

# KIBABII UNIVERSITY – ISO 9001:2015 QUALITY MANAGEMENT SYSTEMS

ISSUED FOR USE IN 2023

ANNUAL STAFF PERFORMANCE  
APPRAISAL FORM

REF: KIBU-ADM-F-010



## KIBABII UNIVERSITY

### ANNUAL STAFF PERFORMANCE APPRAISAL FORM

2023



Kibabii University ISO 9001:2015 Certified  
Knowledge for Development

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### **OBJECTIVE:**

To assess employees' performance in the job comprehensively and objectively, with the help of full knowledge and understanding of the job description and requirements.

### **Note:**

- i. The staff appraisal should reflect work output, achievement and display competencies over the review period.
- ii. The information in the Appraisal Report will be used in assessing staff training needs and determining their potential for promotion. It is therefore, important to provide accurate information about an employee/yourself.

### **DEFINITION OF TERMS:**

**Appraisee:** Employee being assessed.

**Appraiser:** Employee's immediate supervisor.

**Countersigning Officer:** Appraiser's immediate supervisor.

### ***The following will apply to all employees***

1. The Staff Performance Appraisals (SPAS) will be used on all employees to manage their performance
2. The SPAS report will be completed by all officers employed by Kibabii University
3. The Appraisee and the supervisor will set Specific, Measurable, Achievable, Realistic, and Time bound (SMART) targets aligned to the Departmental/Directorate/ Division/ Section/Unit objectives as indicated in the annual work plan.
4. The appraisee will be provided with the resources required to achieve the targets stipulated in the appraisal form
5. The SPAS form shall be filled by the Appraisee and the supervisor.
6. The Appraisee and the Supervisor should read the SPAS guidelines prior to embarking on the actual appraisal.
7. Performance appraisal period will be **July to June** of every year by both Appraisee and Appraiser.
8. Mid-year Review of Staff Performance will be done **every December**. Mid-Year Performance Review is to accord both the supervisor and appraisee an opportunity to jointly review the progress made by the appraisee in accomplishing the assignments agreed upon.
9. The completed SPAS report shall be submitted to the Registrar (Administration and Human Resource) at the end of the appraisal period for deliberation by the respective committees and Performance Management Committee.
10. The Performance Management Committee Report shall be submitted to the University Management Board at the end of the Appraisal Period.
11. An appraisee whose performance is below 59% will be placed under Performance Improvement Plan.
12. Performance rating scores will be based on verifiable evidence.
13. Where the Appraisee is not satisfied with the SPAS evaluation, he/she may appeal to the Deputy Vice Chancellor/AFD who shall constitute an Appeals Committee **within fourteen (14) days**.



14. The following rating shall be used to indicate the level of performance of the staff:  
 Rating Scale: The following rating shall be used to indicate the level of performance by an Appraisee.

Achievement of Performance Targets	Rating Scale	
Achievement higher than 100% of the agreed performance targets	Excellent	101% +
Achievement up to 100% of the agreed performance targets.	Very Good	100%
Achievement between 80% and 99% of the agreed performance targets.	Good	80% - 99%
Achievement between 60% and 79% of the agreed performance targets.	Fair	60% - 79%
Achievement up to 59% of the agreed performance targets	Poor	59% and Below

15. Where a staff exceeds the set targets, upon agreement with the supervisor, the employee can be given an extra mark above the rating scale of 5-1 provided.

## SECTIONS OF THE APPRAISAL FORM

### PART 1 PERSONAL DATA

This part shall be fully completed by the appraisee to provide personal details and employment record.

### PART 2 PERFORMANCE EVALUATION

In this part, the appraisee and appraiser shall jointly discuss the appraisee's performance in terms of departmental/divisional objectives, signed performance targets, agreed work targets, output and expected results. It will also assess the skills and competencies exhibited. This part is divided into 6 Sections:

**Parts 2A:** Evaluation of targets achieved at Mid-year Review.

**Parts 2B:** Evaluation of appraisee's performance accounting for 70 Marks of the overall rating.

**Part 2C:** Evaluation of appraisee's Core attributes using balanced score card in line with the University's Core values accounting for 30 marks of the overall rating.

