

SECTION A: PERFORMANCE OBJECTIVES

In reviewing the objectives below, please indicate the score which best reflects the involvement of the Appraisee in determining the final outcome. Use the attached Rating Guide to assign the most appropriate score from the 5 point rating scale. The Comments column should be used to indicate factors which have affected the outcomes.

KEY – Strategic Objectives – reflect the institution’s five year targets/**School Objectives** – reflect the broad goals for your School/Dept / **Actions** – reflect the activities the staff member must carry out / **Outcomes** = Results. **NB** – If no objectives have been set, **Section A** cannot be completed for the current year but objectives should be set for the ensuing year.

Strategic Objectives		School/Department Objectives	Actions	Outcomes	Weight Assigned	Individual Score	Comments
1							
2							
3							
4							
5							
					TOTAL INDIVIDUAL SCORE:		

Signed by Appraisee: _____ **Signed by Appraiser:** _____

SECTION B: JOB COMPETENCIES Use this section to describe the staff performance on each competency. Indicate the appropriate score for each bullet point (performance criteria) in the space provided; maximum score for each bullet is 5 points. NB – Numbers 1-10 to be completed for all staff members.	ACTUAL PERFORMANCE SCORE [1 - 5] <i>(Use Rating Guide)</i>	COMMENTS <i>(Comment on strengths and weaknesses and make suggestions for improvements, where appropriate)</i>
1. Quality of Work: <i>(Consider accuracy, neatness, time management)</i>		
<ul style="list-style-type: none"> ▪ Ensures that work is consistently completed, accurate and meets required standards 		
<ul style="list-style-type: none"> ▪ Produces work at the established standard in a timely manner 		
<ul style="list-style-type: none"> ▪ Demonstrates the necessary job competence (knowledge, skills and attitudes) 		
<ul style="list-style-type: none"> ▪ Consistently performs duties to required standard in a timely manner and sometimes exceeds expectations 		
<ul style="list-style-type: none"> ▪ Work output achieves intended outcomes with minimum errors. 		
TOTAL (Max. 25)		Average Score for Quality of Work =
2. Quantity of work: <i>(The degree to which the employees meets agreed deadlines consistently)</i>		
<ul style="list-style-type: none"> ▪ Produces high output based on job requirements and institution standards 		
<ul style="list-style-type: none"> ▪ Consistently seeks new ways to improve performance 		
<ul style="list-style-type: none"> ▪ Work volume is maintained at a high level despite challenges 		
TOTAL (Max. 15)		Average Score for Quantity of Work =

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3. Teamwork/Interpersonal Relations: <i>(Ability to develop, maintain and build on associations with others in and out of department/unit)</i>		
<ul style="list-style-type: none"> ▪ Treats others with respect and dignity 		
<ul style="list-style-type: none"> ▪ Displays tact and courtesy to all 		
<ul style="list-style-type: none"> ▪ Works harmoniously with the team to help prevent and or resolve conflicts 		
TOTAL (Max. 15)		Average Score for Teamwork/Interpersonal Relations =
4. Communication: <i>(The extent to which the employee effectively listens, conveys and receives ideas, information and direction at varying levels.)</i>		
<ul style="list-style-type: none"> ▪ Speaks and writes clearly and accurately 		
<ul style="list-style-type: none"> ▪ Verifies instructions and information 		
<ul style="list-style-type: none"> ▪ Listens attentively to others 		
<ul style="list-style-type: none"> ▪ Seeks, acts on and provides constructive feedback to improve job performance 		
TOTAL (Max. 20)		Average Score for Communication =
5. Customer Focus: <i>(The extent to which the employee recognises the need to satisfy internal & external customers.)</i>		
<ul style="list-style-type: none"> ▪ Generates good relations and courteous responses 		
<ul style="list-style-type: none"> ▪ Maintains pleasant disposition at all times 		
<ul style="list-style-type: none"> ▪ Responds to customers' requests in a respectful and timely manner 		
TOTAL (Max. 15)		Average Score for Customer Focus =

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6. Initiative / Innovativeness: <i>(The extent to which the staff member identifies what needs to be done and does so without being asked)</i>		
<ul style="list-style-type: none"> ▪ Will work without constant supervision 		
<ul style="list-style-type: none"> ▪ Effective in generating new ideas and processes 		
TOTAL (Max. 10)		Average Score for Initiative / Innovativeness =
7. Safety Awareness & Compliance <i>(The extent to which the employee adheres to safety, security, and health policies/standards and procedures.)</i>		
<ul style="list-style-type: none"> ▪ Adheres to safety, security, health and environmental policies/standards and procedures. 		
<ul style="list-style-type: none"> ▪ Ensures proper use and care of equipment and safety attire. 		
TOTAL (Max. 10)		Average Score for Safety awareness & Compliance =
8. Attendance and Punctuality <i>(Consistently turns up for work at the required time, completes the required hours and can be relied to complete work related tasks on time.)</i>		
<ul style="list-style-type: none"> ▪ Maintains regular attendance 		
<ul style="list-style-type: none"> ▪ Reports to work and other job related activities on time 		
TOTAL (Max. 10)		Average Score for Attendance and Punctuality =
9. Personal Development: <i>(Level of interest in training & development opportunities)</i>		
<ul style="list-style-type: none"> ▪ Willingness to avail oneself of training & development opportunities 		
TOTAL (Max. 5)		Average Score for Personal Development =
10. Deportment <i>(Degree to which employee's conduct and bearing reflects the institution's image & culture)</i>		

