

	<b>TECHNICAL UNIVERSITY OF MOMBASA</b>		
	<b>Document: Form</b>		<b>Ref No.: TUM/Form/HRM/016</b>
	<b>Title: STAFF PERFORMANCE APPRAISAL</b>		
	<b>Department: HUMAN RESOURCE MANAGEMENT</b>		
	<b>Issue No. 2</b>	<b>Revision No. 0</b>	<b>Date: 5th April 2018</b>

At the beginning of the financial year/performance period, DVC's/Registrars/Deans/HOD's/COD's shall meet with their direct reports (persons reporting to them) to set targets. Each individual should set between four (4) to six (6) targets that are aligned with the department/division and overall University goals as per the Strategic Plan and Performance Contract. At the mid-year the Heads & Supervisors shall meet with their direct reports to assess the progress against the set targets and modify as necessary. At the end of the year, they shall meet with their direct reports to evaluate the overall performance. Please use this form to document targets at the beginning of the financial year/performance period.

Period under Review from: \_\_\_\_\_ To: \_\_\_\_\_

**SECTION 1: PERSONAL PARTICULARS**

Surname: \_\_\_\_\_ First Name: \_\_\_\_\_ Other Name: \_\_\_\_\_

Personal No: \_\_\_\_\_ ID No: \_\_\_\_\_ Division: \_\_\_\_\_

Department/Section: \_\_\_\_\_

Current Designation: \_\_\_\_\_ Terms: (Permanent/Contract/Temporary)

Grade: \_\_\_\_\_ with effect from: \_\_\_\_\_

Acting /Special Duty (if any): \_\_\_\_\_

**SECTION 2: INSTITUTIONAL/DEPARTMENTAL OBJECTIVES** *(to be completed by the Appraisee as agreed with the supervisor)*

*List the Institutional/Departmental Priority Objectives from which Performance Targets will be derived.*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_



### SECTION 3: RATING SCALE

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

Achievement of Performance Targets	Scale
Performance targets fully met and exceed in several areas	5
Performance targets fully met	4
Performance targets partially met	3
Performance targets not met	2

### SECTION 4: PERFORMANCE TARGETS (70% for teaching and non-teaching staff)

Agreed Performance Targets ( To be completed by Appraisee as agreed with supervisor at the beginning of appraisal period			To be completed by the supervisor at the end of the Appraisal Period	
		Results Achieved	Performance Appraisal (see rating scale)	Reasons
1				
2				
3				
4				
5				
6				
<b>TOTAL (Out of 70% for teaching and non- teaching staff)</b>				
<b>Appraisal score for the previous year (%)</b>				

Percentage out of 70% Score =  $\frac{\text{Total value of items Assessed}}{\text{Maximum attainable value of items assessed}} \times 70$



**SECTION 5(a): STAFF TRAINING AND DEVELOPMENT**

<i>Appraisee's Training and Development Needs required to achieve the expected results – including on the Job Training (To be completed by the Appraisee as agreed with the supervisor at the beginning of the Appraisal period)</i>	<i>Duration of Training (including on the Job Training)</i>	<i>Comments on Staff Training and Development undertaken over the Appraisal Period (To be completed at the end of reporting period)</i>	
		<i>Comments by Appraisee</i>	<i>Comments By Supervisor</i>
1)			
2)			
3)			
4)			
5)			

Appraisee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**SECTION 5(b) Second Supervisor's comments on targets set by Appraisee and Supervisor**

(Confirm whether the targets in Section 4 are specific, measurable, agreeable, realistic and have timeline)

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Second Supervisor's Name: \_\_\_\_\_ 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 constraint experienced over the first half of the Reporting Period.)*

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**6 (b) REVIEW OF THE PERFORMANCE TARGETS (if any)**

<i>Targets changed or added as agreed during Mid-year Performance Appraisal</i>	<i>To be completed by the supervisor at the end of the Appraisal Period</i>		
	<i>Results Achieved</i>	<i>Performance Appraisal by the Supervisor (see rating scale)</i>	<i>Reasons</i>
1.			
2.			
3.			
4.			
5.			
TOTAL ( <i>Out of 70% for teaching and non-teaching staff</i> )			

**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 Appraisee’s performance shall be assessed on prorata basis.

**SECTION 7: VALUES/STAFF COMPETENCIES APPRAISAL**

This section should be completed by the supervisor after discussion with the Appraisee and indicate his/her views under the Appraisal column.

