JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY

JKUAT PERFORMANCE APPRAISAL GUIDELINES

1. Introduction

The new Staff Performance Appraisal is based on **a modified *360 – Degree Feedback System***. The system takes into account not only personal attributes of the individual but also their delivery of negotiated and agreed targets. This makes it possible to clearly measure the contribution of individual members of staff to the overall performance of the University.

There are two instruments used in the appraisal of all staff in the University. The first instrument (F-2-70-13-1) is used by the Departmental evaluation committee, a peer, an employee working below rank of appraisee, customer and self to award scores on personal attributes. This part is coordinated by the Human resource manager and shall carry 50% score. In the case of teaching staff, the customer score is obtained from the student lecturer evaluation coordinated by DAQA. The second instrument (F-2-53-1-1) is used to assess staff on the basis of negotiated and agreed targets by the members of staff and their Heads of Department. This is coordinated by DIPCA and shall carry 50% score.

The **modified 360-degree feedback system** is a full circle evaluation feedback system based on ratings of performance by people familiar with an employee's management styles, competencies and behaviours. It enables organisational members to receive a broad perspective on their performance from subordinates, peers, self-assessment, managers in the organizational hierarchy (e.g. departmental evaluation committees), and from people that receive services from employees (customers), with a view to pinpointing areas for improvement. The modification ensures that appraisees are also evaluated objectively on measurable targets.

2. Benefits of the modified 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. While the value of the 360-degree feedback is often seen in terms of individual development, the aggregate reporting of all recipients' results can provide valuable data for JKUAT as a whole. The 360 – degree feedback system allows JKUAT to:

- Take advantage of under-utilized personnel strengths to increase productivity;
- Avoid the trap of counting on skills that may be weak in the organization;
- Apply human assets data to the valuation of the organization;
- Make succession planning more accurate;
- Design more efficient training initiatives, and;

- Support the organization in marketing the skills of its members;

The modification of the system confers the following benefits:

- Integrating performance contracting into the appraisal system;
- Increasing objectivity of the appraisal system through use of measurable targets;
- Linking appraisal to the mandate of the University and responsibilities of the University staff.

3. Role of the Departmental Evaluation Committee:

The Departmental Evaluation Committee, comprising of no less than three (3) persons, is required to coordinate the entire Performance Appraisal process as follows:

(a) The HOD shall receive performance appraisal forms from Human resource manager.

(b) The HOD shall issue appraisal forms to members of staff and ensure they complete personal particulars (bio data) and self assessment sections, only.

(c) The HOD shall constitute a Departmental Evaluation Committee.

(d) Departmental Evaluation Committees shall complete section II.

(e) The Departmental Evaluation Committee shall ensure each member of staff nominates a set of 3 people for each sections (III to V) in Form F-2-70-13-1.

(f) Departmental Evaluation Committees shall independently select suitable appraisers from the lists of nominees for each section provided by the Appraisee to complete sections III - V of Form F-2-70-13-1.

(g) Departmental Evaluation Committees shall convene meetings so as to provide feedback to employees by:

i.) Identifying weaknesses and highlighting areas requiring work improvement, e.g. attitude towards work, dependability and resourcefulness, communication skills, punctuality and attendance, initiative and creativity, etc.

ii.) Identifying strengths and drawing attention to prospects for skills development;

(h) The HOD shall forward the completed appraisal forms for all staff together with minutes of the meetings held in respect of appraisal to the Human resource manager.

4. Design and Format of the Performance Appraisal Form 1 (F-2-70-13-1)

The performance appraisal Form 1 has been designed in six sections as follows:

(a) Section I – Bio data/ Personal Particulars

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.

(b) Section II – Appraisal on Values and Staff competency by Departmental Evaluation Committees

This section should be completed by Departmental Evaluation Committees constituted as stated in 3 above. It is important to maintain confidentiality of the information compiled.