<ul style="list-style-type: none"> Wears assigned uniform consistently and appropriately 		
<ul style="list-style-type: none"> Always neat in general appearance 		
TOTAL (Max. 10)		Average Score for Department =
SUM OF JOB COMPETENCY TOTALS SECTION B NON SUPERVISORY STAFF <i>(From a maximum score of 135)</i>		
SECTION B: JOB COMPETENCIES Use this section to describe the staff performance on each competency. Indicate the appropriate score for each bullet point (performance criteria) in the space provided; maximum score for each bullet is 5 points. NB – Numbers 1-10 to be completed for all staff members.	ACTUAL PERFORMANCE SCORE [1 - 5] <i>(Use Rating Guide)</i>	COMMENTS <i>(Comment on strengths and weaknesses and make suggestions for improvements, where appropriate)</i> <i>These competencies should be completed for Senior Administrators</i>
11. Application of Management Principles: <i>(Understanding and application of management principles)</i>		
<ul style="list-style-type: none"> Coordinates and delegates work within office/unit. 		
<ul style="list-style-type: none"> Able to assess capabilities and skills in order to optimize utilization of staff. 		
<ul style="list-style-type: none"> Promotes a harmonious work environment 		
<ul style="list-style-type: none"> Leads by example 		
<ul style="list-style-type: none"> Uses sound judgement & makes decisions wisely 		
		Average Score for Application of Management Principles =

TOTAL (Max. 25)		
12. Problem Solving: <i>(The degree to which the manager is able to resolve work related and people issues)</i>		
▪ Analyses situations before making decisions		
▪ Processes information carefully to find solutions		
▪ Engages direct reports to be involved in finding solutions		
TOTAL (Max. 15)		Average Score for Problem Solving =
13. Leadership: <i>(Ability to inspire members department/unit)</i>		
▪ Gains commitment to guiding principles of the College		
▪ Supports team in efforts to achieve goals		
▪ Provides objective and consistent performance feedback		
TOTAL (Max. 15)		Average Score for Leadership =
SECTION B ONLY TOTAL SUM OF JOB COMPETENCY TOTALS <i>(From a maximum score of 190)</i>		Comments:

SECTION C (i): COMPETENCIES STATUS REPORT FOR CURRENT APPRAISAL PERIOD

<i>List competencies which the employee should have acquired during the period as agreed on in last review and/or on the employee's Professional Development Plan (PDP).</i>		
COMPETENCIES	STATUS	COMMENTS/EVIDENCE
1.	<input type="checkbox"/> Acquired <input type="checkbox"/> In The Process of Acquiring <input type="checkbox"/> No Action Yet To Acquire	
2.	<input type="checkbox"/> Acquired <input type="checkbox"/> In The Process of Acquiring	

	__ \ No Action Yet To Acquire	
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SECTION C (ii): IDENTIFY AND PLAN DEVELOPMENTAL ACTIVITIES FOR THE NEXT APPRAISAL PERIOD.

DEVELOPMENT GOALS	SOURCE DOCUMENT	DEVELOPMENT ACTIVITY	TIMING
1.	__ \ PDP _ \ Appraisal __ \ Other		
Comments (re: 1 above):			
2.	__ \ PDP __ \ Appraisal __ \ Other		
Comments (re: 2 above):			

SIGNATURES AND COMMENTS

APPRAISER. Please summarize salient points of the discussion with the employee and add signature.

Appraiser's Signature: _____

Date: _____

APPRAISEE: Please sign to validate this Appraisal Form. Comment (*if necessary*) on the conduct and/or outcome of the appraisal interview.

COMMENTS: _____

(Please place a tick in the box beside the statement which applies (If you have ticked the second statement, put an X beside conduct and/or outcome to indicate the nature of your disagreement).

I Agree with the conduct and outcome of this appraisal

Appraisee's Signature

Date

I DO NOT Agree with the __\conduct

__\outcome of this appraisal

Appraisee's Signature

Date

Supervisor's Signature: _____

Date: _____

HOS' Signature: _____

Date: _____

HRD Signature: _____

Date: _____

E. TOTAL INCENTIVE SCORE [for Office use only]

School ____% + Departmental ____% + Individual ____%

= TOTAL INCENTIVE

SCORE (% of Basic Pay)