



Tutorial on Staff Performance Contracting

By:

Directorate of Performance
Contracting and Appraisal (DiPCA)

JKUAT



Tutorial 1: Preparation of Individual Staff Performance Contract

- Download the **Individual Staff Performance Contract Form: F-2-53-1-1** from the DiPCA website <http://www.jkuat.ac.ke/directorates/dipca/>. You may access this page from the JKUAT homepage sidebar and select Information for Staff > Performance Contract & Appraisal. Alternatively under the menu "About JKUAT" select Directorates & Offices > Directorate of Performance Contracting and Appraisal. The form is found under Downloads and Resources > Staff Performance Appraisal Forms > **Appraisal Form F-2-53-1-1: Individual Staff Performance Contract**".

The contents of the form are as shown below:

The figure shows three pages of the Individual Staff Performance Contract Form (F-2-53-1-1). The first page is the title page, the second page contains staff details, job description, and a table for performance indicators, and the third page contains explanations of performance indicators and targets, and signature lines.

Page 1: Title Page

JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY

PERFORMANCE CONTRACT

BETWEEN

INDIVIDUAL STAFF

AND

HEADS OF DEPARTMENTS

AT

JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY (JKUAT)

FOR THE PERIOD: 2020-2021

A

Page 2: Staff Details and Objectives

P/F: _____ Names: _____ REF: F-2-53-1-1

Staff Details

Name: _____ (Please enter your name using surnames, initials and surnames)

Designation: _____ Department: _____ (Please indicate your department)

Nature of Employment: Permanent Contract

Staff Category: Teaching Non Teaching

B

Job Description (Briefly describe the work you do in your Department/Unit)

C

Departmental Objectives (List the priority objectives of your department/units performance targets to be defined)

D

Performance Indicators and Targets (Indicators and targets agreed upon by staff and HOD)

Performance Indicator	Units	Weights	Targets
TOTAL WEIGHT		10	

E

Page 3: Explanations and Signatures

P/F: _____ Names: _____ REF: F-2-53-1-1

Explanation of Performance Indicators and Targets (Briefly explain the indicators and targets)

F

Signed by:

Member of Staff

Names: _____ Signature: _____ Date: _____

Head of Department:

Names: _____ Signature: _____ Date: _____

Witnessed by Committee Members:

Names	Signature	Date
1. _____		
2. _____		
3. _____		

G


Figure 1: The Individual Performance Contract Form

The Performance Contract has the following parts:

- Title page;
- Information about the staff member;
- Job Description;
- Departmental Objectives;
- Performance indicators, units of measurements, weights and targets
- Explanations
- Signatures

NB. This form may be revised from time to time, so you are advised to download the latest version from the DiPCA website.

F-2-53-1-1



JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY

PERFORMANCE CONTRACT

BETWEEN

XAVIER Y. ZAWADI (a)

AND

2

CoD, MEDICAL LAB SCIENCES

AT

JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY (JKUAT)

FOR THE PERIOD: from: 01.07.2015 (b) to: 30.06.2016

Figure 2: Customised title page (sample)

2. Before you print out the form, customise the title page with your details.

a) In the place of “Individual Staff” overwrite this with your full name. In the place of the “Head of Department” enter the title of your HoD e.g. CoD, Dean, Director, In-Charge etc. This assists in the filing and retrieval of your documents in DiPCA.

b) Enter the current contract period in the space provided at the bottom of the title page. The contract period is aligned to the fiscal year. It starts from 1st July each year and ends on 30th June the next year.

NB: At this point you may decide to print the form in hard copy and fill it by hand or, preferably, fill it in soft copy and thereafter print it out for signing.

P/F 0123 Names: XAVIER Y. ZAWADI **3** REF: F-2-53-1-1

Staff Details

Name ZAWADI, XAVIER YOMA PF 0123
Please write your name starting Surname, followed by other names Please write your PF

Designation TECHNOLOGIST **4** Department MEDICAL LAB SCIENCES
Please indicate your designation Please write your department

Nature of Employment Permanent Contract
Please Tick one above

Staff Category Teaching Non Teaching

Figure 3: Fill in Staff Details in header and body

3. In page 1 of the form, double-click on the header and enter your P/F Number and Name in the provided space. This should appear in all the subsequent pages. If filling in a hard copy, fill in the header in each page. This ensures any loose pages of your contract will be correctly filed.
4. Under the category on "Staff Details", fill in your Name beginning with the surname, your PF Number, your Designation and your Department in the spaces provided.
5. To mark your Nature of Employment, double click on the box next to your employment status, either permanent or contract. A check box form will appear. Under Default Value, select "Checked" and then "OK". The appropriate box will be marked. . If you are filling by hand simply tick the appropriate box.

