

## 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 (JULY 2018)

To: (JUNE 2019)

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

<b>Title</b>	Dr. <input type="checkbox"/> Mr. <input checked="" type="checkbox"/> Mrs./Ms. <input type="checkbox"/> Others <input type="checkbox"/> (please specify).....
<b>Name</b> (Full names in block letters)	MBALULE SIMON
<b>Personal File Number</b>	1682
<b>Present Job Title/Position</b>	SYSTEMS ADMINISTRATOR
<b>Department/Institute</b>	NaSARRI
<b>Date of last Appointment</b>	1 <sup>st</sup> JULY 2016

**SECTION: A-2: APPRAISER INFORMATION**

<b>Name of Appraiser</b>	DR. MICHAEL A. UGEN
<b>Position of Appraiser</b>	DIRECTOR

**SECTION B: PERFORMANCE PLANNING (AGREEMENT) AND REVIEW FORM**

**Part B (1)** of this Section should be completed by the appraiser and appraisee at the beginning of the assessment period. **Part B (2)** of the Section should be completed in June every year by the Appraiser and Appraisee for confirmed staff and after six months for staff serving on probation. The assessment of individual performance in **Part B (2)** should be reflected as a Performance Level based on the Rating Scale below:

**Rating Scale**

- a) **Outstanding (5):** Results achieved **exceeded** target
- b) **Very Good (4):** Results **fully met** target
- c) **Good (3):** Results **almost** met the target

- d) **Fair (2):** Achieved some results
- e) **Poor (1):** Did not achieve any results

<b>Part B(1): Performance Planning</b> <b>Key Outputs, Performance Indicators &amp; Performance Targets</b> (To be completed by the Staff and Supervisor at the beginning of the assessment period)			<b>Part B(2): Performance Appraisal</b> (To be completed by the Supervisor at the end of the appraisal period)					
<b>Outputs</b>	<b>Performance Indicators</b>	<b>Agreed Performance Targets</b>	<b>Performance Level</b>					<b>Comments on Performance</b>
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
Local Area Network (LAN) setup maintained	Easy sharing of working directories, files and hardware on the network	<p>Maintain Linksys wireless broadband router as alternative internet server to assign Dynamic Host Configuration Protocol (DHCP) of Internet Protocol (IP) addresses to 50 computers on the network</p> <p><b>Linksys wireless broadband router configured and maintained as alternative server for internet and network connectivity.</b></p> <p>To maintain three (3) secured wireless hotspots by June 2019.</p> <p><b>Three secured wireless hotspots ie Resource, CiscoAirprovision and ICT Admin configured and maintained to provide wireless internet to 50 computers.</b></p>				<b>4</b>		Target achieved

<p>Staff supported in computer use and safety of working directories.</p>	<p>1. Staff able to use computer Working directories safe guarded from damage</p>	<p>1. Conduct seminar on best computer practices to 20 staff by March 2019.</p> <p><b>Seminar conducted to staff in Resource center and staff sensitized on working directories and file management on the Hard Disk available partitions.</b></p> <p>2. Installation of Softros LAN messenger application software to 10 computers on LAN by June 2019 to ease information sharing.</p> <p><b>The Application was installed and configured to 25 computers and staff can share files on LAN without using flask disks and this has minimized spywares, viruses which can be acquired during the transfer of files using an infected storage media.</b></p> <p>3. Maintaining computers and their peripherals like printers, scanners for staff.</p> <p><b>30 Computers and peripheral devices serviced and maintained</b></p>			<p>4</p> <p>4</p> <p>4</p>	<p>Target achieved</p>
---	---	--	--	--	----------------------------	------------------------



- Have developed good working relationship that has kept the service on for the officers to access the internet for their day to day activities.

2. Configuring and maintaining of system software on server to effectively monitor both active and in-active users on the LAN by June 2019

-System software configured to monitor all users on the network and allow DHCP of IP to the users without allowing IP conflict.

3. Maintaining firewall on server to enable blocking/passing of specific Internet Protocol (IP) for both network/internet access.

