
**Performance Appraisal Form – Non-Academic Staff
University of Peradeniya**

PART 1: IDENTIFICATION DATA

Name:..... UPF No:.....

Job/Position:.....

Job Grade:.....

Department/Unit/Center:.....

Period Covered: From..... To:.....

PART 2: PERFORMANCE STANDARDS SETTING

I hereby confirm that I have checked the employee's 'Job Description' carefully and developed the performance targets or borrowed appropriate performance standards from the performance standards database for successful job performance.

Name of the Supervisor:

Signature:..... Date:

I hereby confirm that I have read and understood the performance standards that I have to meet during the next performance appraisal cycle (year).

Name of the Employee:.....

Signature: Date:.....

PART 3: PERFORMANCE APPRAISAL

PART 3 (1): EMPLOYEE EVALUATION

Note: Read carefully the performance appraisal guidelines given at the end of the form before completing the form. You must complete the form in the presence of the employee. You are required to consider at least 15 and 5 criteria, respectively from Sections 1-5 and Section 6 in evaluating the employee.

	Evaluation criteria	1 Strongly disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree
Section 01: Adherence to work norms						
1	Meets the performance standards or targets within the given deadlines and schedules.	1	2	3	4	5
2	Completes the job assignments efficiently and accurately according to the established standards of quality.	1	2	3	4	5
3	Thoroughly understands the job requirements and applies proper procedures, methods, and tools.	1	2	3	4	5
Section 02: Level of accountability						
4	Meets the required standards for every task and is accountable for the work performed.	1	2	3	4	5
5	Works independently with minimum supervision.	1	2	3	4	5
6	Demonstrates leadership skills by initiating new methods and more efficient ways of completing tasks.	1	2	3	4	5
Section 03: Self-discipline						
7	Shows up on time for work, is available at the seat, and attends to the tasks promptly.	1	2	3	4	5
8	Is at work on a daily basis and obtains approval from the supervisor in advance of any requested schedule changes.	1	2	3	4	5
9	Maintains professionalism and effective work habits and conduct.	1	2	3	4	5
Section 04: Interpersonal skills						
10	Maintains a good relationship with students by demonstrating trust, respect, and impartial behaviors.	1	2	3	4	5
11	Exhibits cordial work relationships with staff members.	1	2	3	4	5
12	Deals with the public in an acceptable manner.	1	2	3	4	5

13	Works cooperatively with colleagues within and outside the departments/units/centers in achieving organizational goals.	1	2	3	4	5
14	Demonstrates a pleasant, calm personality when dealing with other stakeholders.	1	2	3	4	5
Section 05: Attitude towards the work						
15	Always possesses positive attitudes.	1	2	3	4	5
16	Shows enthusiasm and interest in achieving the job assignments.	1	2	3	4	5
17	Demonstrates motivation and dedication to his/her work.	1	2	3	4	5
Section 06: Specific job tasks						
18		1	2	3	4	5
19		1	2	3	4	5
20		1	2	3	4	5
21		1	2	3	4	5
22		1	2	3	4	5
23		1	2	3	4	5
24		1	2	3	4	5
25		1	2	3	4	5

An overall score (out of 100) *:

* Overall score (out of 100) = $\frac{\text{Overall score (i.e., Cumulative marked scale for the evaluated criteria)}}{\text{Total no of evaluation criteria} \times 5} \times 100$

PART 3 (2): COMMENTS OF THE SUPERVISOR

Performance Feedback (Please specify the employee's major strengths & areas for improvement related to the accomplishments/job performance):

.....

Performance Development (Please specify remedial actions to achieve and maintain good performance and improve the performance of the employee in the next performance year E.g., training requirements):

.....

Name of the Supervisor:

Signature:..... Date:

PART 3 (3): COMMENTS OF THE EMPLOYEE

The supervisor explained the appraisal process, my strengths, weaknesses, and way of improving and maintaining my performance.

Any Other Remarks:

.....
.....

I hereby declare that the evaluation is accurate and fair. / I disagree with the evaluation for the reasons mentioned under 'Any Other Remarks'. (*Please strike off the inappropriate statement*).

Name:.....

Signature: Date:.....

Guidelines of Performance Management System for Non-academic Staff

University of Peradeniya

Guidelines for supervisors

1. This Performance Appraisal Form has been designed following the four steps (establishing performance standards, conducting performance appraisal, providing feedback on performance, and developing a performance development plan) identified in the Conceptual Framework for the Performance Management System, University of Peradeniya.
2. Having systematic and effective performance management is essential for managing and evaluating staff, developing their competencies, improving University's performance, and eventually achieving its outcomes. Performance management is a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning their performance with the goals and objectives of the University.
3. Unlike a traditional performance appraisal system where employees are evaluated only at the end of the year, the proposed performance management system contains four interrelated steps which need to be executed in two stages, namely, the performance standards setting stage and the performance appraisal stage.
4. The performance standard setting takes place at the beginning of the performance management cycle. The evaluation form includes five major criteria, reclassified and taken from the "Increment Report Form" applicable to non-academic staff, namely, adhering to the work norms, level of accountability, self-discipline, interpersonal skills, and attitude towards the work which lead to determining the degree of effectiveness and efficiency of the particular employee. The supervisor is required to consider a minimum of 15 criteria (out of total 17) given under Sections 1 to 5 in Part 3 (1).
5. In addition to the stipulated criteria, the supervisor shall add specific evaluation criteria into Section 6 of the "Performance Evaluation Form" based on the jobs assigned to the employee as given in his/her 'Job Description'. This addition may differ based on the non-academic job category, job requirements, and job assignments. (E.g., the supervisor may mention different criteria under Section 6 to evaluate two Technical Officers whose tasks are different from each other.) The supervisor is required to develop a minimum of 5 job specific criteria under Section 6 in Part 3 (1). Alternatively, he/she may borrow relevant performance standards from the Performance Standards Data Base for this purpose.
6. At the beginning of the performance standard setting meeting, the supervisor should provide the employee with an overall picture of what will happen during the appraisal cycle including the examination of the performance areas, recognition of success, identification of challenges, and working together in finding mutual solutions and

