

WOMEN'S UNIVERSITY IN AFRICA



Addressing Gender disparity and fostering equity in University Education

PERFORMANCE APPRAISAL FORM

PERIOD OF ASSESSMENT FROM: _____ **TO:** _____

PREAMBLE / INTRODUCTION

The purpose of this performance appraisal form is to assess employee performance against approved Outcome-Based Individual Work Plans aligned to the University Strategic Plan, and to provide a transparent basis for performance-based bonus determination. The form applies to Administrative, Academic and Support Staff.

PART A: PERSONAL DETAILS AND SERVICE PARTICULARS

Name: _____

Employee Number: _____ National ID: _____

Position: _____

Faculty / Department / Unit: _____

Employment Category: Academic / Administrative / Support

Appraisal Period: _____

Appraiser Name & Position: _____

Reviewer Name & Position: _____

PART B: PERFORMANCE PLANNING CONFIRMATION

This assessment is based on an approved Outcome-Based Individual Work Plan agreed at the beginning of each quarter (performance cycle).

- Outcome-Based Individual Work Plan approved and on record
- Outcomes clearly defined and measurable - KPIs limited to a maximum of five (5)
- Targets aligned to departmental and institutional priorities

PART C: ORGANISATIONAL PERFORMANCE GATE – 20% OF OVERALL SCORE

Institutional Indicator	Weight	Actual Scores
Student Enrolment	40%	
Student Satisfaction Index	20%	
Student Debt and Cashflow Position	20%	
Leave Liability	10%	
Audit Opinion	10%	
Total Organisational Score	100%	
Weight	Total Actual Organisational score divided by Total Organisational score (multiply by 20)	

Overall Organisational Performance

*Quality Assurance to provide scores for this section

Total

PART D: QUANTITATIVE PERFORMANCE ASSESSMENT – OUTCOME-BASED KPIs (70%) MAXIMUM OF 5 KPIs

KPI No.	Outcome Statement	Success Measure / Target	Actual Outcome Achieved	Rating (1–5)

TOTAL SCORES		Total points available (5 x no. of KPIs highlighted above):	Actual score:	WEIGHTED SCORE: *Actual score divided by Total points available multiply by 70

Rating Guide:

- 5 – Outcome fully achieved with significant positive impact
- 4 – Outcome achieved as agreed
- 3 – Outcome substantially achieved
- 2 – Outcome partially achieved
- 1 – Outcome not achieved

PART E: VALUES-BASED BEHAVIOUR ASSESSMENT (10%)

Core Value	Behavioural Indicators	Self- Rating	Appraiser Rating
Teamwork (2 points)	Collaboration and cooperation		
Integrity (1 point)	Ethical conduct and honesty		
Professionalism (1 point)	Quality and standards of work		
Accountability (1 point)	Ownership and follow-through		
Efficiency (2 points)	Effective use of time and resources		
Gender Equality, Diversity and Inclusion (2 points)	Participation in and contribution to GEDI-related training or initiatives Actively avoids discriminatory behaviour, uses inclusive communication, and contributes to creating a safe, inclusive environment		
Reliability (1 point)	Meeting deadlines, delivering quality work, honoring commitments, communicating clearly, and maintaining a consistent, professional presence that builds trust.		
TOTAL	Total Score: 10 marks	Self-Rating Total:	Appraiser Rating Total:
			<p>WEIGHTED SCORE:</p> <p>*Actual Appraiser score divided by Total score multiply by 10</p> <p>/10</p>

PART F: OVERALL PERFORMANCE RATING

Individual Performance Score	Description	Bonus Payout (% of Target)
5	Exceptional Performance - Clearly and consistently transcends the requirements of the role. This individual contributes to the organisation's success well beyond their job description by delivering unique, innovative, and workable solutions to complex projects and problems.	Above 100%
4	Exceeds Expectations - Performance frequently surpasses communicated requirements and standards. Results are consistently high-quality, and the individual often takes initiative to add value beyond their core responsibilities.	95% - 100%
3	Meets Expectations - Performance consistently meets all requirements, standards, and objectives of the job. Results are timely, accurate, and achieved with minimum supervision.	85%-94%
2	Below Expectations - Performance does not consistently meet the requirements or objectives of the job. There is a need for improvement in one or more areas of consistent weakness. This individual requires frequent guidance and direction to achieve their responsibilities, and progress must be closely monitored and documented.	70%-84%
1	Unsatisfactory Performance: is consistently below requirements and is considered unacceptable. The staff member has met few or none of their objectives and has shown a failure to follow directions or initiate improvement despite prior counselling. Knowledge is inadequate to retain the position without immediate, documented corrective action. This rating is a critical warning and should not be received more than once.	0%-69%

Final Performance Score Calculated as:

Part C Organisational Score (/ 20) + Part D KPI Score (/70) and Part E Values Based Assessment (/10)

Total expressed as a percentage is = Bonus Payout Percentage

PART I: BONUS CALCULATION

Monthly Basic Salary x Bonus Payout Percentage (%) = Recommended Bonus Payout (%)

PART J: DEVELOPMENT PLANS

To be filled at the end of Performance Period by Appraiser/Reporting Manager only.

Functional/Core Competency Area	Developmental Plan and Activities for next review period

Assessment & Development Plans Discussed			
Employee Comments:		Reporting Manager's comments:	
Signature:	Date:	Signature:	Date:

Reviewer's Comments (Superior to the Reporting Manager)

Signature: _____ Date _____