-Server firewall was configured to deny access of some HTTP protocols during working hours for efficient and effective internet service

5

4 4

		<p>4. To conduct three (3) quarterly review meetings to evaluate the performance of the internet service at Airtel Uganda Limited and advise management by May 2019</p> <p><b>-Three quarterly review meetings conducted and managed to interface with the technical team and accounts manager regarding the efficiency of the service and the unpaid debt to continue having the service at the Institute.</b></p>				
<p>ICT specifications, Work plan and procurement plan developed</p>	<p>1. Quality ICT equipments acquired</p>	<p>1. Develop work plan and budget for the ICT department for FY 2019/2020</p> <p><b>-Draft ICT work plan developed</b></p> <p>2. Develop procurement plan for the ICT department for FY 2019/2020</p> <p><b>-Draft ICT procurement plan developed</b></p>			<p>4</p> <p>4</p> <p>4</p>	<p>Target achieved</p>

		<p>3. Update minimum specifications to guide procurement of quality ICT equipments across all programs.</p> <p>-Minimum specifications for ICT equipments updated to ensure quality and durable deliveries in all programs.</p> <p>-Verification of ICT equipments and software as per the required specifications has being intensified to acquire quality and as per the ICT standards.</p>			4	
Institute Website updated	Interactive website	<p>1. Update website with technological information</p> <p>-Website updated and more information has been submitted to NAROSEC for upload on the NARO website.</p> <p>2. Develop E-board prototype for information repository by June 2019</p> <p>-E-board prototype developed as per the user functional and nonfunctional requirements acquired.</p>			4	5 Target achieved

Intercom connectivity maintained	Internal communication improved	To maintain 40 extension lines -PBX and distribution box serviced and maintained to have internal communication effective to staff			4	Target achieved
----------------------------------	---------------------------------	--	--	--	---	-----------------

**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 =  $\frac{\text{Average Score on Targets} \times 80}{5} = \dots \%$

$72 / 17 = 4.24$        $4.24 / 5 \times 80 = 67.84 \%$

**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**-Behavioural competence consistently far exceeded expectations
- 4: **Exceeded Expectations**-Behavioural competence exceeded expectations
- 3: **Met all Expectations**-Behavioural competence fully met expectations
- 2: **Below Expectations**: Behavioural competence did not consistently meet expectations
- 1: **Unacceptable**: Behavioural 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	
<b>Professional and Technical Knowledge</b> : Has adequate professional and technical knowledge to perform duties diligently and efficiently		4				
<b>Result Orientation</b> :Delivers results of desired quality within available resource and specified time frames		4				
<b>Communication</b> :Has ability to express himself/herself clearly both orally and in writing	5					
<b>Judgment and Decision-Making</b> : Develops appropriate solutions and takes action		4				

<b>Information Technology:</b> Is able to use ICT to produce planned outputs and objectives of NARO	5				
<b>Time Management:</b> Adheres to schedules; manages his/her time well; completes work assignments on time	3				
<b>Interpersonal Relations:</b> Exhibits a good level of interpersonal skills and has a good working relationship	3				
<b>Quality Improvement:</b> Strives for efficient, effective, high quality performance in self and in the Institute/Department/Section	4				
<b>Initiative:</b> Generates ideas that provide new insights	5				
<b>Integrity:</b> Upholds and demonstrates professional and NARO's values and ethics	4				
<b>Team Work:</b> Cooperates and collaborates with colleagues as appropriate; works in partnership with others		3			
<b>Commitment to Own Personal Development and Training:</b> Is eager for self-development; has inner drive to supplement training from NARO		3			
<b>Personal Appearance:</b> Always neat and pleasant, well groomed and presentable		4			
<b>Enthusiasm and Drive:</b> Highly self-motivated; anxious to make progress in the face of difficulties, setbacks or pressure of work		4			

**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> Organises, motivates and leads staff to achieve desired results						
<b>Financial Management:</b> Compiles budgets, knows and applies the basic financial policies and procedures; is familiar with the overall financial management processes						
<b>Managing People:</b> Coaches, evaluates, develops people; sets expectations, recognizes achievement, manages conflicts, aligns performance goals with NAROs goals, provides feedback; delegates						
<b>Team Building :</b> Promotes team spirit						

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

**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 = ...  $67.84\% + 15.72\% = 83.56\%$  ... =

$55/14 = 3.93$   $3.93/5 \times 20 = 15.72\%$   
 $= 83.56\%$

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 Appraisee's required job competences and the identified

performance gaps. The proposed actions may involve training, coaching, mentoring, attachment, job rotation and counseling, etc.

<b>Competency to be addressed</b>	<b>Agreed Course of Action</b>	<b>Time Frame</b>	<b>Expected Outcome</b>

**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**

Outstanding performance and keep up the good work. Need to improve on time keeping and team work.

Supervisor's Name: Dr. Michael A. Vgen

Signature: [Signature] Date: 11.07.19

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

General comments on your performance, if any  
It has been a productive appraisal exercise. Promise to improve on the weak areas indicated.

Appraisee's Signature: [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

Keep up the outstanding performance and work as a team. Keep time and you will succeed.

Signature: [Signature] Date: 11.07.19

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

.....  
.....  
.....

Name: ..... Signature: .....