**a): CORE VALUES/ COMPETENCIES**

<i>(i) Values</i>	<i>Appraisal (see rating scale)</i>
1.Integrity	
2. Respect for National diversity /Gender	
3. Patriotism	
4. Demonstrates and upholds values as Stipulated	
TOTAL ( <i>Out of 10% for teaching and non-teaching staff</i> )	

Percentage out of 10% Score =  $\frac{\text{Total value of items Assessed}}{\text{Maximum attainable value of items assessed}} \times 10$



<i>(ii) Core Competencies</i>	<i>Appraisal (see rating scale)</i>
1. Professionalism	
2. Technical competency	
3. Communication	
4. Team Work	
5. Time Management	
6. Creativity	
7. Continuous Learning Performance and Improvement	
8. Customer/Citizen focus	
<b>TOTAL (out of 20% for other staff and 10% for staff who have managerial and supervisory responsibility)</b>	

Percentage out of 10% Score =  $\frac{\text{Total value of items Assessed}}{\text{Maximum attainable value of items assessed}} \times 10$

OR

Percentage out of 20% Score =  $\frac{\text{Total value of items Assessed}}{\text{Maximum attainable value of items assessed}} \times 20$

**b): Managerial and Supervisory Competencies**

*(This part applies to staff who have managerial and supervisory responsibilities).*

<i>Competency</i>	<i>Appraisal (See rating scale)</i>
1. Adheres to the Leadership /Management Accountability /Framework.	
2. Planning and Organizing.	
3. Training and Developing Staff.	
4. Managing Resources and Accountability.	
5. Anticipates risks and takes measures to mitigate against them.	
6. Judgment and Objectivity	
7. Managing Performance	
8. Promoting use of Information Technology	
<b>Total (Out of 10% for managerial and supervisory staff only)</b>	

Percentage out of 10% Score =  $\frac{\text{Total value of items Assessed}}{\text{Maximum attainable value of items assessed}} \times 10$

**SECTION 8: OVERALL APPRAISAL**

1. For other staff (teaching and non-teaching) out of 70% for performance targets ,10% for core values and 20% for Core competencies



2. For managerial and supervisory staff out of 70% for performance targets, 10% for core values, 10%  for core competencies and 10% for managerial performance.

Overall Appraisal by the Supervisor (Comments on the Appraisee's overall performance and any other strengths, skills and qualities which he/she has)

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Supervisor's Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**SECTION 9: APPRAISEE'S COMMENTS ON APPRAISAL BY THE SUPERVISOR**

- a) Did performance related discussions take place during the reporting period with your supervisor? (tick one)

Yes  No

- b) General comments (if any) on your overall performance.

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Appraisee's Signature: \_\_\_\_\_ Date \_\_\_\_\_

**SECTION 10: COMMENTS BY THE SECOND SUPERVISOR**

Comments by the Second Supervisor: *(comment on the consistency and reasonableness of the comments given by the supervisor and any significant statement(s) made by the Appraisee).*

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Second Supervisor's Name: \_\_\_\_\_

Designation: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_



**SECTION 11: RECOMMENDED REWARD OR SANCTION**

**(a) Tick the recommended action.**

Recommended for Reward

Recommended for Training

Recommended for Sanction

*Note: The recommended action will be as per the University Reward and Performance Improvement Policy and as verified by the Human Resource Department*

**Human Resource Manager's Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**(b) Recommendation to the Vice Chancellor by the Appointment, Appraisal and Promotion Committee**

Date of Meeting: \_\_\_\_\_ Minute Number: \_\_\_\_\_

**Chairperson's Name:** \_\_\_\_\_

**Secretary's Name:** \_\_\_\_\_

**(c) Approval by Vice Chancellor**

Approved  Not approved

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Vice Chancellor's Name:** \_\_\_\_\_ **Signature** \_\_\_\_\_