Evaluations by Departmental Evaluation Committees are the most traditional source of employee feedback. Evaluation Committees should observe and measure all facets

of an employee's productivity with objective mind-sets to make a fair evaluation. General comments on unique traits, competencies or inabilities should be written in brief in the space provided at the end of each section.

There are 10 attributes in this section. The total for the section is 10%.

(c) Section III – Peer Evaluation

This section should be completed by peers or persons within the same rank/grade as the person being appraised. Peers are often the most relevant evaluators of their colleagues' performance as they have a unique perspective on a co-worker's job performance. Peers are generally very receptive to the concept of rating each other, which presents significant contributions such as validity and reliability of the information provided.

Appraisees shall nominate three peers from which the Departmental evaluation committee shall independently select one. This section has seven attributes with a total score of 10%.

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

This section shall be completed by employees working below the rank of the person being appraised.

Subordinate evaluation is sometimes referred to as the "Upward Appraisal Process" or "Subordinates Appraising Managers (SAM)". Subordinate evaluation is among the most significant yet controversial features of the 360-degree feedback as this group possesses unique, often essential perspectives which provide valuable data on the performance elements concerning managerial or supervisory behaviours and the interpersonal skills of managers/supervisors.

Confidentiality in this evaluation is extremely important as there is usually great reluctance, or even fear concerning the implementation of this rating dimension. Subordinates will simply not participate, or will give irrational or dishonest feedback, if they fear reprisal from their superiors.

Appraisees shall nominate three persons below rank of the appraisee from which the Departmental evaluation committee shall independently select one. This section has seven attributes with a total score of 10%.

(e) **Self Assessment – Section V**

The members of staff being appraised are required to state their strengths, outstanding contributions made to their Department/Division/Faculty and also provide general comments about the nature of their work.

The self-assessment section shall carry a total weight of 5% for all staff.

(f) **Section VI - Customer Evaluation for Non Academic Staff only**

This section shall 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.

This section has five attributes with a total score of 15%.

(g) Student Lecturer Evaluation for Academic Staff only

Customer evaluation for academic staff shall be based on the student evaluation done by the Directorate of Academic Quality Assurance. This student evaluation shall contribute 15%.

(h) Evaluation of Performance Contract

The performance of duties forms a key component of appraising staff. This shall assess the extent to which individual members of staff contribute to performance of the University by delivering on set targets. The evaluation shall be based on negotiated and agreed targets using Form F-2-53-1-1. The evaluation shall be based on actual performance relative to the set targets. The evaluation shall be coordinated by the Directorate of Performance Contracting and Appraisal. It shall contribute 50%

5. Rating scale

Except for student lecturer evaluation and performance contract, assessment shall be assessed on a rating scale as follows:

Appraisal Rating	Scores
Poor	0
Fair	1
Good	2
Very good	3
Excellent	4

6. Performance Summary (To be completed by the Human Resource Manager)

a) Overall scores

The Human resource manager shall receive scores from the various sections and compute the overall scores for each staff.

EVALUATION MEASURE	SOURCE OF SCORE	STAFF CATEGORY	SCORE	
			Awarded	Max
Evaluation on Values and Staff Competency	SECTION II	ALL		10
Peer Evaluation	SECTION III	ALL		10
Evaluation by Employees below Rank	SECTION IV	ALL		10
Self Assessment	SECTION V	ALL		5
Customer Assessment (For Non-Academic Staff)	SECTION VI	NON ACADEMIC		15
Student/Lecturer Evaluation (For Academic Staff)	DAQA	ACADEMIC		
Score for Performance Contract	DIPCA	ALL		50
OVERALL SCORE				100

(b) *Performance Grades*

The Human resource manager shall assign a performance grade based on the overall score as follows:

OVERALL SCORE RANGE (%)	GRADE
85 – 100	Excellent
70 – 84	Very Good
50 – 69	Good
40 – 49	Fair
0 - 39	Poor