

## APPENDIX 2: STAFF PERFORMANCE APPRAISAL FORM



### STAFF PERFORMANCE APPRAISAL FORM (SPAF)

#### Preamble

This Staff Performance Appraisal Form is an instrument for evaluating the performance of staff in relation to their contribution to the achievement of the goals and objectives of NARO. The overall objective of the Performance Management System (PMS) is to manage and improve the performance of NARO by enabling a higher level of staff participation and involvement in planning, delivery and evaluation of work performance. Staff Performance Appraisal in NARO offers an opportunity to a member of staff (Appraisee) to dialogue with the supervisor (Appraiser) and to obtain feedback on his/her performance. It is further intended help the Secretariat to ascertain skills and performance gaps and thereby design appropriate interventions to improve individual performance.

Appraisers and the Appraisees should read the detailed Guidelines before completing the Staff Performance Appraisal Form.

#### Period of Assessment

From 1<sup>st</sup>- July- 2017 To: 30<sup>th</sup> – June -2018

#### SECTION A-1: APPRAISEE PERSONAL INFORMATION

Title	Dr. <input type="checkbox"/> Mr. <input checked="" type="checkbox"/> Mrs. <input type="checkbox"/> Ms. <input type="checkbox"/> Others <input type="checkbox"/> (please specify)
Name (Full names in block letters)	Mr. EREU OCHUGA SAMUEL
Personal File Number	EMP01685
Present Job Title/Position	RESEARCH TECHNICIAN
Department/Institute	OILCROPS- GROUNDNUTS/ NaSARRI- SERERE
Date of last Appointment	1ST- JULY- 2016

#### SECTION: A-2: APPRAISER INFORMATION

Name of Appraiser	Dr. KALULE OKELLO DAVID
Position of Appraiser	SENIOR RESEARCH OFFICER/PROJECT LEADER

CIRI NEW Groundnut variety released	CIRI (4) Groundnut varieties released; NARONUT 1R and NARONUT 1T released on 16 <sup>TH</sup> April, 2019	b) Map and prepare the sites for the tests c) bulk the material for multiplication d) prepare the samples (pods and seeds) for presentation during variety release e) produce product profile for the variety		preparing samples for the variety release. He has helped plant bulking plots for the new releases
<p><b>Germplasm conserved both ex-situ and In situ Together with the breeder</b></p>	<p>A total of 2100 materials planted out on-station ready to be taken for ex-situ conservation when harvested. However delay of rains have caused delay in submission of the materials to the genetic centre</p>	<p>a) 120 germplasm (Exotic and Local) prepared, labelled and submitted to the breeder for submission to the Plant Genetic Resources Centre (PGRC) Entebbe for ex-situ conservation b) For in-situ conservation, 260 germplasm materials prepared, planted and managed</p>	3	<p>Sam was instrumental in sorting, assembling and packing the germplasm which was planted and once harvested can be repatriated to Entebbe Crop Genetic Resources Centre.</p>
<p><b>Generation advancement of Early generation segregating Lines (F3- F6) done</b></p>	<p>The fields for the advancement of the nursery materials were identified with farm office, prepared, marked and the materials planted both in 2018B and in 2019A. Data captured for selection and screening. 60 F4 plants for further advancements to F5 in 2019A F3 plants being advanced through pedigree methods amidst selection</p>	<p>a) Identify and prepare the site, mark the field, establish the experiment and ensure good management. b) Organize the seed and other materials for establishment of the nursery experiments c) Collect data for selection and screening of the materials.</p>	5	<p>With Sam's help we were able to select for further advancements segregating populations and stabilizing lines for the future yields trials</p>

	<p>These material are past 75% flowering</p>				<p>Together with Sam, we trained stakeholders along the groundnut value chain.</p>
<p>Farmers trained on quality groundnut production and value addition</p>	<p>More than 500 farmers have been trained on quality groundnut production, value addition and commerce. We also trained local Seed Business groups and other farmer groups all over the country (Nwoya, TODIFA-Tororo and farmers who visit the Institute. This excludes the stakeholders trained during farm clinic, agricultural show in Jinja and world food day in October.</p>	<p>At least 300 farmers trained in quality groundnut production, value addition and commerce</p>		5	
<p>20 new Crosses made in the glass house on-station for groundnut desired traits</p>	<p>30 crosses made in the glasshouse targeting 3 product profiles: of extra early, early and medium maturity. These are done using diverse parents carefully selected from the 3 broad botanical</p>	<p>a) Receive list of groundnuts parents from the breeder b) Ensure the planting, good management, the crossing and harvesting of this material is done in the glass house. Data from harvest handed over to the breeder for advancement in the nursery.</p>		5	<p>We managed to have successful 30 F1 progenies from 30 contrasting crosses</p>