### PART 3: OVERALL RATING

- The scores in Part 2B and Part 2C will be summarized in this section.
- The agreed total marks between the appraisee and appraiser shall constitute the actual score of the appraisee.
- In case of any issues/differences arising out of the overall rating, they should be directed to the Deputy Vice Chancellor/AFD.

#### **PART 4: TRAINING NEEDS AND DEVELOPMENT**

- i. The appraisee will note the specific performance gaps that if addressed will improve their output and competencies.
- ii. The appraiser will discuss any performance gaps with the appraisee and then propose the training interventions required.

#### **PART 5: COMMENTS BY THE SUPERVISOR**

The appraisee's supervisor will make general comments on employee's performance.

#### **PART 6: COMMENTS BY THE COUNTER-SIGNING OFFICER**

The Countersigning Officer will be required to validate the Performance Appraisal.

**PART 1 – BIODATA/ PERSONAL PARTICULARS (To be completed by the Appraisee)**

This Section shall be completed by the member of staff being appraised, who shall provide Bio data and a summary of their job description, qualifications and technical skills. This section shall carry no weight.

Performance Appraisal Period: From:.....To:.....

Personal File Number:.....

Full Names:.....

Date of First Appointment:.....

Date of Appointment to Current Position:.....

Designation:.....

Terms of Service:.....

Job Group/Scale:.....

Acting Appointment/Special Duty (if any):.....

Faculty.....

Department:.....

Section/Unit:.....

Supervisor's Name:.....

Designation:.....

**PART 2 – PERFORMANCE EVALUATION**

(To be completed by both the appraisee and the appraiser)

**PART 2 A: MID-YEAR REVIEW**

S/No.	Agreed Target	Key Performance Indicator	Level of Mid-year Achievement	Adjusted/Reviewed Targets
1.				
2.				
3.				
4.				
5.				

Supervisor's Name .....

Signature ..... Date .....



## PART 2 B: ANNUAL REVIEW

### RATING SCALE/KEY

Using a rating scale where 5 = Excellent, 4= Very Good, 3= Good, 2 = Fair, 1= Poor, assess your level of performance against key assignments/targets agreed upon at the beginning of the Appraisal period.

Grade	Description	Rating Scale (5-1)
Excellent	Fully met and often exceeded expectations	5
Very Good	Fully met expectations	4
Good	Met most expectations	3
Fair	Met some expectations	2
Poor	Did not meet expectations	1

Convert the Marks to 70 Marks for example, if a staff scores 20 Marks, then  $20/25 * 70 = 56$  Marks)

### EVALUATION OF APPRAISEE'S PERFORMANCE (1<sup>ST</sup> JULY \_\_\_\_\_ TO 30<sup>TH</sup> JUNE \_\_\_\_\_)

70 marks

S/No.	Agreed Target	Appraiser rating Scale (5-1)	Key Performance Indicator (Annual Review)	Appraiser rating Scale (5-1)	Achieved results in line with the performance indicator (Annual Review)
		Annual Review		Annual Review	
1.					
2.					
3.					
4.					
5.					
TOTAL (25 Marks)					

### PART 2 C: CORE ATTRIBUTES – 30 marks

Rate the appraisee's performance on each of the following areas using the rating scale indicated.

Using a rating scale where 5 = Excellent, 4= Very Good, 3= Good, 2= Fair, 1= Poor, assess the level of performance against the core attributes in line with the University's Core values.