P/F 0123 Names: XAVIER Y. ZAWADI REF: F-2-53-1-1

Staff Details

Name ZAWADI, XAVIER YOMA
Please write your name starting Surname, followed by other names Please write your PF

Designation TECHNOLOGIST **5**
Please indicate your designation Please write your department

Nature of Employment Permanent Contract

Staff Category Teaching Non Teaching

Job Description (Briefly describe the work you do in your Department)

Check Box Form Field Options ? x

Check box size
 Auto
 Exactly: 10 pt

Default value
 Not checked
 Checked

Run macro on
 Entry: [] Exit: []

Field settings
 Bookmark: []
 Check box enabled
 Calculate on exit

Add Help Text... OK Cancel

Figure 4: The check box form for marking appropriate staff category

6. Repeat Step 5 to mark the appropriate box in Staff Category.
7. Fill in your Job Description. These should be in your letter of employment. If not you can obtain them from your HoD.
8. Fill in the Departmental Objectives. These are available in the Department.

P/F 0123 Names: XAVIER Y. ZAWADI REF: F-2-53-1-1

Staff Details

Name: ZAWADI, XAVIER YOMA PF: 0123
Please write your name starting Surname, followed by other names Please write your PF

Designation: TECHNOLOGIST Department: MEDICAL LAB SCIENCES
Please indicate your designation Please write your department

Nature of Employment: Permanent Contract
Please Tick one above

Staff Category: Teaching Non-Teaching
Please Tick one above

Job Description (Briefly describe the work you do in your Department/Section)

Conducting and monitoring attendance of practicals. Prepare budgets for teaching materials.
 Administration of practical assessment and practical exams. Maintenance of dept. equipment **7**
 Maintain inventory of laboratory reagents and other consumables.
 Maintain incident/ occurrence records in the area of jurisdiction.

Departmental Objectives (List the priority objectives of your department from which performance targets will be derived)

1. Ensure the maintenance of a minimum of 90% student's graduation.
2. Engage in research activities within the department. **8**
3. Encourage skills development through staff training.
4. Developing new academic programs.
5. Improve and expand the infrastructure for training in Medical Laboratory Science.

Performance Indicators and Targets (Indicators and targets agreed upon by staff and HOD)

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Figure 4: Filling in Job Description and Departmental Objectives

From your job description and the departmental objectives you can now develop your performance indicators and targets.

Note: if filling the form in softcopy, remember to save the document with an appropriate name e.g. "ZawadiPC2015_2016", and in a drive location that you can easily retrieve in future.

Performance Indicators are measures by which performance is assessed. They are the *outcomes* of the job-related activities of an individual staff member.

- List your performance indicators in the provided table of Performance Indicators and Targets under the column "Indicator". The minimum number is five (5). They should be specific, measurable and clear.

Performance Indicators and Targets (Indicators and targets agreed upon by staff and HOD)				
	Performance Indicator	Units	Weight	Target
1.	Practicals conducted			
2.	Budgets for teaching materials prepared			
3.	Practical assessment administered			
4.	Departmental equipment maintained			
5.	Inventory of laboratory reagents and consumables maintained			
6.	Incident/ occurrence records maintained			
TOTAL WEIGHT			10	

Figure 5: Developing performance indicators (sample)

