



THE TECHNICAL UNIVERSITY OF KENYA

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Office of the Director, Human Resource Management

STAFF PERFORMANCE EVALUATION FORM

Period under Review

From: To:

SECTION 1: EMPLOYEE DETAILS

Name.	ID:
Employment No.	Division:
Grade:	Department/Section
Designation	Terms: (Permanent/Contract/Temporary)
Acting/Special Duty (if any):	

SECTION 2:

A) Guidelines

1. For one to qualify for appraisal he/she must have worked in a particular position for at least six months of the appraisal period.
2. Targets for the appraisal period will be set and agreed upon by the staff and the supervisor at the beginning of the appraisal period, but must be aligned to employee's Job Description.
3. The supervisor **MUST** comment and duly sign the appraisal form for it to be considered valid.

B) Rating Scale

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

No	Rating	Indicator Score	Description of rating
1	Outstanding	5 points	<ul style="list-style-type: none"> • 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.
2	Exceeds Expectations	4 points	<ul style="list-style-type: none"> • Work performance often exceeds what is normally expected for the position. • Employee responds effectively to direction and adjusts to circumstances influencing performance. • Makes significant contribution to departmental work performance.
3	Meets expectations	3 points	<ul style="list-style-type: none"> • Work performance meets the job requirements and expectations. • Employee responds effectively to direction. • Is a steady contributor to the departmental work performance.
4	Below expectations	2 points	<ul style="list-style-type: none"> • Work performance falls short of the job requirements and expectations but is willing to overcome deficiencies. • Employee requires serious effort to improve performance.

SECTION 3: PLANNING

This part is to be filled at the beginning of the appraisal period.

A. Main Duties and Responsibilities *(To be filled in by appraisee under review in consultation with the supervisor): Appraisee may consult with HR on Job description.*

1	
2	
3	
4	
5	

B. Performance Targets

State in the space provided below, to a maximum of five targets, Performance Objectives/ Targets as agreed between the staff and the supervisor which should be aligned to the duties and responsibilities indicated above.

	Performance Target	Indicator (s)	End of period under review(score)		Remarks
			Appraisee	Supervisor	
1					
2					
3					
4					
5					
	Total Score				

Appraisee's Signature: **Date:**

Supervisor's Signature: **Date:**

NOTE TO THE SUPERVISOR

$$\frac{\text{Total Candidate Score}}{\text{Total Possible Score}} \times 70$$

NB: Total possible score is (total number of targets set multiplied by 5)

SECTION 4: APPRAISAL OF VALUES AND COMPETENCIES

This section should be completed by the supervisor upon discussion with the appraisee and indicate his/her score under the appraisal column.

a): COMPETENCIES (30%)

In a scale of 1-5 where 1 is the least and 5 is the highest score please rate the attributes as below stated.

Attributes	Maximum score	Appraisal Score		
		Appraisee	Supervisor	Remarks

1. Professionalism	5			
2. Technical Competency	5			
3. Communication	5			
4. Team Work	5			
5. Time Management	5			
6. Initiative	5			
7. Leadership	5			
Total possible Score	35			

NOTE TO THE SUPERVISOR

$$\frac{\text{Total Candidate Score}}{\text{Total Possible Score}} \times 30$$

NB:

- Total possible score is 35
- Total candidate score is the total evaluated score

SECTION 5: OVERALL APPRAISAL

1. Performance targets assessment rating (Out of 70)
 2. Competencies Rating (Out of 30)
- Total Score (as a percentage)**

EMPLOYEE CAREER DEVELOPMENT PLAN

(The employee in consultation with the supervisor fills this section)

1. Comments by the employee on performance rating.

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2. Steps to be taken by the staff member towards improving job performance and furthering career goals.

3. Suggested steps to be taken by the supervisor to assist the staff member in improving job performance and in furthering career goals.

Appraisee's Signature: Date:

Supervisor's Signature: Date:

SECTION 6: MANAGEMENT COMMENTS

i) Supervisor's comments

HOD/Unit/Section head Comments		
Name.....	Signature.....	Date.....

ii) Performance feedback by the Director Human Resource Management.

The Director shall assign a performance grade based on the overall score in section 5.

