


The Catholic University of Eastern Africa

TITLE	AUTHOR
PROCEDURE FOR PERFORMANCE EVALUATION (CUEA/VC VCO/02)	VICE CHANCELLOR
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AUTHORIZATION

This Standard Operating Procedure is issued under the authority of:

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NOTE:

1. Write amendments on the page provided (Clause 0.2)

Controlled copies of this document will be in the Vice Chancellor, DVCs and MR's Offices.

0. CONTENTS AND RECORD OF CHANGES

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00		24 – Dec 2010	

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0.2 RECORD OF CHANGES

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0.3 Distribution / Circulation

This Standard Operating Procedure is available at relevant functions for authorized users.

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1.0 Purpose

This procedure prescribe the method of carrying out performance evaluation for CUEA Senior Staff as well as all those holding management positions but performance outside this

2.0 Scope:

This procedure applies to performance evaluation of CUEA Senior Staff, those holding managerial positions as well as evaluation of staff outside this scope in a manner that generally conforms to this procedure, and ratified by the UMB.

3.0 References:

3.1 CUEA Charter

3.2 Staffing Manual

3.3 Ex Corde Ecclesia

3.4. CUEA Quality Management Manual

4.0 Terms and Definitions

4.1 CUEA: Catholic University of Eastern Africa.

4.2. VC: Vice Chancellor

4.3 VCO: Vice Chancellor Office


4.4 PA: Personal Assistant.

4.5 DVCs: Deputy Vice Chancellor

4.6 MR: Management Representative

4.7 APC Annual Performance Commitment

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5.0 Principal Responsibility:

The Vice Chancellor, or DVCs on his behalf, shall be responsible for overseeing the effective implementation of this procedure.


6.0 Method:

6.1 People managers shall set specific measurable objectives to be delivered by each of their direct reports at the beginning of every financial year (1st July – 30th June).

6.2 A minimum of five (5) major objectives supported by a minimum of 5 specific deliverables in each case shall be documented in the Annual Performance Commitment (APC).

6.3 No more than seven (7) objectives and seven (7) deliverables for each objective shall be set per person.

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6.4 The objectives shall be derived from institutional priorities and commitments for the specific financial year. They shall be set in cascaded manner where each level supports the specific deliverables of the level above them. Every care shall be taken to ensure that the APC is documented to maximize synergy in each successive level of management.

6.5 Documenting the APC

6.5.1 The VC shall issue the CUEA Performance Commitment by 15th June of each year to all staff. This shall be derived from the direction of the Council, proposals raised by the various divisions and any unfulfilled objectives that the VC would wish to carry forward to the next financial year.

6.5.2 The VC shall finalize the APC with his direct reports, in conformity with cl. 6.2 – 6.4 of this procedure, by 15th July of each financial year.

6.5.3 The process shall be repeated for each level in order to ensure that the scope specified (cl. 2.0) is achieved.

6.5.4 The process of documenting the APC shall be completed by 30th August of every year and a copy signed by the people manager and each direct report submitted to DVC or VC (for VCs direct reports) for filing. Completed APCs shall confidential documents.


6.6 Management of APC

6.6.1 Each people manager shall schedule regular conversations with direct reports in order to monitor the progress of achieving the set objectives. The meetings shall be scheduled to ensure that performance and growth conversations take place at least once in every trimester.

6.6.2 A half year formal performance review of the APC shall be carried out in January of each year in order to identify areas that need to be given attention in order to meet the APC by the end of the financial year. The review shall be conducted confidentially, in a face-to-face discussion, by the manager and each direct report. The agreed performance level shall be indicated on the APC and signed by both parties.

6.6.3 The people manager shall be responsible for performance coaching of their direct reports in order to ensure that the APC is either met, or exceeded by their direct reports. Where the performance coaching does not seem to yield expected results at

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any time in the course of the financial year, the people manager shall escalates the matter to the next level for appropriate action.

6.7 Annual APC Review

6.7.1 Each people manager shall complete the full year review of the previous year's performance of their direct reports by 31st July of every year. The final report completed on the APC shall be forwarded for approval by the relevant authority. Any changes shall be discussed with the person evaluated before the final report is filed.

6.7.2 A summary of the APC reports shall be presented within the Divisions to a Divisional Performance Evaluation (DPE) Committee by 30th August of each year. The DPE Committee shall be responsible for normalization before the Divisional performance summary is presented to the CUEA Staff Evaluation Committee (CSEC)

6.7.3 All DPE and other non-divisional APC summaries shall be presented for discussion, normalization and adoption by the CSEC, chaired by the VC, by 15th September of every year.

6.7.4 Decisions made on the basis of performance evaluations shall be implemented in or after October of the year, based on the final full year performance rating of the evaluated member of staff.

7.0 Appendices

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