

TEACHERS SERVICE COMMISSION



TEACHERS PERFORMANCE APPRAISAL REPORT

PREAMBLE

Performance Appraisal is a systematic way of reviewing and assessing the performance of an employee during a given period. The appraisal should reflect work output, achievement as well as display competencies over the review period.

The Performance Appraisal system's objectives include:

- providing feedback;
- improving communication;
- identifying training needs;
- clarifying roles and responsibilities and
- Determining how to allocate rewards and institute sanctions.

GENERAL GUIDELINES/ INSTRUCTIONS

- i. The report covers all cadres of staff in the teaching service employed by the Teachers Service Commission.
- ii. The Appraisal Period covers **from 1st January to 31st December**
- iii. The form should be completed in duplicate
- iv. The appraisee should be evaluated on both set targets and behavioral attributes on termly bases
- v. The Appraiser's evaluation scores shall constitute the actual rating of the appraisee
- vi. At the end of the year, the original report should be forwarded to TSC County Director and the duplicate should be retained by the appraisee.
- vii. Visit TSC website, www.tsc.go.ke to download this form.

PART 1 - PERSONAL DATA

This part should be **fully completed by the appraisee** to provide personal details and employment records.

| | | | | | | | | | |
|---------------------------------------|--------|-------------------|--|----------------------------------|----------------------------------|----------------------|-------------------|------------------|----|
| Surname | | | | Institution | | | | | |
| First Name | | | | Sub-County | | | | | |
| | | | | County | | | | | |
| | | | | Highest Academic Qualification | | | | | |
| Middle Name | | | | Designation | | | | | |
| | | | | Job Group | | | | | |
| | | | | Administrative position (if any) | | | | | |
| TSC Number | | | | Dates of Appointments | Current Job Group | | | | |
| Date of Birth | Day | Month | Year | | First Appointment | | | | |
| | | | | | Administrative position (if any) | | | | |
| Sex (Tick as appropriate) | Male | | Terms of Service (Tick as appropriate) | | | | | | |
| | Female | | Permanent | Temporary | | Contract | | | |
| Any Disability Tick as appropriate | Yes | Mental Impairment | Visual Impairment | Hearing Impairment | Physical Impairment | Multiple Handicapped | Speech Impairment | Others (specify) | No |
| | | | | | | | | | |
| Period of Appraisal | | | From : _____ | | | To: _____ | | | |

PART 2 – PERFORMANCE EVALUATION

In this part, opportunity is provided to both the appraisee and the appraiser to evaluate, and rate the appraisee's achievement in relation to institutional objectives and agreed targets (assignments).

The countersigning officer should validate and give recommendations. He / she may arbitrate whenever need arises.

| Officer | Definition | Role |
|------------------------|--|--|
| Appraisee | Teacher being assessed | Evaluation of his/her performance |
| Appraiser | Appraisee's immediate supervisor | Evaluation of the appraisee performance |
| Countersigning Officer | Overall supervisor of both the appraisee and appraiser | Validation of evaluation reports Recommendation for further action, Arbitration |

APPRAISAL STRUCTURE

| APPRAISEE | APPRAISER | COUNTER SIGNING OFFICER |
|---------------------------------|--|--|
| POST PRIMARY INSTITUTION | | |
| Teacher/Tutor/lecture | Head of Department/ Deputy Principal/Deputy Head Teacher | Head of the Institution |
| Head of Department | Deputy Principal/ Deputy Head Teacher | Head of the Institution |
| Deputy Head/ Deputy Principal | Head Teacher/ Principal | District Staffing Officer |
| Head Teacher/ Principal | Deputy County Director Teacher Management | County Director Teacher Management |
| PRIMARY SCHOOL | | |
| Teacher | Senior Teacher/ Deputy Head Teacher | Head Teacher |
| Senior Teacher | Deputy Head Teacher | Head Teacher |
| Deputy Head Teacher | Head Teacher | District Staffing Officer / TAC-Tutor |
| Head Teacher | District Staffing Officer/ TAC-Tutor | Deputy County Director Teacher Management/ District Staffing Officer |

NB: In case of any queries related to the performance appraisal system contact the County Director Teacher Management

2(a) INSTITUTIONAL OBJECTIVES

The appraisal report should be based on the following broad objective from which the individual performance targets should be derived.

