



KMTC is ISO 9001:2015 Certified

Kenya Medical Training College



**STAFF APPRAISAL
POLICY**

MAY 2019

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PREFACE

On behalf of the Kenya Medical Training College (KMTc) Board of Directors, I am delighted to approve this Policy for use by Management. The KMTc Board is determined to improve access to and equity of quality medical training and to ensure that the institution plays its role in the realization of Sustainable Development Goals (SDGs), Vision 2030, health sector policies and the Government agenda on the “Big Four”.

Towards this end, the KMTc Board of Directors under my leadership is determined to critically address the task of defining long-term strategies for addressing the constraints to training and development of quality health care providers through:

- i. Improved policy and corporate governance for enhancing accountability and decision making.
- ii. Enhanced access, quality, relevance and equity in medical training.
- iii. Prudent resource utilization and good infrastructural management.
- iv. Increased visibility of Kenya Medical Training College nationally and internationally as a premier institution focusing on training, research and consultancy.
- v. Improved resource base, partnership and linkages..

This Policy aims at providing a roadmap towards enhancing employee career development and productivity through an objective performance based appraisal methodology. Prudent people management remains at the core and heart of the Institution’s mandate to produce a competent well trained, skilled and effective health workforce as we forge forward towards Universal Health Coverage (UHC).

I believe successful implementation of the Policy will be realized through total commitment of the entire staff, students and other key stakeholders.



Prof. Philip Kaloki, MBS,

Chairperson, KMTc Board of Directors.

FOREWORD

The College aims to build the knowledge, skills and capabilities of its Staff in support of the College's Vision, Mission and Motto. This it shall do by creating an environment in which Staff are able to perform at their best by ensuring that development, performance and promotion processes are informed by the College's strategic and operational requirements and legislative obligations.

The Policy shall ensure that there is Performance Development and Appraisal which is a key strategy to encourage and acknowledge productive contributions from each staff member. It is intended to be a positive experience, focusing on the employee's strengths and achievements, and on the College supporting its staff to achieve excellence. It offers the opportunity to discuss achievements, development goals, emerging work changes or challenges and performance expectations.

This Policy shall also support development and retention of world-class employees. The College shall recognize employees' efforts through promotions and appraisals towards the common good of the College as a whole.



Prof. Michael Kiptoo,

Chief Executive Officer.

VISION

A model institution in the training and development of competent health professionals

MISSION

To produce competent health professionals through training and research, and provide consultancy services

CORE VALUES

Accountability

Integrity

Responsiveness

Equity

Teamwork

Professionalism

Creativity and innovation

ABBREVIATIONS

| | | |
|------------------|---|--|
| CEO | - | Chief Executive Officer |
| DDA&F | - | Deputy Director Administration & Finance |
| DDA | - | Deputy Director Academics |
| ERP | - | Enterprise Resource Planning |
| HR | - | Human Resources |
| SPA | - | Staff Performance Appraisal |
| UHC | - | Universal Health Coverage |

1.0 POLICY STATEMENT

Staff Performance Appraisal is a process of assessing, summarizing and developing the work performance of an employee. It is the policy of Kenya Medical Training College to utilize a performance appraisal Tools to maximize employee's overall job performance and professional development. The Staff Performance Appraisal exercise is carried out annually and the results communicated to individual staff.

2.0 PURPOSE OF THE POLICY

- i. To periodically record essential information concerning the performance level and strengths/weaknesses of an employee in relation to career development, including potential for advancement and suitability for other jobs and training.
- ii. To assist management in achieving maximum utilization of all human resources, to motivate each employee to seek ways to improve performance where needed, and to enhance overall employee relations.
- iii. To assist the Appraising Officer (Supervisor) and the Appraisee in the effective implementation of the Staff Performance Appraisal (SPA) at the College.

3.0 OBJECTIVE OF THE POLICY

- i. The overall objective of the staff performance appraisal is to manage and improve performance of the College enabling a higher level of staff participation and involvement in planning, delivery and evaluation of work performance.
- ii. The specific objectives are to:
 - a. Link individual performance with organizational performance;
 - b. Enable Supervisors and Appraisees to continuously assess work progress;
 - c. Assess the learning and development needs of staff on a timely basis;
 - d. Promote values and principles of the College;
 - e. Promote communication and encourage continuous feedback between Appraisees and Supervisor;
 - f. Set the basis on which staff performance is monitored and evaluated as stipulated in the individual work plan;
 - g. Improve the quality of work through better planning, on-going discussions and fair participatory appraisal; and
 - h. Provide information for decision making on administrative and human resource issues such as renewal of contracts, promotions, delegation of duties, training, deployment, rewards and sanctions.

4.0 SCOPE OF APPLICATION

- i. The SPA shall apply to all categories of staff at the College.
- ii. A form from HR on appraisals shall be completed by all officers in the College in consultation with the supervisors.
- iii. All newly employed/promoted/redeployed officers will be required to complete the relevant Staff Appraisal Forms within three (3) months of employment/promotion/redeployment.
- iv. The primary responsibility for implementing SPA rests with the Director/ Authorized Officer.

5.0 STAFF PERFORMANCE APPRAISAL PROCESS

5.1 Personal Particulars

At the beginning of the appraisal period an employee will be expected to log on to the Enterprise Resource Planning (ERP) system and update bio-data.

5.2 Strategic Objectives

The Strategic Objectives will be derived from the College's strategic plan and performance contract and cascaded to the department, divisions and individual employees. Each department/division/unit shall develop the work plan from the College's strategic objectives.