- 90 - 100 Outstanding
- 80 - 89 Exceeds Expectations
- 60 - 79 Meets Expectations

40 - 59 Below Expectations
Below - 40 Far below expectations

The Director shall make comments and or recommendation(s) for each staff based on the overall score and give the staff feedback on their performance.

Director's comments		
Name	Signature	Date

iii) Vice-chancellor's Comments

Vice-Chancellor's/ Comments		
Name	Signature	Date

APPENDIX 1: This part describes the values as contained in the evaluation document.

<p>1. Professionalism</p> <ul style="list-style-type: none">a. Incorrupt, honest.b. Champions the practice of fairness, equality, equity and honesty in the discharge of duty.
<p>2. Technical Competency</p> <ul style="list-style-type: none">a. Knowledge of the job as gained through experience.b. Demonstrates accuracy, skill and completeness of work.c. General education and specialized training.d. Demonstrates the practical/technical skills and information used on the job.e. Completes quantity of work given in a normal work hours.
<p>3. Communication</p> <ul style="list-style-type: none">a. Listens effectivelyb. Responds clearly and directlyc. Seeks to clarify and confirm the accuracy of their understanding of unfamiliar or vague termsd. Makes oral and written communication clear and easy to understande. Gives feedbackf. Ability to use modern communication technology
<p>4. Team Work</p> <ul style="list-style-type: none">a. Exchanges ideas and opinions with colleaguesb. Helps prevent and resolve conflictsc. Works with other departmentsd. Develops positive working relationshipse. Is flexible and open-mindedf. Promotes mutual respectg. Helps solve team problems
<p>5. Time Management</p> <ul style="list-style-type: none">a. Meets deadlinesb. Manages priorities and timec. Punctualityd. Delivers on tasks assigned as required
<p>6. Initiative</p> <ul style="list-style-type: none">a. Determines and initiates actions that result in improved handling of jobs.b. Ability to develop new workable ideas.c. Ability to think and act independently in solving problems
<p>7. Leadership</p> <ul style="list-style-type: none">a. Communicates a shared vision.b. Adaptive to various situations.c. Ability to negotiated. Collaborativee. Encourages strategic thinking, innovation and action.

Appendix 2

This contains typical activities for selected categories of staff and sample targets and performance indicators.

Main duties of Assistant Lecturer, Lecturer, Senior Lecturer, Professor:

1. Teach at undergraduate and graduate level as may be allocated by the Supervisor
2. Carry out research and produce publications, or other such outputs
3. Develop proposals to obtain research funding support.
4. Engage with the broader scholarly and professional communities for continuous professional growth.
5. Supervise or assist with supervision of undergraduate and post graduate students as may be assigned
6. Contribute to the development, planning and implementation of a high quality curriculum.
7. Assist in the development of learning materials; prepare work plans and maintaining records to monitor student progress, achievement and attendance.
8. Participate in departmental and faculty seminars aimed at sharing research outcomes and building interdisciplinary collaboration within and outside the department.
9. Participate in the development, administration and marking of exams and other assessments.
10. Provide mentorship and support to students.
11. Participate in the administration of the department's programmes of study and other activities such as committees or as may be assigned.
12. Maintain own continuing professional development.

C. Performance Targets

State in the space provided below, to a maximum of five targets, Performance Objectives/ Targets as agreed between the staff and the supervisor which should be aligned to the duties and responsibilities indicated above). An example of a performance target and indicator is shown below:

	Performance Target	Indicator (s)	End of period under review(score)		Remark
			Appraisee	Supervisor	
1	Teach assigned classes as per the work load	<ul style="list-style-type: none"> • Signed lesson distribution list. • Class attendance records 			
2	Produce 2 research documents per year	Copies of research documents			

Duties of Assistant Secretaries

1. Receiving visitors,
2. Answering telephone calls
3. Maintaining diaries
4. Arranging appointments
5. Taking messages & notes
6. Typing and word processing
7. Filing
8. Organizing and servicing meetings (producing agendas and taking minutes)
9. Prioritizing workloads
10. Handling correspondence

D. Performance Targets

State in the space provided below, to a maximum of five targets, Performance Objectives/ Targets as agreed between the staff and the supervisor which should be aligned to the duties and responsibilities indicated above). An example of a performance target and indicator is shown below:

	Performance Target	Indicator (s)	End of period under review(score)		Remarks
			Appraisee	Supervisor	
	Attend to visitors within 1 minute on arrival	Record of comments by visitors.			