- i. To implement curriculum as required within the stipulated period**
- ii. To effectively and efficiently carryout curriculum evaluation**
- iii. To perform all Administrative duties and supervisory responsibilities as required by the institution**
- iv. To manage students discipline**
- v. To organize and supervise students' co-curricular activities for both competitive and none competitive participation at different levels.**

2(b) TARGETS SETTING

Guided by the institutional objectives above, the appraiser and the appraisee should agree on at least five (5) key targets (assignments) at the beginning of each term.

2(c) CORE VALUEs

The appraiser should rate the appraisee's behavior based on the following core values:

- i. Professionalism:-**the manner in which the teacher applies skills, knowledge, competencies and meets the standards needed for the job. This includes ability of the teacher to establish clear goals, measure progress and take responsibility for results and work without close supervision.
- ii. Customer Focus:** - responsiveness of the teachers to; students/pupils, parents and other stakeholders.
- iii. Integrity:-** the manner in which the teacher exhibits honesty, moral and ethical standards, including punctuality and commitment to work.
- iv. Team Spirit:** - consider the ability of the teacher to work in a team.
- v. Innovativeness:** -consider the appraisee's ability to introduce new ideas and approaches in teaching profession.

2(d) SCORE/ RATING SCALE

The score /rating scale should be used to evaluate the appraisee on:

- Performance as per agreed targets
- The level of adherence to the set core values (behavioral attribute)
- The annual percentage rating.

| The Level of Adherence to the Set Core Values (Behavioral Attributes) | | |
|--|----------------------------|---------------|
| Core Values | Scoring Scale (1-5) | Rating |
| PROFESSIONALISM | 5 | very High |
| | 4 | High |
| | 3 | Average |
| | 2 | Below average |
| | 1 | Low |
| CUSTOMER FOCUS | 5 | Very High |
| | 4 | High |
| | 3 | Average |
| | 2 | Below average |
| | 1 | Low |
| INTEGRITY | 5 | very High |
| | 4 | High |
| | 3 | Average |
| | 2 | Below average |
| | 1 | Low |
| TEAM SPIRIT | 5 | very High |
| | 4 | High |
| | 3 | Average |
| | 2 | Below average |
| | 1 | Low |
| INNOVATIVENESS | 5 | very High |
| | 4 | High |
| | 3 | Average |
| | 2 | Below average |
| | 1 | Low |

| Performance as per agreed Targets | |
|---|--------------|
| Result Achieved | Score |
| Targets/expectations fully met and exceeded | 5 |
| Targets/expectations fully met | 4 |
| most targets /expectations met | 3 |
| Some targets /expectations met | 2 |
| Most targets/expectations not met | 1 |

| Annual Percentage Rating | |
|---------------------------------|---------------|
| Percentage | Rating |
| 81% and above | Outstanding |
| 66% - 80% | Very Good |
| 50% - 65% | Good |
| 31% - 49% | Fair |
| 20% - 30% | Poor |

2(e) TERMLY EVALUATION-TARGETS

FIRSTTERM (1st January -30th April) Year.....

This will account for 25% of the overall rating

| S/N | TARGETS/ASSIGNMENTS | Appraisee's Rating | Appraiser's Rating |
|--------------------|---------------------|--------------------|--------------------|
| | | | |
| TOTAL SCORE | | | |

Comments arising from first term performance

| | COMMENTS |
|---|----------|
| APPRAISEE Sign: Date: | |
| APPRAISER Name: TSC. No. Designation: Sign: Date: | |
| COUNTER SIGNING OFFICER Name: TSC. No. Designation: Sign: Date: | |

SECOND TERM (1st May - 31st August) Year.....

