

KMT PERFORMANCE APPRAISAL FORM (2014)



Section A: Employee Information

Name:	Job Title:	Team:
Line Manager (name & title):	Date of Review:	Review Period:

Section B: Performance Objectives

Key performance targets and measurement criteria.	Performance Rating				Comments on performance & areas for improvement
	1	2	3	4	
1.					
2.					
3.					
4.					
5.					
6.					
Average score:					

Rating Key	1. Poor	2. Needs Improvement	3. Meets expectations	4. Exceeds expectations
	Performance falls considerably below standard. 40% or less of objectives achieved fully.	Less than 70% of all objective(s) set have been achieved fully.	Effectively delivered on at least 70% of set objective(s)	Exemplary delivery on set objective(s). In addition, successfully undertook additional tasks, assigned or otherwise or supported others to deliver on theirs.

Section C: Competency Assessment

Competency name	Behaviour name	Behaviour description	Extent to which Behaviour is Displayed					Remarks
			1	2	3	4	N/A	
Learning & Knowledge Sharing	Learning	Proactively seeks information & knowledge. Reflects on actions & work progress to inform future action. Applies learning to work.						
	Analysing information	Thinks critically and sorts information so as to turn data into knowledge. Analyses information and makes correct inferences or draws accurate conclusions.						
	Messaging	Packages messages and communicates effectively to a variety of audiences using appropriate media. Ensures messages are inclusive and acknowledge the contribution of others						
	Change agent	Negotiates and sells ideas, concepts and perspectives successfully. Is able to make change happen through influencing others to change their behaviour or approach.						
Team Work								
Team Work	Relationship building	Creates and maintains strong relationships with work colleagues, partners and stakeholders that foster a team/partnership approach to work and leverages these to deliver quality outputs.						
	Cultural astuteness	Supports others and shows respect and positive regard for them in all situations. Appreciates and honours cultural differences whether gender, age, religion or ethnicity.						
Delivering results								
Delivering results	Vision & Mission	Works with others to create a shared strategic vision and mission for KMT and own team.						
	Strategic approach	Is highly strategic in own approach to all aspects of KMTs work. Ensures goals and objectives are closely aligned to the overall strategy. Adapts the strategy when circumstances change.						
	Planning	Sets clearly defined objectives; identifies and mobilises resources needed to achieve them.						
	Organising	Creates and manages timelines and activities; organises the efforts of stakeholders						
	Implementing	Coordinates with others and follows up to ensure implementation is successful. Accomplishes goals.						
	Problem solving	Thinks through problems and generates meaningful solutions that ensure that expected outputs are achieved.						
	Monitoring & evaluation	Monitors progress against plans and takes action to remedy shortfalls. Evaluates outcomes against targets						
Attention to detail	Thorough in accomplishing tasks and shows concern for detail. Corrects mistakes, adheres to processes and procedures. Consistently produces work of high standard.							

Key	1= Never	2=Rarely	3= Often	4 = Always	N/A =Not Applicable	2
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Competency name	Behaviour name	Behaviour description	Extent to which Behaviour is Displayed					
			1	2	3	4	N/A	Remarks
	Drive for results	Rises to challenges, maintains high standards & focus and measures results against high standards						
Innovation & opportunity	Creativity	Develops original ideas to solve complex problems. Develops innovative solutions and advances new ways of working.						
	Identifying opportunities	Is able to identify market opportunities & empower stakeholders to develop effective strategies to enhance their success						
Integrity & Trust	Compliance	Complies with regulations and internal and external processes and procedures.						
	Integrity & Trust	Consistently acts in an honest, reliable and trust worthy manner. Adheres to high moral principles and professional standards. Inspires other team members through own example.						
Professionalism	Thought leadership	An authority in own field whose expertise is sought after by others. Demonstrable ability to write/publish professional articles or give talks or presentations to teams of experts.						
	Technical know how	Demonstrates a through knowledge of own field of work & consistently applies such knowledge to assigned tasks to ensure quality outcomes.						
	Political astuteness	Demonstrates a highly developed understanding of the political map and how it relates to KMTs agenda. Is able to leverage influence, adapt to change and influence policy.						
	Empowering	Seeks to develop the skills and capability of team members, subordinates and stakeholders. Delegates & consults. Demonstrates confidence in others. Offers support & facilitation.						
	Engaging people	Motivates through strong personal relationships. Demonstrates interest in others and fosters commitment.						
	Performance management	Gives clear direction to motivate team. Checks for "buy in". Ensures the team measures its success and looks for improvements. Manages performance of team members. Offers honest constructive feedback.						
	Ownership	Takes personal responsibility for own performance and the overall success of KMT. Aligns personal needs to those of KMT.						
Average score								