Duties of Secretaries

1. Prepare and manage correspondence, reports and documents
2. Organize and coordinate meetings, conferences, travel arrangements
3. Take, type and distribute minutes of meetings
4. Maintain schedules and calendars
5. Arrange and confirm appointments
6. Organize internal and external meetings
7. Handle incoming emails, mail and other material
8. Set up and maintain document management systems
9. Set up work procedures
10. Collate information from various sources
11. Maintain databases
12. Communicate verbally and in writing to answer inquiries and provide information
13. Liaison with internal and external contacts
14. Coordinate the flow of information both internally and externally
15. Operate office equipment
16. Manage office supplies

An example of a performance target and indicator is shown below:

	Performance Target	Indicator (s)	End of period under review(score)		Remarks
			Appraisee	Supervisor	
1	Correspondence, reports and documents are filed daily	Respective file records			

Duties of Senior/ Executive Secretaries

1. Receives incoming correspondence for consideration by the Supervisor, transmits it in accordance with instructions to units or specific persons for use in the work process or preparing responses
2. Carries out work on the organizational and technical support of administrative activities of the Supervisor
3. Performs work on the preparation of meetings held by the Supervisor (gathering the necessary materials, notifying participants of the time and place of the meeting, agenda, their registration), keeps and draws up timeline of conferences and meetings.
4. Provides the workplace of the Supervisor with the necessary means of organizational technology, stationery, creates conditions conducive to the practical work of the Supervisor.
5. Answers phone calls, records and transmits service information to the Supervisor and on the instructions of the Supervisor writes letters, requests and other documents.
6. Organizes the reception of visitors, contributes to the efficiency of consideration of requests and proposals of employees.
7. Organization and facilitation of business trips
8. Supervision junior secretaries reporting to them, assigning and monitoring their work and may provide training and complete performance evaluations.
9. Set up and maintain document management systems

An example of a performance target and indicator is shown below:

	Performance Target	Indicator (s)	End of period under review (score)		Remarks
			Appraisee	Supervisor	
1	In coming mails received and dispatched for action daily	Incoming mails register			

Duties of clerical officer

1. Reviewing files and records to answer requests for information
2. Checking and distributing documents and correspondence
3. Receiving, sorting and distributing incoming mail
4. Maintaining filing systems

5. Compiling records of office activities
6. Photocopying, scanning and faxing
7. Sending emails
8. Preparing and sending outgoing mailings and packages
9. Typing documents and correspondence
10. Checking and entering data
11. Updating and maintaining databases
12. Coordinating work flow
13. Controlling basic accounting functions such as checking invoices and making deposits
14. Managing petty cash
15. Monitoring and ordering inventory of office supplies
16. Keeping office area neat and tidy
17. Prepare meeting venues, attend meetings, and take minutes

An example of a performance target and indicator is shown below:

	Performance Target	Indicator (s)	End of period under review(score)		Remarks
			Appraisee	Supervisor	
1	Requests are reviewed and acted on daily	Record of cases acted upon			

Duties of messengers/ cleaners

1. Clean office spaces, table, chair, equipment daily basis.
2. Serve tea and coffee to staffs and guests.
3. Support the unit to carry out routine work.
4. Support to maintain records and equipment where necessary.
5. Support to keep office equipment in safe places with proper handling.
6. Distribute letters, messages following the guidance of seniors.
7. Clean linen, utensils and other official material to ensure its functionalities.
8. Maintain toilets and bath rooms clean.
9. Support to bring office stationeries, utilities and help to distribute to the concerns
10. Support field activities as and when required.

11. Assist in the loading, unloading and movement of furniture, equipment and cargo office supplies
12. Photocopying and stapling of documents and paper as requested
13. Perform other official work as said by seniors.

An example of a performance target and indicator is shown below:

	Performance Target	Indicator (s)	End of period under review(score)		Remarks
			Appraisee	Supervisor	
1	Office space, furniture and equipment cleaned daily by 8.00 a.m. and at 1.00 pm	Record of work signed by supervisor.			