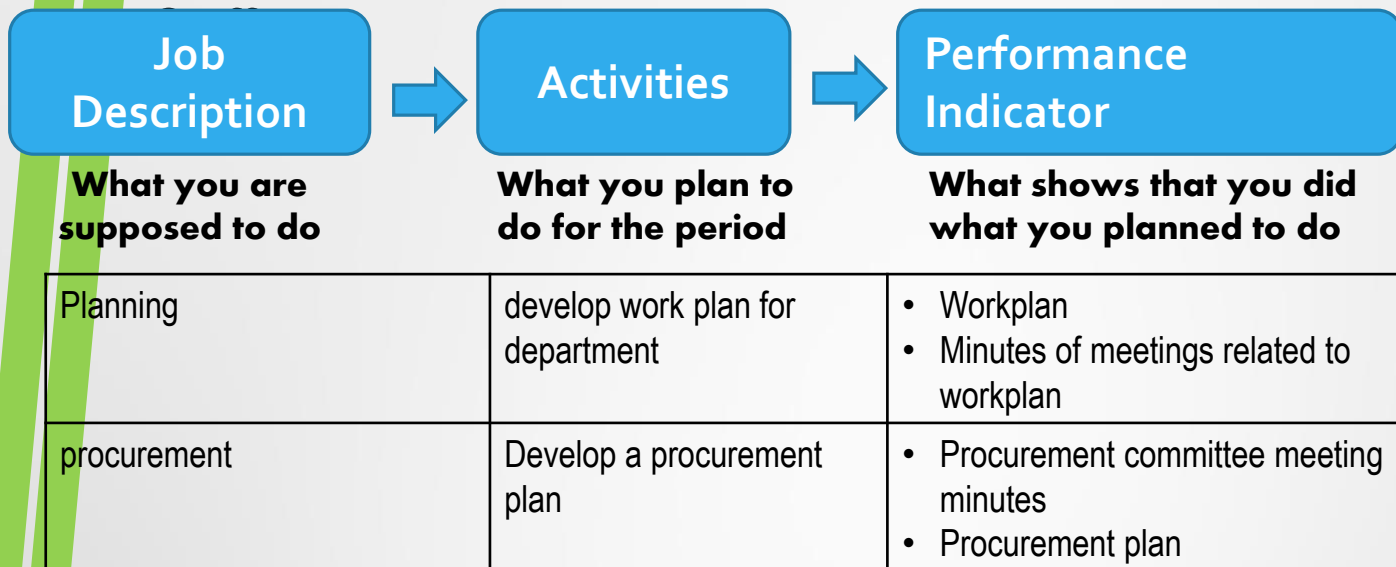
NB. Even though performance indicators are based on activities carried out during the contract period, they should be expressed in terms of what the measurable end product will be. For example from the activity of preparing a budget, the end product is a Budget.

Also, when wording your performance indicators you should imagine the contract as it would be viewed at the end of the contract period, so in the above example the indicator can be "Budget prepared". Note the past tense.

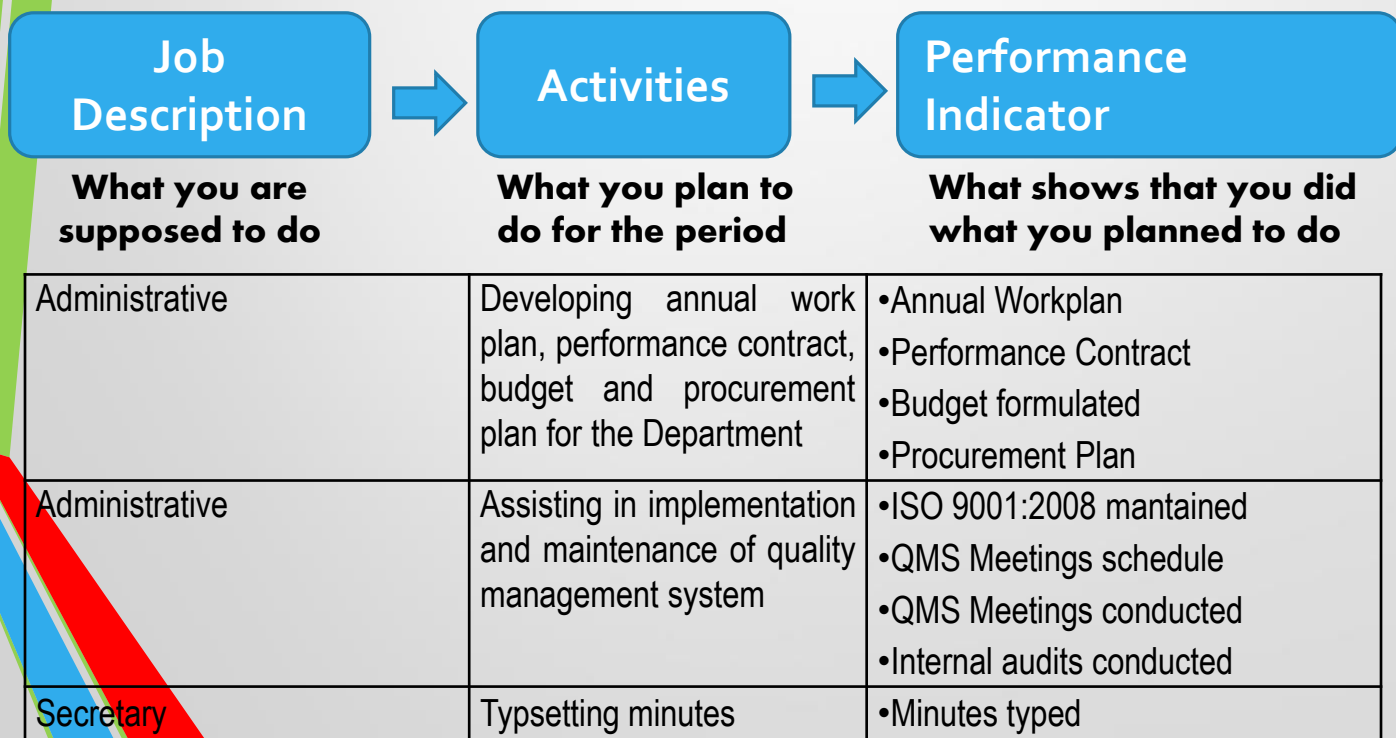
It is not a must that the indicator captures full details of the activities involved as these will be given in the explanations section.