This will account for 25% of the overall rating

| S/N | TARGETS/ASSIGNMENTS | Appraisee's Rating | Appraiser's Rating |
|--------------------|---------------------|--------------------|--------------------|
| | | | |
| TOTAL SCORE | | | |

Comments arising from second term performance

| | COMMENTS |
|---|----------|
| APPRAISEE Sign: Date: | |
| APPRAISER Name: TSC. No. Designation: Sign: Date: | |
| COUNTER SIGNING OFFICER Name: TSC. No. Designation: Sign: Date: | |

THIRD TERM (1st September - 31st of December) Year.....

This will account for 25% of the overall rating

| S/N | TARGETS/ASSIGNMENTS | Appraisee's Rating | Appraiser's Rating |
|--------------------|---------------------|--------------------|--------------------|
| | | | |
| TOTAL SCORE | | | |

Comments arising from third term performance

| | COMMENTS |
|---|----------|
| APPRAISEE | |
| Sign Date | |
| APPRAISER | |
| Name: TSC. No. Designation: Sign Date | |
| COUNTER SIGNING OFFICER | |
| Name: TSC. No. Designation: Sign Date | |

2(f) TERMLY EVALUATION-CORE VALUES (Behavioral Attributes) Year.....

In this section the appraisee is rated on the core values (behavioral attributes) which influence performance of duty.

The **mean score** of the termly rating will account for 25% of the overall rating.
(Refer to 2(c), page 4)

| CORE VALUE (Behavioral Attributes) | TERMLY RATING | | | | | |
|--|---------------|----------------|---------------|---------------|----------------|---------------|
| | APPRAISEE | | | APPRAISER | | |
| | FIRST TERM | SECOND TERM | THIRD TERM | FIRST TERM | SECOND TERM | THIRD TERM |
| PROFESSIONALISM | | | | | | |
| CUSTOMER FOCUS | | | | | | |
| INTEGRITY | | | | | | |
| TEAM SPIRIT | | | | | | |
| INNOVATIVENESS | | | | | | |
| TOTAL SCORE | | | | | | |
| APPRAISER'S MEAN SCORE | | | | | | |

Comments on core values (behavioral attributes) rating

| | COMMENTS |
|---|----------|
| APPRAISEE Sign: Date: | |
| APPRAISER Name: TSC. No. Designation: Sign: Date: | |
| COUNTER SIGNING OFFICER Name: TSC. No. Designation: Sign: Date: | |

PART 3- ANNUAL RATING/SCORE Year.....

The **appraiser's termly scores** (targets and core values) should be summarized in the table below and summed to give the total percentage score which should be rated appropriately.

Summary of the appraiser's evaluation scores

| 1 ST TERM | 2 ND TERM | 3 RD TERM | CORE VALUE mean score | PERCENTAGE SCORE | RATING |
|----------------------|----------------------|----------------------|--------------------------|---------------------|--------|
| | | | | | |

Comments arising from annual rating/score

| | COMMENTS |
|---|----------|
| APPRAISEE Sign: Date: | |
| APPRAISER Name: TSC. No. Designation: Sign: Date: | |
| COUNTER SIGNING OFFICER Name: TSC. No. Designation: Sign: Date: | |

PART 4- OPPORTUNITY FOR IMPROVEMENT

In this part, the appraisee is expected to state specific performance gaps that if addressed will improve his/her competencies and output.

The appraiser should discuss the appraisee's performance gaps, and identify interventions in relation to work environment/ physical facilities/training among others.

Performance gaps and proposed interventions

| | Performance gaps /proposed interventions |
|--|---|
| <p>APPRAISEE</p> <p>Sign:</p> <p>Date:</p> | |
| <p>APPRAISER</p> <p>Name:</p> <p>TSC. No.</p> <p>Designation:</p> <p>Sign:</p> <p>Date:</p> | |
| <p>COUNTERSIGNING OFFICR</p> <p>Name:</p> <p>TSC. No.</p> <p>Designation:</p> <p>Sign:</p> <p>Date:</p> | |

PART 5- COMMENTS BY THE COUNTERSIGNING OFFICER

In this part, the countersigning officer should give comments on the appraisee's suitability for assignment of more challenging responsibilities.

Signature: _____

Name: _____

TSC.NO. _____

Designation: _____

Date: _____