	<p>classifications of Valencia, Spanish and Virginia. We have confirmed hybridity through checking with the progenitors planted nearby in nursery/glasshouse. The F1 are being advanced both in nursery (for those with more seeds) and glasshouse (for those with limited seeds)</p>				<p>Sam mentored and supervised 8 students. He is still mentoring the current batch of students in the department.</p>
<p>Students have been guided/ supported and supervised during the internship period at the institute</p>	<p>Eight (8) Students (3-diploma and 5- certificate) supervised and guided as allocated from the intern coordinators office- NaSARRI. I have also orientated and guided four under graduates and seven post graduates' students (2 PhDs and 5 masters) from Makerere University.</p>	<p>◦ At least 6 intern students from various institutions supervised on groundnuts related disciplines within the project (3 Certificate and 3 Diploma students)</p>		<p>5</p>	

Breeder/ Early Generation Seeds multiplied on station	Serenut series 5-14R on a three-acre plot on station in 2018B and harvested. In 2019A planted and will be due for harvest in early August. 6 tons of seed produced on-station and LSBs  We also planted newly released materials (NARONUT 1R and 2T) on station and will be harvested in late July	a) Identify, prepare and mark the site b) Process/ prepare the seed, plant and manage both pre-harvest and post-harvest handling activities c) at least 3 tons of breeders' seed produced		He participated in the production of breeders' seed on station and helped supervise the production of foundation and quality declared seed on farm and LSBs
Contributed and participated during the outreach activities (shows and field day exhibitions	a) Actively participated in the exhibition of the NASARRI Technologies during the Annual Agricultural show at Jinja in July 2018, World Food Day celebrations hosted at Nabuin-ZARDI in Nabilatuk district on 16 <sup>th</sup> -Oct-2018 b) Prepared the exhibition materials for; World Food Day and show at Jinja. Also participated in the preparation and exhibition of the	1) Exhibit the technologies (NASARRI technologies) during the annual trade show, world food day 2) Prepare the exhibition materials 3) Plant the demonstration plots for the show and world food day	4	Sam represented NASARRI and the groundnut department during the National Agricultural Trade show at Source of the Nile in Jinja, World food day at Nabuin-ZARDI in Nabilatuk district NASARRI and He exhibited the groundnut technologies during farmer visits to the



<p>Together with the groundnut research team Factsheets produced and made available</p>	<p>Five (5) factsheets: Groundnut production, leafminer management, compendium of released materials, Aflatoxin management, growth stages factsheets were printed. In total 5000 copies were produced</p>	<p>Active involvement in the drafting, Production and printing of at least two factsheets</p>			<p>preparing necessary procurement documents for their printing. Sam also identified the sites for documentary and actually led the team there</p>
<p>Actively help the Scientist produce Groundnut adoption and impact documentary</p>	<p>A documentary about groundnut adoption and impact was produced together with the communication Officer. Copy given to UBIC (Zawedde Barbara) and ours handed over to ICT officer for upload to both NASARRI and NARO website. The video was shot from NASARRI, Okulongo, LSBs locations at Dokolo and Nwoya. I directed the documenting team to the mapped sites</p>	<p>a) Identify and map sites for the documentary b) Prepare the materials for the documentary.</p>			
<p>Involvement in production/reprinting of information dissemination materials together with the research officers</p>	<p>With funds from Feed the Future and IFAD, 1000 copies of groundnut manuals/books reprinted for distribution</p>	<p>Fill the procurement forms and develop request for the reprinting of at least 3000 copies of factsheet and production manuals for distribution to stakeholders</p>		<p>4</p>	

### Overall Performance Assessment on Targets

Overall assessment of performance on targets should be derived by adding the scores at each Performance Level and dividing the resultant total by the number of targets. The average of the score obtained shall be the overall assessment for targets.

Overall Score on Performance Targets = Average Score on Targets / 5 x 80 = 72.72 %

$$50/11 = 4.545$$

$$(4.545/5) \times 80 = 72.72\%$$

### SECTION C: APPRAISAL OF CORE COMPETENCES

This section should be completed by the Appraiser after a discussion with the Appraisee.

#### Rating and Explanation

- 5: Exceptional-Behavioral competence consistently far exceeded expectations
- 4: Exceeded Expectations-Behavioral competence exceeded expectations
- 3: Met all Expectations-Behavioral competence fully met expectations
- 2: Below Expectations: Behavioral competence did not consistently meet expectations
- 1: Unacceptable: Behavioral competence was consistently below expectations

Tick the most appropriate rating for each competence

#### SECTION C-1: GENERAL COMPETENCES

Competence(s)	Assessment					Comment(s)
	5	4	3	2	1	
Professional and Technical Knowledge: Has adequate professional and technical knowledge to perform duties diligently and efficiently		4				Sam is a professional and technical in line of duty and needs further development  1
Result Orientation: Delivers results of desired quality within available resource and specified time frames		4				He delivers good results at any cost
Communication: Has ability to express himself/herself clearly both orally and in writing	5					Sam commands both written and spoken skills. He communicates well with staff, students and visitors to the department
Judgment and Decision-Making: Develops appropriate solutions and takes action		4				Sam has always made good decision that have helped propel the project activities

