*Version 1.4 February 2021*

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| **Y:\UNIVERSITY LOGO\Blue transparent logo.png** | **Performance Appraisal Form**  **for Academic Staff of MNU** | **PA Form 5** |

**LECTURER**

(20\_\_)

Section 1: Details of Employee Appraised

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|  | R.C Number: | Us | | Name: |
|  | | | Section /Unit /Department: | |
|  | | | Supervisor’s Name and Unit: | |
| 01st January \_\_\_\_\_ to 31st December \_\_\_\_\_ | | | Evaluation Period: | |

For the attention of supervisor who is appraising the staff’s performance

* The performance of the staff will be appraised on the flowing criterion.
* The criteria must be rated based on evidence provided by the staff, of achievements of performance expectations or targets, which were set after discussion between the supervisor and staff.
* After completion of the sections in each term, supervisor, and staff must discuss the evaluation.
* The following criteria will be used in evaluating the sections in this form.

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| **Details** | **Rating** |
| The performance of an employee at this level consistently exceeds all of the job standards and performance expectations. The employee is performing at a level well beyond what is normally expected of the majority of employees with similar duties. | 5 - Exceeds expectations |
| An employee at this level consistently meets the established job standards and performance expectations. The results consistently achieved are those the university would expect of employees in this position level. | 4 - Meets expectations |
| Employee meets the essential job standards and performance expectations of the position, or is marginally acceptable. | 3 - Satisfactory |
| Performance does not consistently meet the essential job standards and performance expectations. Development, coaching, or training is needed to reach full effectiveness. | 2 - Needs improvement |
| Performance demonstrates an inability or unwillingness to meet job standards and performance expectations of the position. Immediate and sustained improvement is required. | 1 - Unsatisfactory |

* After evaluating each criterion, it is the responsibility of the supervisor to write the justification for the given rating in detail. Especially, in appraising the staff’s performance, if it is observed that the aspects of staff’s work require improvement or are unsatisfactory, the supervisor must write detailed explanations.
* The supervisor and staff must sign the form after it is completed. After making 3 copies of the form, one copy must be kept with the supervisor, 1 copy must be given to the staff, and the other copy must be sent to the Human Resource Department.
* If required, the supervisor may include an additional/specific target for each criterion, apart from the general targets in this form.

Section 2: Work Expectations and Target Agreement

**CRITERION 1: EDUCATIONAL EXCELLENCE**

**1.1 Impact on Student Learning**

Documents required that can be submitted by the staff:

* Evidence of effectiveness as a teacher, particularly in relation to teaching tasks and associated activities; a systematic approach to the subject matter; an ability to understand the expectations and capabilities of students; and an ability to establish an effective learning environment.
* Evidence of teaching effectiveness may be supported through the teaching evaluation feedback or systematic student feedback.
* Evidence of further development of learning and teaching practice particularly through participation in professional development programs or other personal development programs.

*GUIDE: As much as possible the staff and supervisor are expected collect and produce evidence to support the rating. For section 1.1(d), both student and colleague feedback should be used as evidence.*

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| 1. **Workload**   To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
|  |  |  |  |  |  |  |  |  |  |  |
| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| 1. **Delivery**   To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
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| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| 1. **Design and Develop Syllabus and Curriculum**   To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
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| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| 1. **Attitude**   To achieve \_\_\_ % of the following target(s)  *Displays a reflective and professional attitude that develops over time through*: | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
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| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| 1. **Professional Development and Disciplinary Knowledge**   To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
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| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |

**CRITERION 2: RESEARCH WORK**

Documents required to be submitted:

Evidence of ability to initiate, develop or participate creatively and with a degree of autonomy in research and other scholarly activity, a willingness and ability to acquire the necessary skills for undertaking such work and appropriately apply them.

*GUIDE: Supervisors are to take note that a staff may involve varying dimensions and breadth of tasks in relation to research and thus is not required to have worked in all measurable KPIs under this criterion. To balance out the minimum involvement as requirement to fulfill section 2(b), (c) and (d), supervisor and staff may discuss and choose 8 to 10 KPIs in combination of the three criterion or from a single criterion per evaluation period giving careful consideration to the type of research and the activities the staff is involved in. A Staff may however opt to deliver all KPIs or a Supervisor may assign a collection of specific target to be achieved.*

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| 1. **Research Workload**   To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
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| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| 1. **Research Output**   To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
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| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| 1. **Research Funding**   **(Not applicable to teaching-focused staff)**  To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
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| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| 1. **Supervision**   **(Not applicable to teaching-focused staff)**  To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
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| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |

**CRITERION 3: INNOVATION AND RESEARCH, CREATING SOCIAL AND ECONOMIC BENEFITS THROUGH RESEARCH (Only applicable to research-focused staff)**

