


PERFORMANCE APPRAISAL

(ADMINISTRATIVE/PROFESSIONAL
STAFF)

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PERFORMANCE APPRAISAL

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Introduction

Performance Appraisal is a **systematic** and **periodic** process that assesses an individual employee's job **performance** and **productivity** in relation to certain **pre-established criteria** and **organizational objectives**.

Organizational Objectives of KNUST – Vision & Mission

- ▶ To Advance Knowledge in Science and Technology for Sustainable Development in Africa.
- ▶ KNUST provides an environment for teaching, research and entrepreneurship training in Science and Technology for the Industrial and Social – Economic development of Ghana, Africa and other nations.

Our Core Values

- ▶ Leadership in Innovation and Technology
- ▶ Culture of Excellence
- ▶ Diversity and Equal Opportunity for all
- ▶ Integrity and Stewardship of Resources


Pre-established Criteria

- ▶ These are criteria that KNUST must set to fulfil its Vision and Mission
- ▶ The existing criteria will be further discussed under the current practice of Staff assessment in KNUST

Important Key Words


- ▶ **Systematic** – Method of assessment must be standardised, planned and orderly to fit into the strategic plan of the University
- ▶ **Periodic** – Evaluation of performance must be at stated and prescribed intervals
- ▶ **Individualised/Personalised** – Targets are set individually and assessment will be based on how much staff are able to achieve set target
- ▶ **Job Performance** – work related activities expected of an employee and how well those activities were executed
- ▶ **Productivity** – Overall effect of job performance. The individual collective productivity translates to the productivity of the University as a whole.


Current Staff Assessment Practice in KNUST

- ▶ Management Staff Assessment
(Not yet established)
 - ▶ Academic Senior Members – *Teaching, Promotion of Knowledge and Service*
 - ▶ Administrative / Professional Senior Members –
Ability or Knowledge in Work, Promotion of Work/Application of Knowledge, Human relations and Service
 - ▶ Senior / Junior Staff Assessment (*Self assessment / HODs assessment and performance at promotion interview*)
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Current of Staff Assessment Practice in KNUST (cont.)

Problems/Challenges


- ▶ Managerial staff assessment not established
 - ▶ Staff are assessed only at promotion stage – shortcomings not known
 - ▶ Some assessable areas not well-defined
 - ▶ Some assessment yardsticks are not objective enough and may create bias
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- ▶ **Obviously, the current assessment practice has not totally fulfilled the University's vision and mission hence the need for improvement**
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Practice in Other Institutions (Public and Private)

- ▶ A number of the leading Public and Private Institutions in Ghana and other Countries have been able to achieve their organizational goals and objectives by conducting evaluation of staff performance for increased productivity.
- ▶ In order to ensure best practice and achieve Institutional goals and objectives, the University has developed an appraisal system for the Senior/Junior Staff and Senior Member(Administrative/Professional)

Use of Performance Appraisal

- ▶ Promotion of Staff
 - ▶ For of appointment of staff on completion of probation
 - ▶ For issuance of commendation letters, warning letters, staff re-training, mentoring, and others deemed necessary by the University
 - ▶ To identify staff training needs as part of continuous assessment
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Process of Assessment

- ▶ Assessment of all Staff of the University shall be conducted periodically by the Human Resource Development Division supported by the Quality Assurance and Planning Unit of the University.
 - ▶ Assessment yardsticks will be the same among Staff in the same category but variable based on position and level.
 - ▶ Staff will be informed whenever assessment is done and the outcome of the appraisal and plan for improvement will be discussed with the individual staff
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Process of Assessment (Cont)

- ▶ It will create the opportunity for Staff to comment on their assessment by the HoD

APPENDIX 1

Annual Performance Appraisal Form for Senior Members (Administrative/Professional) and Faculty

CONCLUSION

In conclusion, our intervention is to enhance productivity, efficiency and effectiveness, and to enable the University achieve its set vision and mission as determined by the Strategic Plan

THANK YOU