



## THE TECHNICAL UNIVERSITY OF KENYA

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Performance Evaluation Form  
Office of the Director, Human Resource  
Management

TUK/HRM/SOP/005/SPAF 2

### STAFF PERFORMANCE APPRAISAL FORM FOR SENIOR ADMINISTRATIVE, TECHNICAL AND LIBRARY STAFF

#### PART I – EMPLOYEE PERSONAL DETAILS

1. Name:	7. Faculty/School/ 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**

<b>Rating</b>	<b>Indicator Score</b>	<b>Description of rating</b>
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 Expectation	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
Unacceptable	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. **(If more, use an extra sheet of paper and attach)**

- 1.
- 2.
- 3.

**PART IV: PERFORMANCE TARGETS**

The areas outlined below are the targets set and agreed upon between the appraiser and the appraisee at the beginning of the appraisal period. **(If more, use an extra sheet of paper and attach)**

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.

<b>Agreed Performance Targets</b> <i>(To be completed by the Appraisee as agreed with the supervisor at the beginning of the appraisal period.)</i>	<i>To be completed by supervisor at the end of the appraisal period</i>		
	<b>State results achieved</b>	<b>Performance appraisal</b> <i>(Use the scale of 1-5 given in part II) as appropriate</i>	<b>Reasons for rating</b> <i>(where applicable)</i>
1.			
2.			

**PART V: STAFF PERFORMANCE EVALUATION** (To be filled by the appraiser and appraisee 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. Has the necessary knowledge and skills to perform the job effectively.			
		2. Remains current regarding new developments in areas of responsibility in line with the changing expectations of the job.			
		3. Plans and establishes clear objectives and organizes duties for self and those supervised.			
		4. Innovative in identifying resources required to meet goals and objectives.			
		5. Complies with job procedures and policies.			
		6. Acts as resource person upon whom others rely for assistance.			
		7. Facilitates training and development of staff.			
		8. Seeks guidance when goals or priorities are unclear.			
		9. Ability to manage performance professionally (setting targets, giving guidelines, motivating staff, monitoring and evaluation, addresses performance problems/gaps appropriately).			
B.	Customer focus	1. Coordinates and facilitates activities that help to build			
		2. Mounts training for staff on customer care.			
		3. Puts systems in place to ensure feedback from customers and addresses			
C.	Communication	1. Ability to communicate effectively.			
		2. Shares information to facilitate achievement of set			
		3. Demonstrates tact and diplomacy.			
		4. Promotes the use of electronic information technology.			
D.	Attitude to work	1. Demonstrates discipline and good conduct.			
		2. Demonstrates an appreciation and respect for rules, regulations and procedures that govern his/her work.			
		3. Receptive to change and new ideas.			
		4. Demonstrates cost consciousness in use of resources.			
		5. Sets and meets targets of the position according to expectations.			
		6. Meets work schedule/attendance expectations for the position.			

No.	Attributes	Indicators	Ratings (Use scale of 1-5 as given in Part II)		Remarks (if any)
			Appraisee	Supervisor	
E.	Problem- solving and decision-making skills	1. Ability to logically identify and analyze problems and make informed decisions.			
		2. Makes timely decisions.			
		3. Formulates alternative solutions.			
		4. Takes or recommends actions.			
		5. Follows up to ensure problems are resolved.			
F.	Quality and quantity of work	1. Completes assignments accurately and in time to achieve expected results.			
		2. Exhibits concern for the goals and needs of the department and others who depend on services and work products.			
		3. Ability to handle multiple responsibilities effectively.			
		4. Uses normal working hours optimally.			
G.	Integrity	1. Manages resources with transparency and accountability.			
		2. Demonstrates and supports fairness, equality			
H.	Teamwork, leadership, cooperation and interpersonal skills	1. Maintains harmonious and effective work relationships with co-			
		2. Inspires team members to put in extra effort.			
		3. Adapts to changing priorities and demands.			
		4. Shares information and resources with others to promote positive and			
		5. Deals positively and effectively with co-workers			
		6. Demonstrates respect for all individuals (staff and students).			
		7. Readily participates in team activities.			
		8. Actively provides suggestions geared towards improving work processes.			
I.	Creativity and innovation	1. Demonstrates judgment and tact in handling situations.			
		2. Encourages useful debate and constructive criticism.			

No.	Attributes	Indicators	Ratings (Use scale of 1-5 as given in Part: II c)		Remarks (if any)
			Appraisee	Supervisor	
J.	Initiative, commitment and willingness to take on extra and higher responsibilities				
		1. Readiness to take up extra and higher responsibilities.			
		2. Demonstrates personal responsibility when performing duties.			
		3. Supports the goals and objectives of the department/division.			
		4. Performs with minimal supervision.			
		5. Participates and volunteers to take charge of			

<b>TOTAL</b>		<b>240</b>		<b>240</b>
<b>MEAN</b>				
<b>%TAGE</b>				

**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**

Name .....Signature.....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.....

**Vice-Chancellor/ 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.....