

**COUNCIL FOR SCIENTIFIC AND INDUSTRIAL RESEARCH**

**SENIOR AND JUNIOR STAFF APPLICATION FOR PROMOTION FORM**

**PART I - PERSONAL RECORD (To be completed by applicant)**

- 1. Name:.....
- 2. Grade/Designation:.....
- 3. Institute and Station:.....
- 4. Date of Birth:.....
- 5. Date of First Appointment:.....
- 6. Date of Last Promotion to present grade:.....
- 7. Annual Salary for the year under review:.....
- 8. Highest/Latest Qualifications and Dates they were obtained:.....  
.....
- 9. Training Courses Attended since last promotion.....  
.....
- 10. Grade Applying For:.....  
Signature:..... Date:.....

**PART II - HEAD OF DIVISION/SECTION  
(To be completed by Head of Division/Section of applicant)**

- 11. Brief description of duties performed.....  
.....  
.....  
.....
- 12. Was any disciplinary action taken against the officer since last promotion?  
If yes give details.....  
.....  
.....

13. Summary of Annual Performance Appraisal Reports since last promotion.  
(Please Tick as appropriate)

YEAR	A Performance Exceeded all Expectations and Targets	B Performance Met All Expectations and Targets	C Performance Met Some and Expectations Targets	D Performance Below Expectation and Targets

14. Brief Comment on Candidate.

.....  
 .....  
 .....  
 .....

15. Recommendation by Head of Division (Please tick as appropriate)

- i. Recommended for promotion
- ii. Not recommended for promotion

Signature ..... Date.....

**PART III - DIRECTOR'S ASSESSMENT**

16. Brief Report on Candidate and Recommendation.

.....  
 .....  
 .....  
 .....

Signature of Director..... Date: .....

# COUNCIL FOR SCIENTIFIC AND INDUSTRIAL RESEARCH

## SENIOR AND JUNIOR STAFF ANNUAL PERFORMANCE APPRAISAL FORM

### PART I: PERSONAL RECORD

Name of Employee: .....

Staff Identification No. ....Staff Category (Senior Staff; Junior Staff)

Division: .....Institute.....

Date of Birth.....Gender.....

Designation .....Appraisal Period: .....

Date of First Appointment.....Date of Last Promotion.....

Training Courses Attended.....

.....

.....

### PART II: PERFORMANCE ASSESSMENT

#### 2.0 PERFORMANCE INDICATORS (Please Tick as appropriate)

2.1 **JOB PERFORMANCE** :( Employee's actual performance in relation to expected quantity and quality of work output achieved within expected time targets)

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Rating:                    **A**                    **B**                    **C**                    **D**                    **E**

Reasons for rating: .....

.....

.....

**2.2 TIME MANAGEMENT:** (Employee's ability to manage time, e.g. reports for work on time, makes good use of working time, stays on the job till closing time)

Rating:      **A**      **B**      **C**      **D**      **E**

Reasons for rating:.....  
.....  
.....

**2.3. COMMITMENT:**( Extent to which the employee is prepared to put in extra time, work odd hours, devote personal attention and effort and offer ideas for improving the job)

Rating:      **A**      **B**      **C**      **D**      **E**

Reasons for rating:.....  
.....  
.....

**2.4. INITIATIVE :**( Extent to which the employee tackles jobs, takes action, or does things without necessarily being told to do so)

Rating:      **A**      **B**      **C**      **D**      **E**

Reasons for rating:.....  
.....  
.....

**2.5. TECHNICAL ABILITY** (Extent to which the employee demonstrates the knowledge and skills required by the job)

Rating:      **A**      **B**      **C**      **D**      **E**

Reasons for rating:.....  
.....  
.....

**2.6 HUMAN RELATIONS (Extent to which the employee co-operates with colleagues, superiors and others within and outside the Division/Section to get things done)**

Rating:       
A B C D E

Reasons for rating:.....  
.....  
.....  
.....

**2.7. LEADERSHIP (Extent to which employee obtains commitment of other employees to facilitate achievement of goals)**

Rating:       
A B C D E

Reasons for Rating.....  
.....  
.....

**2.8. CONFIDENTIALITY (Employee's ability to keep sensitive issues confidential and not to divulge information when he is not required to do so.)**

Rating:       
A B C D E

Reasons for Rating.....  
.....  
.....

**2.9. WILLINGNESS TO LEARN (Employee's readiness to learn on the job and improve on skills required for the job)**

Rating:       
A B C D E

Reasons for Rating.....  
.....  
.....

**2.10. COMMUNICATION SKILLS (Ability of employee to speak or write in a manner that communicates the intended message.)**

Rating:

A B C D E

Reasons for Rating.....  
.....  
.....

