-2008)

From [kclim4020](http://www.scribd.com/people/view/19540336)

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