



**Maseno University**  
**Staff Performance Appraisal Form**  
(For Administrative Staff in Grade 5-11)

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**PREAMBLE**

1. The Performance Appraisal System (PAS) form is a component of Performance Management System in the Public Service institutions. It integrates work planning, target setting, performance reporting and feedback for purposes of decision making.
2. The overall objective of the performance Management as stated in the Universities' Human Resource Policy and Procedure Manual is to manage the performance of an individual through regular feedback for self-development and improvement.
3. This appraisal form will be completed by Officers in Grades 5-11 of the University. The form is to be filled in triplicate and distributed as follows after the evaluation process:-
  - Original to the University DVC – AFD;
  - Duplicate to the Appraisee's personal file in the department; and
  - Triplicate to be retained by the Appraisee.

**STEPS FOR COMPLETING PERFORMANCE APPRAISAL FORM**

Section 1	The Section will be completed by the Appraisee
Section 2(a):	The Section is to be completed by the Appraisee in consultation with the Supervisor at the beginning of the appraisal period.
Section 2(b):	<ul style="list-style-type: none"> <li>(i) The column on agreed performance targets will be Completed by the Appraisee in consultation with the Supervisor.</li> <li>(ii) The column on performance indicators shall be completed by the Appraisee in consultation with the Supervisor at the beginning of the appraisal period.</li> <li>(iii) The column on results achieved shall be completed by the supervisor at the end of the appraisal period using the rating scale provided on the column before. Performance of each target will be scored and the total recorded.</li> </ul>
Section 3:	<ul style="list-style-type: none"> <li>(i) The section is to be completed by the Supervisor after discussion with the Appraisee.</li> <li>(ii) The column on results achieved shall be completed by the Supervisor in consultation with the Appraisee at the end of the appraisal period.</li> </ul>
Section 4:	The section will be completed by the Head of the Section (where applicable) at the end of the performance appraisal period.
Section 5:	This section should be completed by the supervisor after discussion with the Appraisee
Section 6:	This section shall be completed by the Appraisee at the end of the appraisal period
Section 7:	The section will be completed by the Supervisor and the recommendation submitted to the Human Resource. Approval shall be granted by the Deputy Vice – Chancellor, Administration, Finance and Development

**STAFF PERFORMANCE APPRAISAL REPORT**

Period under Review; from.....To.....

**SECTION 1: Personal Particulars**

- (i) Name.....PF No.....  
(Surname, First Name, Others)
- (ii) Department .....
- (iii) Current Designation.....Terms of Service.....
- (iv) Supervisor’s Name.....Designation.....

**SECTION 2: Departmental Objectives**

List all the Section’s Priority functions from which Performance Targets will be derived.

- 1.
- 2.
- 3.
- 4.
- 5.

**SECTION 2(b): Performance Targets (This section will be 50% )**

Key Performance targets (to be completed by appraisee as agreed with supervisor at the beginning of the appraisal period)	Performance Indicators/proof of performance(to be completed by appraisee in consultation with supervisor at the beginning of the appraisal period)	To be completed by the Supervisor at the end of the Appraisal period	
		Score on scales	Results achieved
1.		-1-2-3-4-5-	
2.		-1-2-3-4-5-	
3.		-1-2-3-4-5-	
4.		-1-2-3-4-5-	
5.		-1-2-3-4-5-	
<b>Total Score on performance targets(A)</b>			

**SECTION 3: Values & Staff Competences and Work Ethics Appraisal**

This section will be completed by the Supervisor after discussion with the Appraisee. The Supervisor and Appraisee should however discuss the values at the beginning of appraisal period. The Supervisor should comment on each of the values and competences listed below:

- (i) **Core Values**

Values	To be completed by the Supervisor at the end of the Appraisal period	
	Score on scales	Results achieved
Transparency/ Accountability	-1-2-3-4-5-	
Professionalism	-1-2-3-4-5-	
Confidentiality	-1-2-3-4-5-	
Impartiality	-1-2-3-4-5-	
<b>Total Score on values(B)</b>		

**(ii) Core competencies**

Core competencies	To be completed by the Supervisor at the end of the Appraisal period	
	Score on scales	Results achieved
Communication	-1-2-3-4-5-	
Technical Competency	-1-2-3-4-5-	
Customer Focus	-1-2-3-4-5-	
Teamwork	-1-2-3-4-5-	
Time Management	-1-2-3-4-5-	
Continuous learning and performance improvement	-1-2-3-4-5-	
<b>Total Score on core competencies (C)</b>		

**Supervisory Competences**

*This part applies to staff who have supervisory responsibilities only*

Competency	To be completed by the Supervisor at the end of the Appraisal period	
	Score on Scale	Results achieved
Planning and Organizing	-1-2-3-4-5-	
Accountability in managing resources	-1-2-3-4-5-	
Anticipating risks and taking measures to mitigate against them	-1-2-3-4-5-	
Judgement and Objectivity	-1-2-3-4-5-	
<b>Total Score on supervisory Competencies (C)</b>		

**OVERALL ASSESSMENT**

**OVERALL TOTAL (A+B+C)** = .....  
**SCORE: (OVERALL ASSESSMENT/OVERALL TOTAL\*100)** =.....  
**APPRAISAL SCORE FOR THE PREVIOUS YEAR (%)** =.....