achieving goals. The supervisor is also required to clarify the doubts of the employee, and clearly specify that, through these performance standards, the employee will be evaluated at the end of the appraisal cycle. Both the supervisor and the employee are required to sign Part 2 and agree with the performance standards set.

7. The supervisor is encouraged to conduct a mid-year performance appraisal with a view to assisting the employee to meet the performance standards set at the end of the performance year.
8. The formal performance appraisal meeting is due at the end of the performance appraisal cycle (i.e., at the end of the performance year). When conducting the appraisal meeting, the supervisor should communicate that the appraisal process is a collaborative effort to help the employee in his/her job and for both the parties to reach mutual goals. Further, the supervisor must show respect and provide honest feedback.
9. The supervisor should assess the actual job performance of the employee both in terms of good performance as well as areas that need improvements. This evaluation should be based on pre-set performance standards and job requirements to judge the results achieved.
10. The supervisor should focus on employee performance, not personalities, and examine valid, concrete issues, not subjective emotions or feelings.
11. The supervisor should record information and data relevant for appraising the performance of the employee to conduct the year-end performance appraisal effectively. The supervisor may seek input relevant to the employee's performance from multiple sources (i.e., peers, subordinates, students, etc.) that bear different working relationships with the employee before the appraisal meeting. Further, the supervisor could encourage the employee to conduct a self-evaluation of his/her performance throughout the performance year to maintain an effective two-way communication process during the performance appraisal meeting.
12. The supervisor should read the statement given for each sub-criterion and rate the employee performance based on the following scale:

Scale	Standard
1	Strongly disagree
2	Disagree
3	Neither agree nor disagree
4	Agree
5	Strongly agree

13. The supervisor should prevent performance rating errors that occur when evaluating. Six common errors in the performance evaluation are:

- ✓ *Error of central tendency: all employees are rated about average or reluctant to assign either extremely high or extremely low ratings*
- ✓ *Halo effect: influence of a supervisor's general impression on ratings of specific employee qualities.*
- ✓ *Leniency or strictness error: supervisors give unusually high or low ratings.*
- ✓ *Recency error: the appraisal is based largely on an employee's most recent behavior rather than on behavior throughout the appraisal period.*
- ✓ *Contrast error: evaluation is based either upward or downward because of comparison with another employee just previously evaluated.*
- ✓ *"Similar to me" error: supervisors inflate the evaluation of people with whom they have something in common.*

14. The supervisor should not only discuss the evaluation with the employee to give him/her feedback but also should ask for the employee's input, challenges, ideas, solutions, goals, etc. When providing feedback, the supervisor should cover employee's strengths first and ask him/her how well he/she feels about their achievement levels and for his/her ideas on improving their performance. Also, the supervisor should summarize the key areas discussed, and the mutual agreements reached to achieve/maintain improved/good performance. These should be used in the follow-up actions later.

15. The performance management system is proposed to link with the annual increment of the employee which will lead to the adoption of a performance-based incentive system to promote a performance-driven culture. For this purpose, both the supervisor and the employee must agree with the outcome of the performance appraisal meeting as stated in Parts 3(2) and 3(3). Given that the increment date (i.e., the date of appointment of the employee) is different from the date of performance appraisal (i.e., 31 December when the performance of the employee is usually appraised), the previous year's performance appraisal shall be used to recommend/not recommend the increment as follows:

Performance appraisal score	Standard	Increment percentage
50-100	Acceptable	100%
00-49	Unacceptable	0%

16. Those employees who have scored more than 80 points for the annual performance evaluation shall be eligible to receive a Letter of Appreciation. Further, Non-Academic Staff Excellence Awards organized by the faculties or divisions shall be included a criterion to provide such employees with a great chance for the award.

17. The supervisor should give a copy of the finalized appraisal to the relevant employee, keep a copy of the appraisal for the departmental/unit/center files and forward the original appraisal form to the Non-Academic Division. The Non-Academic Division shall arrange appropriate training and development initiatives in collaboration with the Staff Development Center or any other appropriate division/s.
18. In the case where the employee does not agree with the performance appraisal and refuses to sign Part 3(3), the supervisor should ask the employee to indicate the reasons for refusal in the same section and forward a copy of the performance appraisal report to a Grievance Committee which consists of a Senior Administrative Officer, Head of the Non-academic Establishment Division and an identified employee representative to handle such disputes.
19. The Non-academic Establishment Division of the University of Peradeniya shall arrange necessary training and awareness-raising sessions for all categories of staff on the proposed Performance Management System (PMS) covering setting performance standards, conducting performance appraisal meetings, and providing effective feedback.