See more examples below:

Developing Performance Indicators – Technical Staff



Developing Performance Indicators – Administrative Staff



Developing Performance Indicators – Teaching Staff

Job Description

What you are supposed to do

Activities

What you plan to do for the period

Performance Indicator

What shows that you did what you planned to do

Teaching	Teach students	<ul style="list-style-type: none"> • Units/courses/subjects taught • Students taught • Course content covered • Commencement of teaching • Completion of teaching
Examining	Examine students	<ul style="list-style-type: none"> • Continuous assessments given • Submission of draft examination • Completion of marking of examination
Teaching	Evaluated by students	<ul style="list-style-type: none"> • Score obtained in student/lecturer evaluation
Research	Write proposals	<ul style="list-style-type: none"> • Research proposals developed • Research proposals submitted for funding • Research proposals funded
Research	Undertake research	<ul style="list-style-type: none"> • Research projects undertaken • New research projects • Research project completed
Dissemination of Research findings	Publish papers	<ul style="list-style-type: none"> • Papers submitted for publication • Papers published • Papers published in Journal impact factor greater than X
Dissemination of Research findings	Attend conferences / workshops / other scientific meetings	<ul style="list-style-type: none"> • Conferences / workshops attended • Papers presented at conferences / workshops • Papers published in conference / workshop proceedings

Now that you have your performance indicators you need to give the desired level of performance for each indicator i.e. the **Performance Targets**. This also means you have to give a **Unit of Measurement** for each, i.e. the terms in which an indicator is measured.

- 10. Under the column "Units", for each indicator select a suitable unit of measure. For example, if it is money, it should be specified which currency as it could be KShs or US dollars, etc.
- 11. Under the column "Target", for each indicator, indicate your desired level of achievement by entering the values corresponding to the units of measure. You do not have to repeat the units. For example if you had selected 'KShs' under units you only fill in '100,000' and it will be obvious that KShs 100,000 is your target for that indicator.

Performance Indicators and Targets (Indicators and targets agreed upon by staff and HOD)

	Performance Indicator	Units	Weight	Target
1.	Practicals conducted	No.		63
2.	Budgets for teaching materials prepared	No.		3
3.	Practical assessment administered	%		100
4.	Departmental equipment maintained	%		100
5.	Inventory of laboratory reagents and consumables maintained	%		100
6.	Incident/ occurrence records maintained	%		100
TOTAL WEIGHT			10	

Figure 6: Indicating targets with appropriate units of measure (sample)

For indicators where targets cannot be directly quantified or that cannot be quantified in advance, the target of 100% can be adopted to show commitment to achieve your best in addressing a particular indicator.

