

	TECHNICAL UNIVERSITY OF MOMBASA		
	Document: Form		Ref No.: TUM/Form/HRM/016
	Title: STAFF PERFORMANCE APPRAISAL		
	Department: HUMAN RESOURCE MANAGEMENT		
	Issue No. 1	Revision No. 1	Date: 10th March 2017

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				
TOTAL (Out of 70% for teaching and non- teaching staff)				
Appraisal score for the previous year (%)				

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)

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.)*



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	
TOTAL (out of 20% for other staff and 10% for staff who have managerial and supervisory responsibility)	

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	
Total (Out of 10% for managerial and supervisory staff only)	

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)

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.

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).*

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** _____