Grade	Description	Rating Scale (5-1)
<b>Excellent</b>	Fully met and often exceeded expectations	5
<b>Very Good</b>	Fully met expectations	4
<b>Good</b>	Met most expectations	3
<b>Fair</b>	Met some expectations	2
<b>Poor</b>	Did not meet expectations	1

Attribute	Appraisee rating (Scale 5-1)	Key Performance Indicator (Annual Review)	Appraiser rating Scale (5-1)	Achieved results in line with the performance indicator (Annual Review)
	Annual Review		Annual Review	
<b>Internal Business: Excellence in Internal Quality Systems:</b> (Adheres to University Policies Procedures and regulations; Time Management & Integrity; A team player etc.)				
<b>Finances:</b> (Measures taken to increase revenue ; Reduce costs; Efficient management resources etc)				
<b>Creativity and Innovation:</b> (Ability to introduce new ideas and approaches for efficient service delivery; Effective use of Technology at work; Successful program development; Innovative and entrepreneurial culture; Exhibits creativity and flexibility in solving problems etc).				
<b>Social Responsibility:</b> (Participates in community welfare/work related to specialization activities; Participates in events that				



demonstrate personal involvement to enhance the University image etc)				
<b>Customer Focus:</b> (Encourages feedback from customers/students/staff and addresses it; Helps build reputation for the institution; Addresses and acts on customer complaints; Helps initiate a marketing and promotional activity that increases customer niche/base.)				
<b>Professionalism and Attitude Towards Work</b> (Applies skills, knowledge, competencies and meets the standards needed for the job; Has ability to work without close supervision and Abides by the University rules and regulations.				
<b>TOTAL (30 MARKS)</b>				

### PART 3: OVERALL RATING

S/No.	Description	Marks
1.	Appraisee marks (Out of 101%+ Marks)	
2.	Appraiser marks (Out of 101%+Marks)	
3.	Agreed Marks (Between Appraiser and Appraisee)	
<b>Total</b>		
<b>Notes on rating scale and description</b>		
	<b>Score</b>	<b>Rating</b>
	101%+ Marks	Excellent
	100 Marks	Very Good
	80–99 Marks	Good
	60–79 Marks	Fair
	59 and below Marks	Poor
	**Insufficient Knowledge to Judge/Not graded. - Officer newly	
	Employed/deployed for less than three months An objective assessment cannot take place as the officer is new to the role and has not had the opportunity to display their skills in this role. This should only apply if the employee has been in	



	the role for less than three months.
101%+ Marks - Excellent	<b>Fully met and often exceeded expectations</b> The appraisee's performance met the job requirements and often excelled in some of the most difficult and complex assignments. The officer takes initiative in development and implementation of challenging work goals; possesses the know-how to adapt to change in the work environment, usually with a minimum supervision/guidance.
100 Marks Very Good	<b>Fully met expectations</b> Performance was as expected in the assigned position. The appraisee consistently met job requirements in terms of work quality, productivity and commitment.
80 – 99Marks Good	<b>Met most expectations</b> The appraisee met most job requirements in terms of work responsibilities but improvement is required in certain areas.
60 – 79 Marks Fair	<b>Met some expectations</b> The appraisee's Performance was marginal and did not meet some job requirements. The appraisee is not ripe for any additional responsibilities and requires significant effort in coaching and mentoring.
0- 59 and below Marks Poor	<b>Did not meet expectations</b> The appraisee failed to meet minimum acceptable standards of the job requirements with respect to agreed duties and responsibilities. He/she requires immediate remedial action. (The counter signing officer should specify plan for remedial - Performance Improvement Plan /corrective action in writing in Part 5 of this report).

#### PART 4: STAFF TRAINING AND DEVELOPMENT NEEDS

(To be completed by the Appraiser and the Appraisee)

Appraisee's training and development need in order of priority as identified by the appraisee and supervisor based on performance gaps.

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Appraisee's Name.....Designation.....

Signature ..... Date .....

**PART 5: SUPERVISOR'S COMMENTS**

Supervisor's comments on appraisee's performance at the end of the year including any factors that hindered performance (Please indicate if the appraisee requires to be put on a performance improvement plan/programme. If so, indicate the type).....

Supervisor's Name.....Designation.....

Signature ..... Date .....

**PART 6: GENERAL COMMENTS ON PERFORMANCE BY COUNTERSIGNING OFFICER**

Countersigning Officer's Name.....Designation.....

Signature ..... Date .....