The table is now complete and is the main source of reference pertaining to your contract. However, since it cannot capture all the details. A section, titled “Explanation of Performance Indicators and Targets” is provided in page 2 to ensure that there is no doubt about what is implied in the table. **Explanations** are additional notes to clarify anything in the table or any information important for the contract.

13. Provide explanations that will expound on your chosen indicators and the targets you have committed to achieve. Here you will outline the activities you will undertake under each indicator .

P/F 0123 Names: XAVIER Y. ZAWADI REF: F-2-53-1-1

Explanation of Performance Indicators and Targets (Briefly Explain the indicators and targets)

1. Practicals conducted
 I will conduct at least 7 practicals per unit allocated in each semester .This will implies conducting 63 practical for a minimum of three units per semester I the three semesters.

2. Budgets for teaching materials prepared
 I will prepare budgets for teaching materials for the three semesters before the deadlines i.e Aug 2015, Jan and March 2016

3. Practical assessment administered
 I will prepare materials for practical assessments and practical exams and administer

4. Departmental equipment maintained
 Departmental facilities will be maintained and equipment monitored by use of charts whenever the equipment in use.

5. Inventory of laboratory reagents and consumables maintained
 I will keep an inventory for laboratory reagents and other consumables.

6. Incident/ occurrence records maintained
 I will maintain an incident/ occurrence record in my area of jurisdiction.

Signed by:

13

Figure 8: Explanation of indicators and targets (sample)

The contract is now ready for negotiation and, if accepted, signing with your HOD. It should be noted that the HoD may require you to edit, adjust or even add or reduce your indicators in the interest of achieving departmental objectives.

14. Negotiation of the Contract

Negotiation means that **STAFF AND HoD SHOULD AGREE** on the contract before signing. They negotiate and agree on each of the following:

- a) The Performance indicators
- b) The performance targets
- c) The weights
- d) The Units of measurement
- e) Explanations provided

Signed by:		
Member of Staff		
<u>XAVIER Y. ZAWADI</u>	<u>[Signature]</u>	<u>1.7.2015</u>
Names	Signature	Date
Head of Department:		
<u>DR. ANNIE B. CHABERA</u>	<u>[Signature]</u>	<u>01.07.2015</u>
Names	Signature	Date
Witnessed by Committee Members:		
Names	Signature	Date
<u>1. DAVINCE E. FONDA</u>	<u>[Signature]</u>	<u>1/07/2015</u>
<u>2. Gertrude H. Iraki</u>	<u>[Signature]</u>	<u>1/07/2015</u>
<u>3. JEFFREY K. LUTTAH</u>	<u>[Signature]</u>	<u>1/7/15</u>



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Figure 9 : The signature section (sample)

15. Signing of the Contract

After negotiation and agreement the contract is signed by:

- a) The staff
- b) The Head of Department
- c) Three (3) members of the Departmental Appraisal Committee (excluding the HoD)

Three (3) copies of the contract are prepared. They are distributed as follows after signing:

- a) Staff – 1 copy
- b) HOD – 1 copy
- c) DIPCA – 1 copy

Overview of the Individual Staff Performance Contracting Process

Individual staff will:

- 1) **prepare a contract** at the beginning of the contract period;
- 2) **negotiate the contract** with the Head of Department (HOD);
- 3) **sign the contract** with the HOD;
- 4) **carry out the activities** specified in the contract;
- 5) **maintain evidence** of performance
- 6) **prepare and submit reports** every quarter to the HOD for onward transmission to DiPCA;
- 7) **carry out self evaluation** of performance

The performance contract is finalised. The implementation continues throughout the contract period as the staff member performs his duties. Staff members are required to keep records of any documentary evidence that would act as proof of the activities having been undertaken. The evidence supports the quarterly reports that will be submitted during the contract period.

See Tutorial 2 for details on preparation of quarterly staff performance contract reports.

Visit DIPCA in Case of Any Query

For further information, welcome to our offices in DiPCA House, next to Fundilima Sacco (Fedha House) in JKUAT, Main Campus.

Contacts: Direct line: 020-2675850
 Mobile: 0724944014 (Director)
 VoIP Extension lines: 1052-1059
 Email: dipca@jkuat.ac.ke

Website: <http://www.jkuat.ac.ke/directorates/dipca/>

