

	TECHNICAL UNIVERSITY OF MOMBASA	
	Document: Form	TUM/Form/HRM/034
	Title: EMPLOYEE CONFIDENTIAL ASSESSMENT	
	Department: HUMAN RESOURCE MANAGEMENT	
	Issue No. 2	Revision No. 0
Date: 5th April 2018		

A. Introduction

This tool is for evaluating employees' actual contribution/performance during his/her Contract/ Probation period and assessment of the competencies (behaviors) critical in ensuring success in this role.

B. Instructions

1. The form is to be filled by the immediate Supervisor/HOD of the employee.
2. Information contained is strictly confidential.
3. A) guideline is attached providing A rating Scale to guide in assessing the employee on identified competencies B) Definitions of each competency and the examples of positive behaviors by which an individual demonstrates the competency.
4. **Please ensure you familiarize yourself with the guideline before embarking on the assessment process.**

C. Personal Details

Full Names: _____ Employee No.: _____

Date of Appointment: _____ Completion Date: _____

Designation: _____

Department/Section: _____

Any Additional Role/Responsibilities Assigned: _____

D. Job Performance Assessment (Based on agreed objectives/targets or assigned tasks)

Realization of objectives and assigned task/targets

Quality of tasks Competed and work Output

(Additional supporting evidence/information on continuous assessment of employee performance can be attached)



E. Core competencies (Applicable for all position)

- 1. Professionalism
- 2. Customer Focus/Client Service Orientation
- 3. Teamwork/Co-operation
- 4. Communication(Both oral and in writing)
- 5. Job Knowledge/Skills Acquisition
- 6. Punctuality and Attendance
- 7. Planning and Prioritizing Work

F. Competencies for those with Leadership/Supervisory Roles

- Team Leadership
- Training & Developing Others
- Managing Resources

Overall Rating = $\frac{\text{Total Items Assessed}}{\text{No. of Items Assessed}}$

Percentage % Score= $\frac{\text{Total value of items Assessed} \times 100\%}{\text{Maximum attainable value of items assessed}}$

H. Appraising HOD/Supervisor Recommended Action

- Extend/Renew (if employee on contract)
- Terminate (if employee on contract)
- Confirm (if employee on probation)

Name _____ Signature _____ Date & Stamp _____



I. Appraisee's Comments: _____

Name Signature Date & Stamp

J. Human Resource Office Remarks: _____

Name Signature Date & Stamp

κ. Vice Chancellor/Deputy Vice Chancellor (AFP) Remarks

Name Signature Date & Stamp



RATING SCALE GUIDELINES

1	Exemplary	5	<ul style="list-style-type: none"> • Performance is well above expectation terms of completeness timeliness and independence; employee demonstrates mastery of the skills and tasks involved. • Employee consistently demonstrate the competency over the period of the review. • Very minimal supervision and follow-up is required for this employee.
2	Proficient	4	<ul style="list-style-type: none"> • Performance is what is expected of a fully qualified and experienced person in this position. • Employee demonstration of the competency is consistent with a successful performer in his position • Employee require minimal supervision and follow up
3	Progressing	3	<ul style="list-style-type: none"> • Employee meet job performance standard in all or most areas, is reliable in attaining expected results and is timely efficient. • Competency is demonstrated at times but not consistently. • Employee requires a reasonable amount of supervision.
4	Need assistance	2	<ul style="list-style-type: none"> • Employee is not satisfactorily completing assigned duties and needs to demonstrate improvement toward meeting performance standards. • Employee only exhibits flashes” of the competency on occasional situations. • Employee requires close supervision
5	Extremely poor	1	<ul style="list-style-type: none"> • Employee is not meeting expected standards or goals of the position at the most of the time and must show significant improvement in order to continue his employment of the University • The competency is not evident in the employee majority of the times. • The employee requires excessive supervision, direction and follow -up.



POSITIVE BEHAVIOUR GUIDELINES TO COMPETENCIES

NO	Competency	Positive behavior indicators
1	Professionalism	<ul style="list-style-type: none"> • Seeks out continuous learning opportunities that develop self. • Shares new knowledge with others within the unit. • Anticipates customer needs and keep abreast of changes in both internal and external environments. • Provide coaching to others to help them leverage on their strength and work to develop their weak areas.
2	Customer focus	<ul style="list-style-type: none"> • Appreciate the TUM mission, vision and values. • Understands and is responsive to customer objectives. • Goes the extra mile to satisfy customer needs and expectations. • Develop and maintain productive customer relationships. • Quickly and effectively solve of customer problems.
3	Team work	<ul style="list-style-type: none"> • Shares information and cooperates. Regular informs other team members of events and actions affecting the group. • Support team decisions and willingly does a share of the work • Wants to learn from others; seek ideas and opinions from others not only to make decision and plan but also to promote cooperation • Creates team spirit by taking positively of others, shows confidence in others. • Recognize the ability to meet expectations and contribute effectively to the team spirit.
4	Communicating in writing	<ul style="list-style-type: none"> • Demonstrates a willingness to share ideas and perspectives and encourage others to do the same • Document created include correct spelling, grammar and punctuation. • Organize written ideas clearly and signals to the organization of the document to the reader
5	Oral communication	<ul style="list-style-type: none"> • Speak clearly so that others can hear what is being said. • Tailor oral communication, whether formal or informal to the level and experience of the audience. • Organize ideas clear, logical flow that can be easily be followed by the audience. • Demonstrates a willingness to share ideas and perspectives and encourage others to do the same.
6	Job knowledge	<ul style="list-style-type: none"> • Has the functional knowledge and skills required to fulfill the assigned role. • Clearly understand and appreciate the purpose and the of the position assigned within the framework of the department, division and the institution in general • Take necessary action to keep his skills and knowledge current. • Clearly understand the Key Result Areas(KRA'S),targets and the critical areas the job • Have clear knowledge of the tools and their appropriate application in performance of the assigned role
7	Team leadership	<ul style="list-style-type: none"> • Sets and communicates clear goals for the team upfront. • Provide regular meaningful feedback to team members to keep them on the track towards common goals. • Involve team members in defining ways to achieve desired result and defining expectations about how team members will work together. • Maintain health harmony of the team and constantly appreciate teams members • Good interpersonal skills to develop and maintain good working relationships and rapport with employees in his /her team



8	Developing others	<ul style="list-style-type: none"> • Coaches others in a constructive and positive way so that they can absorb the information and learn quickly • Provide feedback to team members on areas they need to improve on their overall team performance. • Provide guideline on how to strengthen knowledge and skills to improve personal and organizational performance. • Take responsibility for identifying individual team members development needs and finding ways to address them • Remove barriers and creates enabling environment to enable team members accomplish both team and individual goals.
9	Managing resources	<ul style="list-style-type: none"> • Monitor and implements on -going cost effectiveness initiatives. • Complies with administrative controls and guidelines over funds, procurements so as to contribute towards prevention of mismanagement of institution resources. • Monitor expenditure and resources to ensure spending is within the allotments made.
10	Planning & prioritizing work	<ul style="list-style-type: none"> • Accurately estimates length and difficulty of task and sets clear objectives. • Figures clearly the processes and means to get things done. • Develops and establishes schedules assignments and action plans. • Identifies key activities and relationship in a work process and divides them into manageable steps.