**Rating Scale**

The following are rating should be used to indicate the level of performance by an Appraisee.

Description	Rating	Score
Excellent, target exceeded.	5	80% above
Very Good, target fully met.	4	70-79%
Good, target almost met	3	50-69%
Below Expectation, target partially met	2	40-49%
Unacceptable, target not met	1	Below 39%

**Score Rating Explanation**

**5-Excellent, target exceeded** - Has consistently demonstrated this target/competency and performance is above target. Four (4) or more examples can be evidenced to support this rating.

**4-Very good, target fully met** - frequently demonstrated the target/ competency and performance is at par with target. Three (3) or more examples can be evidenced to support this rating.

**3- Good, target almost met** - Has demonstrated this target/competency however, performance was close to the target. At least two (2) examples can be evidenced to support this rating.

**2- Below expectation, target partially met** - Has rarely demonstrated the target / competency with targets partially achieved. Two (2) or more examples can be evidenced to support this rating.

**1- Unacceptable, target not met** - Has not demonstrated this target/competency at all, therefore performance targets not met. Three (3) or more examples can be evidenced to support this rating.

Supervisor’s comments on performance

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 .....

Appraisee’s comments on performance

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 .....

**SECTION 4: Staff Training and Development Plan**

Appraisee’s training and development needs should be in order of priority as identified by the appraisee and the supervisor based on performance gaps.

<b>Appraisee's training and development needs</b> (To be completed by the Appraisee as agreed with the Supervisor at the beginning of the appraisal period)	<b>Duration of training including on the job training</b>	<b>Comments on staff training and development undertaken over the appraisal period</b> (To be completed at the end of the reporting period)	
		Comments by Appraisee	Comments by Supervisor

Appraiser's Signature:.....Date.....

Supervisor's Signature.....Date.....

**Section 5: Midyear staff performance appraisal**

This section should be completed by the supervisor after discussion with the Appraisee

*(Comments of the appraisees performance including achievement, milestone and any constraints experienced over the half of the reporting period)*

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**Targets varied mid year**

Targets changed or added as agreed during mid year performance Review	Performance indicators/proof of performance <i>(to be completed by Appraisee during midyear review)</i>	to be completed by the Supervisor at the end of the appraisal period	
		Results achieved	Performance Appraisal by the Supervisor <i>(see rating scale)</i>
1			
2			
3			
<b>Total Score on performance targets</b>			
<b>Mean Score/Appraisal score (%)</b>			
<b>Appraisal score for the previous year (%)</b>			

**Supervisors Name**

.....**Signature**.....**Date**.....

**Note:** in the event of Appraisee`s transfer promotion redeployment or assignment of other duties other than those specified at the beginning of appraisal period, the Appraisee`s performance shall be assessed on pro-rata basis.

**SECTION 6: Appraisee`s comment on appraisal by Supervisor (tick as appropriate)**

(To be completed at the end of appraisal period)

(i) Appraisee`s comments on performance including any mitigating factors

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(ii) Did performance related discussions with supervisor take place during the reporting period?            Yes            No

(iii) Did the discussion help you?            Yes            No

(iv) General comment (*if any*) on your overall performance

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Appraisee`s signature .....Date.....

**SECTION 7: Comments by the Head of Sections**

Comments on the constituency and the reasonableness of comments given by the Supervisor and any significant statements made by the Appraisee

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Head of Section Name.....

Designation .....signature.....Date.....

**Section 8: Recommended reward or sanction**

- a) A reward type (i.e. Commendation letter).
- b) recommended Sanction for poor and very poor performance( warning letter,
- c) Other recommended interventions ( counseling, training and development, others specify)

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**Brief Comments by the Directorate of Human Resource**

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**Authorized officer.....**  
**(DIRECTORATE OF HUMAN RESOURCE)**

**Signed .....**                      **Date .....**

Approved /Not Approved by **DEPUTY VICE CHANCELLOR (ADMINISTRATION AND FINANCE)**