**PART III OVERALL PERFORMANCE RATING**

(This is average of the overall Performance)

**LEVEL OF PERFORMANCE**

	<b>PERFORMANCE INDICATORS</b>	<b>A (70%+)</b>	<b>B (60-69%)</b>	<b>C (50-59%)</b>	<b>D (40-49%)</b>	<b>E (0-39%)</b>	<b>PERFORMANCE GRADING(%)</b>
1.	Job Performance						
2.	Time Management						
3.	Commitment						
4.	Initiative						
5.	Technical Ability						
6.	Human Relations						
7.	Leadership						
8.	Confidentiality						
9.	Willingness To Learn						
10.	Communication Skills						
	<b>TOTAL</b>						
	<b>AVERAGE</b>						

**EMPLOYEE'S OVERALL PERFORMANCE**

Rating:

**A                  B                  C                  D                  E**

**PART IV : COMMENTS AND RECOMMENDATIONS**

**(a) Supervisor's Comments:** .....

.....  
.....  
.....  
.....

**Name:** ..... **Signature**..... **Date**.....

**(b) Employee's Comments:**.....

.....  
.....  
.....

**Name:**..... **Signature:**..... **Date:**.....

**(c) Director's Comments & Recommendation**.....

.....  
.....  
.....  
.....

**Name:**..... **Signature:**..... **Date:**.....



# APPENDIX I

## RATING GUIDE

<b>ASSESSMENT (DESCRIPTION)</b>	<b>PERFORMANCE RATING</b>	<b>PERFORMANCE GRADING (IN PERCENTAGE)</b>
<b>Achieved All Targets Agreed upon</b>	<b>A</b>	<b>70%+</b>
<b>Achieved Most Targets</b>	<b>B</b>	<b>60-69%</b>
<b>Achieved Some Targets: Performed Above Minimum Targets</b>	<b>C</b>	<b>50-59%</b>
<b>Achieved Minimum Targets;</b>	<b>D</b>	<b>40-49%</b>
<b>No Targets Achieved</b>	<b>E</b>	<b>0-39%</b>

## APPENDIX II

### DEFINITION OF PERFORMANCE INDICATORS

- 2.1 JOB PERFORMANCE: (This refers to the employee's actual performance in relation to expected quantity and quality of work output and achieving expected time targets)
- 2.2 TIME MANAGEMENT (This refers to the employee's ability to manage time, e.g. reports for work on time, makes good use of working time, stays on the job till closing time).
- 2.3. COMMITMENT (This refers to the extent to which the employee is prepared to put in extra time, work odd hours, devote personal attention and effort and offer ideas for improving the job).
- 2.4. INITIATIVE (This refers to the extent to which the employee tackles jobs, takes action, or does things without necessarily being told to do so)
- 2.5. TECHNICAL ABILITY (This refers to the extent to which the employee demonstrates the knowledge and skills required by the job)
- 2.6. HUMAN RELATIONS (This refers to the extent to which the employee co-operates with colleagues, superiors and others within and outside the Division/Section to get things done).
- 2.7. LEADERSHIP (This refers to extent to which employee obtains commitment of other employees to facilitate achievement of goals)
- 2.8. CONFIDENTIALITY (This refers to employee's ability to keep sensitive issues confidential and not to divulge information when he is not required to do so.)
- 2.9. WILLINGNESS TO LEARN (This refers to employee's readiness to learn on the job and improve on skills required for the job)
- 2.10. COMMUNICATION SKILLS (This refers to the ability of employee to speak or write in a manner that communicates the intended message)

## SENIOR & JUNIOR STAFF ANNUAL PERFORMANCE APPRAISAL GUIDELINES

**INTRODUCTION:** In assessing subordinates, supervisors are expected to be frank, objective, and unbiased in their judgment. Subordinates should be made to write their comments at the relevant portions of the Appraisal form and append their signatures to indicate having seen the assessment on them.

- 1 Face to face Meetings:- Supervisors and subordinates meet at the beginning of the year by 20<sup>th</sup> January to agree on standard of performance, targets and expectations required of subordinates in the year.
- 2 At the end of every quarter supervisors and subordinates shall meet to discuss achievements of targets and expectations.
- 3 During the quarterly meetings supervisors shall assess and give feedback on subordinates' performance and where necessary remedial measures agreed on.
- 4 By mid November the Administrative Officers shall circulate appraisal forms to Heads of Divisions for the purpose of the end of year review.
- 5 The final end of year review and assessment meeting shall be held by 15<sup>th</sup> December, where the supervisors shall review performance, rate and make recommendations on the basis as follows:
  - (i) Recommendation for Training
  - (ii) Recommendation for Career Development Programs
  - (iii) Recommendation for Promotion or otherwise
  - (iv) Recommendation for Award
  - (v) Recommendation for Transfer etc
- 6 Supervisors or Heads of Divisions shall submit the Appraisal Forms to the Heads of Administration by 10<sup>th</sup> January of the ensuing year for further action.
- 7 Heads of Administration shall submit the Appraisal Forms to the Directors for endorsement by 20<sup>th</sup> January.
- 8 Heads of Administration shall submit a report on recommendations to the Directors with copies to Director of Administration for implementation by 29<sup>th</sup> January.