<b>Information Technology:</b> Is able to use ICT to produce planned outputs and objectives of NARO				3	Sam has ability to use some ICT components when generating outputs and NARO's Objectives. But still needs further training and mentorship in this area
<b>Time Management:</b> Adheres to schedules; manages his/her time well; completes work assignments on time				4	Sam endeavors to manage time
<b>Interpersonal Relations:</b> Exhibits a good level of interpersonal skill and has good Working relationship				5	He associates freely and professionally with entire staff, visitors and the intern students at the institute.
<b>Quality Improvement:</b> Strives for efficient, effective, high quality performance in self and in the Institute/Department/Section				4	Sam always strives for high quality performance through his efficiency and effectiveness
<b>Initiative:</b> Generates ideas that provide new insights					
<b>Integrity:</b> Upholds and demonstrates professional and NARO's values and ethics				5	Sam is a professional in line of duty
<b>Team Work:</b> Cooperates and collaborates with colleagues as appropriate; works in partnership with others				5	Sam cooperates and collaborates with the entire community at NaSARRI
<b>Commitment to Own Personal Development and Training:</b> Is eager for self-development; has inner drive to supplement training from NARO				5	Sam is committed at work and yearn for

					personal career improvement. He has now enrolled for B.Sc. Agric. programme
Personal Appearance: Always neat and pleasant, well-groomed and Presentable	5				Sam is always smart
Enthusiasm and Drive: Highly self-motivated; anxious to make progress in the face of difficulties, setbacks or pressure of work		4			Sam is so enthusiastic and self-driven

**SECTION C-2: MANAGERIAL AND SUPERVISORY COMPETENCES**

(This section applies to staff who have managerial and supervisory responsibilities)

Competence(s)	Assessment					Comments
	5	4	3	2	1	
<b>Leadership Ability:</b> Organizes, motivates and leads staff to achieve desired results		4				Sam is a good leader
<b>Financial Management:</b> Compiles budgets, knows and applies the basics  financial policies and procedures; is familiar with the overall financial management processes		4				Sam has always managed the project finances well and gives good account
<b>Managing People:</b> Coaches, evaluates, develops people; sets expectations, recognizes achievement, manages conflicts, aligns performance goals with NARO goals, provides feedback and delegates		4				He is a good manager and still growing and learning. He needs support in this area as well amidst program /Project grooming
<b>Team Building:</b> Promotes team spirit	5					Sam promotes team spirit.

Overall Rating of Competences: Average Score of Applicable Competences/5 X 20= 17.408%

$74/17 = 4.352$

$(4.352/5) \times 20 = 17.408\%$

**SECTION D: OVERALL PERFORMANCE RATING**

Use the scale below to interpret the overall performance of the appraisee. The overall rating should be the percentage sum for Section B and C.

$B+C = 72.72 + 17.408 = 90.12\%$

Tick as appropriate	Overall performance rating	Explanation
	Outstanding Performance (80% & above)	Employee has in all areas exceeded agreed expectation
	Very Good Performance (79-65%)	Employee has met all expectations
	Satisfactory /Acceptable Performance (64-50%)	Employee has met most expectations
	Needs Improvement (49-41%)	Employee has not met most expectations
	Unsatisfactory/Unacceptable Performance (40% & below)	Employee has failed to meet expectations

#### SECTION E: PERFORMANCE IMPROVEMENT PLAN

The plan should take into account the Appraiser's required job competences and the identified performance gaps. The proposed actions may involve training, coaching, mentoring, attachment, job rotation and counseling, etc.

Competency to be addressed	Agreed course of action	Time frame	Expected outcome
Enrolment for bachelor's degree	Successful completion of homework and assignments. We will allow him delegate some duties during peak school time.	4 years	degree
ICT	We will be looking out for short term courses. ICT officer onstation will besought for some specialized help. At the university , we expect some ICT support as well	Continuous activity	ICT compliant

**SECTION F: OVERALL COMMENTS AND RECOMMENDATIONS**

Overall comments on the appraisee's performance such as strengths, skills or qualities which he/she has, including recommendations such as confirmation, extension of probationary period, reward, training, renewal of contract, termination of contract etc.

**SECTION F-1: COMMENTS BY IMMEDIATE SUPERVISOR**

Sam has been performing consistently at high level. He really helps out with project work and get well with all staff and visitors at the department. With him well in line of duty

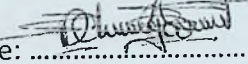
Supervisor's Name: DR KAHILE OKELO DAVID

Signature:  Date: 12/07/2019

**SECTION F-2: APPRAISEE'S COMMENTS ON APPRAISAL BY THE SUPERVISOR**

General comments on your performance, if any

I hereby do agree with the process of the appraisal and also the appraisal results.

Appraisee's Name: EREY OCHUGA SAMUEL Signature: 

**SECTION F-3: COMMENTS ON APPRAISAL BY HEAD OF INSTITUTE/ DEPARTMENT**

These should focus on the consistency and reasonableness of the assessment and comments given by the supervisor on the appraisee's performance

Outstanding excellent performance but still room for improvement in continuing to professional development & training and upgrade technology & update knowledge. Recommended to promote to next level

Name: M.A. UGON Signature:  Date: 12.07.19

**SECTION F-4: COMMENTS BY THE DIRECTOR GENERAL OF HIS/HER DESIGNEE**

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Name..... Signature..... Date .....