6.0 PERFORMANCE EVALUATION

A rating scale of between 0 -100 percent will be used to evaluate performance of an employee. The table in Part 5.0 provides for the performance levels, grades and raw score which form the basis for evaluating level of achievement of targets for individual employee.

6.1 Performance Grades

There are five performance grades "Outstanding", "Exceeds expectations", "Meets expectations", "Improvement needed", "Below expectations".

- 6.1.1 Outstanding** –This rating is reserved for the individual whose work performance is clearly and consistently of exceptional quality. Employee anticipates circumstances and adjusts effectively to maintain superior performance above standards required for the position. A top performer.
- 6.1.2 Exceeds expectations** - This rating demonstrates a level of accomplishment that work performance often exceeds what is normally expected for the position. Employee responds effectively to direction and adjusts to circumstances influencing performance. Makes significant contribution to performance.
- 6.1.3 Meets expectations** -This rating demonstrates work performance meets the job requirements and expectations. Employee responds effectively to direction. Is a steady contributor to performance.
- 6.1.4 Improvement needed** - This rating demonstrates that work performance falls short of the job requirements and expectations but is willing to overcome deficiencies. Employee requires serious effort to improve performance.
- 6.1.5 Below expectations** – This rating demonstrates that work performance is inadequate and below the standards of performance required for the position. Performance at this level cannot be allowed to continue.

7.0 MID-YEAR REVIEW

- i. The main purpose of the Mid Year Performance Review is to accord both the Supervisor and Appraiser the opportunity to jointly review the progress made by the Appraiser in accomplishing the performance targets agreed on at the beginning of the appraisal period.

- ii. Mid Year Performance Review sessions are mandatory. Targets varied mid-year shall be discussed between the Appraiser and Appraisee and recorded in the table at Part 6.0.
- iii. The review, which should be in the form of discussions, should be centered on what has been achieved; any constraints experienced and whether there is need to vary the initial performance targets in order to accommodate any unforeseen circumstances. Any changes, additions or removal of performance targets should however, only be made in the event that there have been significant changes in the nature of functions carried out by the Appraisee, and which may necessitate revision of performance targets.
- iv. In the event that the Supervisor or Appraisee leaves the department, he/she will be required to appraise or be appraised as the case may be on pro-rata basis.

8.0 TRAINING AND DEVELOPMENT NEEDS

The supervisor and employee will jointly assess training needs and development assignments or activities for the next review period to help in the job and career growth based on achieved performance. Focus should be on the benefits from the training and how it will be applied to the job; activities that will enhance the employee's current performance and prepare the employee for greater challenges or career advancement. Training and/or development can be internal or external and on or off-the-job.

9.0 COMMENTS BY APPRAISEE

The Appraisee is expected to confirm whether performance related discussion took place during the appraisal period and whether the discussions were of help and the training was undertaken as agreed. Information provided here will indicate whether or not the objectives were accomplished, to what degree, and whether or not it was completed within the timeframe established.

10.0 MONITORING AND EVALUATION

10.1 Reporting Frequency

- i. Reports on performance will be done half yearly but reflecting cumulative achievements on agreed targets.
- ii. The responsibility to prepare and submit half yearly performance reports lies with the Appraisee and it shall be mandatory.
- iii. The mid-year appraisal reports shall be formally recorded in SPA
- iv. The end year report shall form the basis for rewards or sanctions.

10.2 End of the Year Appraisal

The End of Year Appraisal shall take place at the end of the reporting period. The following will constitute the end of year evaluation process:

- i. The Supervisor and Appraisee are required to meet at the end of the year to discuss the overall performance over the whole appraisal period.
- ii. The Supervisor and the Appraisee shall prepare a preliminary report on the extent to which the set performance targets were achieved as agreed at the beginning of the Performance Year with clear performance indicators to support performance as set in Part IV and based on Column A.
- iii. The Supervisor will assess the extent to which the Appraisee has achieved the performance targets, taking into account any unforeseen developments that may have affected performance during the period.

- iv. The Supervisor may however recommend other specific interventions other than sanctions depending on insight gained during the appraisal.

10.3 Reporting Format

10.3.1 Departmental/Sectional Evaluation Reporting Format

Departmental Heads will compile departmental Reports using a prescribed form, this will cover all officers in their respective Departments, Sections, Units or Sections. The reports will then be forwarded to the controlling officer through the respective Head of Human Resource Management Section together with a summary of the number of officers' scores in each of the five (5) ratings.

The College's Appointment and Promotions Committee will recommend rewards and sanctions as appropriate.

11.0 ADMINISTRATION OF REWARDS AND SANCTIONS

- i. Based on the performance evaluation reports, rewards or sanctions will be recommended by the College Appointments and Promotions Committee as per the Rewards and Sanctions Policy and guidelines issued by the College Board of Directors from time to time. The Board Chairman shall approve all the rewards and sanctions before implementation.
- ii. Members of the College Appointments and Promotions Committee may also be eligible for the awards, provided that they excuse themselves from participating in any decision-making regarding any award for which they are being considered.

12.0 EFFECTIVE DATE

This Policy shall become effective upon approval by the KMTC Board of Directors.

13.0 AMENDMENTS/REVIEW

This Policy will be revised after every three (3) years, nonetheless it may be amended from time to time on advice from Human Resource Section, and in tandem with new Human Resource trends and Government policies.

APPROVAL

Title : Staff Appraisal Policy

Contact : Deputy Director Administration and Finance

Approval Authority : The Board of Directors

Commencement Date : May 2019

SIGNED



**Prof. Philip Kaloki, MBS,
Chairperson, KMTC Board of Directors.**

15th May 2019
Date



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