Section D: Overall performance rating & development planning

1 = Poor	2 = Needs improvement	3 =Meets expectations	4 = Exceeds expectations
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Key	1= Never	2=Rarely	3= Often	4 = Always	N/A =Not Applicable	3
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CAREER DEVELOPMENT GOALS

Outline career aspirations, indicating related time-lines.

KEY STRENGTHS

Specify core strengths that support the achievement of indicated career goals:

AREAS FOR FURTHER DEVELOPMENT

Specify significant weaknesses that could undermine the achievement of career (competency, behaviour, attitude, etc.)

DEVELOPMENT PLAN

Indicate training/development actions required to overcome significant weaknesses or to support achievement of development goals.

Section E: General Comments

Section F: Signatures:

Appraisee: Date: Appraiser: Date:

Reviewer's name: Signature: Date:

Section G: Completion Guidelines

The performance appraisal form comprises six sections labelled A to F. Guidelines for completing each section are provided below:

- i. **Section A: Employee information.** This section is to be completed by the employee (appraisee)
- ii. **Section B: Performance objectives.** This section presents five to six performance objectives (targets) agreed between the employee and the supervisor at the start of the appraisal period as representing the core deliverables against which the employee's performance is to be assessed at the end of the appraisal period. The employee is expected to assess his/her performance against these objectives by selecting the performance level most applicable to own level of achievement against each goal from amongst the four levels (1-4) that are provided in the assessment table. The employee is also expected to insert comments on the quality of performance, including areas for improvement. The employee should forward the form to his/her supervisor, after completing section A and B.
- iii. **Section C: Competency assessment.** This section is to be completed by the Supervisor by selecting the level that best represents the extent to which the behaviour in question is displayed by the employee. The rating scale runs from 1 to 4 with a score of (1) meaning that the behaviour in question is never displayed, a (2) representing a rare display of the behaviour in question, a (3) representing a frequent display of the behaviour while a (4) rating means that the indicated behaviour is displayed all the time. In making the assessment, the Supervisor will be expected to give consideration to the role of the employee, including the level of seniority as these are bound to have a bearing on the manner in which the behaviour is displayed. In instances where the nature of work or level of seniority of the employee does not allow him/her to display the competency in question, then a rating of Not Applicable (N/A) should be recorded.
- iv. **Section D: Overall performance rating and self-development:** After completing the competency assessment section, the Supervisor will be expected to set up a meeting with the staff member and take the following actions: a) discuss the employee's self assessment as entered in Section B and make adjustments to the ratings where required; b) take the employee through the scores awarded in the competency assessment section and explain the rationale, particularly so in cases where scores of 1 or 2 have been awarded. Following this discussion, the Supervisor should enter an overall score which should represent an average of the final scores for sections B and C. The employee and the supervisor should then jointly complete the development planning section of the form.
- v. **General Comments:** This section is provided in order to allow the Supervisor to enter general comments on the performance of the employee, that he/she deems pertinent.
- vi. **Signatures:** Both the Supervisor and the employee should sign and date the appraisal form at the end of the appraisal meeting as evidence of the appraisal meeting having taken place. The completed form should then be referred to the Operations Directors in readiness for submission to SMT for the review process. It must be noted that the SMT review may result in the moderation of scores in some instances. Hence, the appraisal process should not be considered complete until after the Directors review.
- vii. **To facilitate the review,** the Operations Director should compile a summary table of performance outcomes (scores) for all staff, entering comments where necessary. It is expected that performance rated 1, 2 or 4, will be commented on in all instances. The completed appraisal forms should be made available to the review team to allow for reference to be made, where necessary.