



**JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY**

GUIDELINES FOR COMPLETION OF STAFF PERFORMANCE APPRAISAL FORM

1. Introduction

The University Management Board approved implementation of the Staff Performance Appraisal based on the *360 – Degree Feedback System* on 1st April 2007. The instrument comprises of two sets of forms – one for *Academic* and the other for *non-Academic* members of staff.

The **360-degree feedback system** is a full circle evaluation feedback system based on ratings by people familiar with an employee's performance, competencies and conduct in respect to work.

It facilitates a broad perspective on staff through evaluation by five categories of appraisers namely: Departmental evaluation committee, peer, persons below appraisee's rank, customers and self.

2. Benefits of the 360-Degree Feedback System

Staff evaluation is essential in determining human resources capacity gaps with an intention of bridging them through staff development and capacity building. Some of the benefits of the 360 – degree feedback system include:

- Facilitating identification of under-utilized talents and strengths
- Providing data to facilitate designing of applicable training and capacity building initiatives
- Providing valuable data to support appropriate deployment
- Providing useful data for succession planning

3. Role of the Departmental Evaluation Committee

COD/HOD is required to appoint a departmental evaluation committee, comprising of not less than 3 persons, to coordinate the entire performance appraisal process as follows:

- (a) The COD/HOD shall receive performance appraisal forms from Office of the Deputy Vice Chancellor (APD) and issue the appraisal forms to staff in the department.
- (b) The departmental appraisal committee shall ensure that staff complete personal particulars (bio data) (section I) and self assessment (section VI), **only**.
- (c) Non academic staff - The departmental evaluation committee shall ensure each member of staff nominates 3 people who can assess section V (customer appraisal).
Academic staff - the score on student evaluations from DAQA shall apply.
- (d) Departmental evaluation committees shall independently select suitable appraisers for sections III (peer) and IV (employee below the appraisee's rank) and select one nominee from the list of 3 nominees provided by the appraisee to complete section V (customer appraisal).
- (e) Departmental Evaluation Committees shall complete section II; confirm sub-totals for each section and compute the total score.
- (f) The departmental evaluation committee shall complete the last section on performance summary whereby the committee shall be required to:
 - Put down the overall score
 - Put down recommendations on appraisal
- (g) The departmental evaluation committee shall convene meetings so as to provide feedback to employees on their performance report: The committee will:
 - Highlight weaknesses and areas requiring improvement
 - Highlight strengths
 - Drawing attention to prospects for skills development



- (h) The COD/HOD shall forward the completed appraisal forms to the Office of the DVC (Administration) within the stipulated timeframe.

3. Design and Format of the Performance Appraisal Form

The performance appraisal form has been designed in six sections as follows:

(a) **Section I – Bio data/ Personal Particulars**

This section should be completed by the member of staff being appraised, who shall provide Bio data and information on their latest achievements together with a summary of their job description, qualifications and technical skills.

(b) **Section II – Appraisal by Departmental Evaluation Committees**

This section should be completed by Departmental Evaluation Committees of not less than 3 persons.

(c) **Section III – Peer Evaluation**

This section should be completed by peers or persons within the same rank/grade as the person being appraised.

(d) **Section IV – Evaluation by Employees Working Below Rank of Appraisee**

This section is to be completed by employees working below the rank of the person being appraised

(e) **Section V – Customer Appraisal**

This section is to be completed by people that receive services from persons being appraised. Those involved in the appraisal may include students, suppliers, sponsors, parents, collaborators, donors, staff or members of the general public.

For Academic members of staff, the score on student evaluations shall apply.

(f) **Section VI - Self Assessment**

The section is to be completed by the staff being appraised.

g) The last section for performance summary and recommendations.

To note

That sections II, III, IV, V and VI add up to 50%. The other 50% is the individual staff's performance contract score.

