



THE TECHNICAL UNIVERSITY OF KENYA

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TUK/HRM/SOP/005/SPAF I

Performance Evaluation Form
Office of the Director, Human Resource
Management

STAFF PERFORMANCE APPRAISAL FORM FOR STAFF IN GRADE I – IV

PART I – EMPLOYEE PERSONAL DETAILS

1. Name:	7. Faculty/School/Institute/Centre/Department:
2. Personal Number:	8. Years of service at the technical University of Kenya:
3. Designation:	9. Years of service in equivalent profession elsewhere :
4. Terms of service:	10. Supervisors name:
5. Date of appointment to current grade:	11. Designation of Supervisor:
6. Acting appointment/special duty:	12. Date:

Academic/Professional Qualification	Major/Concentration	Year attained	If in progress projected year of graduation
PhD.			
MBA, MSC			
PGD			
BA, BBA, BSC			
HND			
Diploma			
Certificate			

Other:

PART II: GENERAL INSTRUCTIONS / GUIDELINES [(a) – (b) are guidelines on how to fill the form.
Read them carefully before you fill the form]

a) Definition of Terms

Customer – Individuals and organizations that receive services from the University College such as students, University College staff, parents/guardians, suppliers and other stakeholders.

Integrity – Incorruptible, responsible, honest and professional.

Interpersonal skills – Ability to relate to others within and outside the University College at all levels.

Leadership – Ability to direct, influence, motivate and inspire others to achieve desired results.

Peer - P e e r is a contemporary, equal or colleague who can fairly evaluate another.

Professional – Upholding work ethics such as completion of syllabi, maintaining confidentiality of examinations and fair and just marking of examinations and upholding ethical standards of the profession.

Special duty – A responsibility an employee is assigned for a given period of time over and above normal duty. These include Coordinators of programmes/courses, Heads of Academic units. This excludes serving in various committees of the University College.

Supervision - Monitoring and evaluation of staff and processes in accordance with the policies, rules, regulations and procedures of the University College in the achievement of its set goals and objectives.

Weight - The value attributed/attached to a particular attribute to show its relative importance.

b) Evaluation 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. The remarks column is optional but it is recommended that you explain extreme ratings such as Outstanding or Unacceptable.
3. Use Not Applicable (**N/A**) where an aspect does not apply to your Department /Unit.
4. Targets for the current year will be set and agreed upon by the staff and the supervisor at the end of the appraisal period.
5. Targets include expected work performance and expected progress toward attaining the academic/professional requirements for the job qualifications where applicable.

c) General Rating Guidelines

Rating	Indicator Score	Description of rating
Outstanding	5 Points	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
Exceeds Expectations	4 Points	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 performance.
Meets Expectations	3 Points	Work performance meets the job requirements and expectations. Employee responds effectively to direction. Is a steady contributor to performance.
Below Expectations	2 Points	Work performance falls short of the job requirements and expectations but is willing to overcome deficiencies. Employee requires serious effort to improve performance
Far Below Expectations	1 Point	Work performance is inadequate and below the standards of performance required for the position. Performance at this level cannot be allowed to continue

PART III: DEPARTMENTAL OBJECTIVES (To be completed by the Supervisor)

List the departmental priority objectives from which performance targets were derived

- 1.
- 2.
- 3.

PART IV: PERFORMANCE TARGETS

The areas outlined below are the targets that you are expected to have set and agreed with the employee at the beginning of the appraisal period. List them.

Agreed Performance Targets <i>(To be completed by the Appraiser as agreed with the supervisor at the beginning of the appraisal period. Where PhD attainment is a target use the guideline given in Part II(d) to rate)</i>	<i>To be completed by supervisor at the end of the appraisal period</i>		
	State results achieved	Performance appraisal <i>(Use the scale of 1-5 given in part II) as appropriate</i>	Reasons for rating <i>(where applicable)</i>
1.			
2.			
3.			

PART V: STAFF PERFORMANCE EVALUATION

Score/rate employee against the indicators below as per the guidelines given in part II

No.	Attributes	Indicators	Ratings (Use scale of 1-5 as given in Part: II)		Remarks (if any)
			Appraisee	Supervisor	
A	Knowledge of work/competency				
		1. Knowledge of the job as gained through experience.			
		2. General education and specialized training.			
		3. Demonstrates accuracy, skill and completeness of work.			
		4. Completes quantity of work given in a normal work day.			
B	Customer focus	5. Demonstrates the practical/technical skills and			
		1. Helps build reputation for total student satisfaction			
		2. Provides feedback on interaction from customers.			
C	Communication	3. Is receptive to customer feedback.			
		1. Provides information that facilitates the achievement of set			
		2. Makes good use of information received.			
		3. Ability to communicate effectively.			
		4. Ability to use modern communication technology.			
		5. Is tactful and diplomatic in dealing with colleagues and			
D	Attitude to work	6. Shares information willingly.			
		1. Discipline and conduct.			
		2. Demonstrates respect for rules, regulations and			
		3. Performs work with little or no supervision.			
		4. Receptive to change and new ideas.			
E	Initiative and willingness to take	5. Uses resources cost-effectively.			
		1. Accepts and performs additional assignments.			
		2. Voluntarily participates in team activities.			
		3. Takes initiative.			
		4. Takes initiative to learn tasks outside own specialization.			

No.	Attributes	Indicators	Ratings (Use scale of 1-5 as given in Part: II)		Remarks (if any)
F	Integrity	1. Incorruptible, honest, professional.			
		2. Demonstrates and supports the practice of fairness, equality, equity and honesty in the discharge of duty.			
		3. Can be depended upon regarding task completion and follow up			
		4. Sets and meets targets as agreed with supervisor.			
G	Teamwork, interpersonal skills	1. *Actively provides suggestions geared towards improving work processes.			
		2. Interacts well with co-workers, supervisor and students.			
		3. Participates in team activities.			
H	Creativity and innovation	1. Performs duties assigned and initiates actions that result in improved handling of jobs without waiting to be told.			
		2. Ability to develop new workable ideas.			
I	Quality and quantity of work	1. Completes assignments in a thorough accurate and timely			
		2. Is proactive in the achievement of goals and needs			
		3. Ability to handles multiple responsibilities in an effective			
		4. Uses working time optimally.			
J	Decision making skills	1. Makes timely decisions.			
		2. Demonstrates judgment and tactfulness in handling delicate			
		3. Ability to logically identify and analyze problems in consultation			

TOTAL		195		195
MEAN				
%TAGE				

OVERALL PERFORMANCE RATING/SCORE

Place a tick (✓) in the box below that describes the employee's overall performance rating

- 90 - 100 Outstanding
- 80 - 89 Exceeds Expectations
- 60 - 79 Meets Expectations
- 40 - 59 Below Expectations
- Below - 40 Far below expectation

PART VI: EMPLOYEE CAREER DEVELOPMENT PLAN

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

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

2. The next possible career move by the staff member and by when.

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

PART VII: COMMENTS / RECOMMENDATIONS

Supervisor's Comments

NameSignature.....Date.....

Employee's comments

(optional and may include comments about the appraisal and key areas of improvement within the University to enhance future performance)

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

Name.....Signature.....Date.....

Dean/Director/Supervisor's Comments

Name.....Signature.....Date.....

Deputy Vice-Chancellor API's Comments

Name.....Signature.....Date.....

PART VIII: Processing By HRM Department

Training Required YES/NO
If YES, Nature of Training.....
Any other action.....
Overall Recommendation.....

Name.....Designation.....Signature.....Date.....