Documents required that can be submitted by staff:

* Evidence of participation in projects which contributes to the industry, community and the discipline.
* Evidence of participation in activities which Influence research practice and/or policy in accordance with MNU and Faculty strategic goals

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| 1. **Innovation and Research, Creating Social and Economic Benefits Through Research**   To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
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| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |

**CRITERION 4: ADMINISTRATION, ENGAGEMENT AND LEADERSHIP**

Documents that can be submitted:

Evidence of ability and willingness to carry out administrative tasks associated with teaching and research activities. Evidence of positive contribution to the development of collegial work environment and inclusive culture Evidence of leadership roles and contribution to the efficiency of the university, including team building, communication and coordination.

*GUIDE: Staff is expected to be engaged in section 4(a) and 4(b) of this criterion. Where applicable staff is only expected to be engaged in either one of the activities 4(c), 4(d) and 4(e).*

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| 1. **Administration, Engagement and Leadership Workload**   To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
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| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| 1. **Contribution to University**   To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
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| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| 1. **Contribution to the Profession or Discipline**   To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
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| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| 1. **Social Engagement**   To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
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| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| 1. **Thought Leadership, Knowledge Exchange& Policy Development**   To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
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| Other: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |

**CRITERION 5: SPECIFIC TARGETS**

Documents that can be submitted:

Evidence of project/task/activity assignment, project/task/activity plans, and progress reports

*GUIDE: Some staff are assigned specific targets in relation to projects, tasks and activities that do not fall into the generic routine work but are related to the staff’s line of work, field or expertise or any such that are part of University’s strategic goals. Such activities or targets shall be indicated in this section where applicable for only those staff who undertakes any such activity.*

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| **Criterion:**    To achieve \_\_\_ % of the following target(s) | TERM 1 | | | | | TERM 2 | | | | |
| Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory | Exceeds expectations | Meets expectations | Satisfactory | Needs Improvement | Unsatisfactory |
| Target 1: |  |  |  |  |  |  |  |  |  |  |
| Target 2: |  |  |  |  |  |  |  |  |  |  |
| Supervisor’s Comment  Term 1:  Term 2: | | | | | | | | | | |
| Staff’s Comment  Term 1:  Term 2: | | | | | | | | | | |

Section 2: Rating

This section must be filled after evaluating how much the staff has achieved the targets that were set at the start of the term 1 and term 2. The following criteria must be used in evaluation

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| --- | --- | --- | --- |
| **Average Rating: Term 2** | **Average Rating: Term 1** | **Criteria 1** | |
|  |  | 1.1 Impact on Student Learning | 1. Educational Excellence |
|  | | Total Average Rating for the Year (Term 1 and Term 2) | |

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| --- | --- | --- |
| **Average Rating: Term 2** | **Average Rating: Term 1** | **Criteria 2 & 3** |
|  |  | 2. Research Work |
|  |  | 3. Innovation and Research, Creating Social and Economic Benefits Through Research |
|  |  | Average Rating for Each Term |
|  | | Total Average Rating for the Year (Term 1 and Term 2) |

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| **Average Rating: Term 2** | **Average Rating: Term 1** | **Criteria 4 & 5** |
|  |  | 4. Administration, Engagement and Leadership |
|  |  | 5. Specific Criterion |
|  |  | Average Rating for Each Term |
|  | | Total Average Rating for the Year (Term 1 and Term 2) |

Please choose the appropriate MULTIPLIERS from the table below and calculate the final marks.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Multiplier | | | **Criteria** | |
| Research Focused | Teaching & Research Focused | Teaching Focused |
| 6 | 10 | 12 | 1.1 Impact on Student Learning | 1. Educational Excellence |
| 10 | 6 | 4 | 2. Research Work | |
| 3. Innovation and Research, Creating Social and Economic Benefits Through Research | |
| 4 | 4 | 4 | 4. Administration, Engagement and Leadership | |
| 5. Specific Criterion | |

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| --- | --- | --- | --- | --- |
| Result | Multiplier | Total Average Rating | **Criteria** | |
|  |  |  | 1.1 Impact on Student Learning | 1. Educational Excellence |
|  |  |  | 2. Research Work | |
| 3. Innovation and Research, Creating Social and Economic Benefits Through Research | |
|  |  |  | 4. Administration, Engagement and Leadership | |
| 5. Specific Criterion | |
|  | **Total** | | | |

Section 3: Staff and Supervisor’s Opinion

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| a. Supervisor’s overall opinion of how the staff performed the tasks |
| b. Staff’s opinion on how he/she performed the tasks |

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| --- | --- |
| Supervisor | Staff |
| Name:  Sign:  Date: | Name:  Sign:  Date: |