Assessment of Performance Appraisal Practice in the African Union Commission

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CERTIFICATION

Certified that the dissertation entitled **Performance Appraisal practices in the African Union Commission** submitted by **Seid Shifa,**is hisown work and has been done under my supervision. It is recommended that this Dissertation by placed before the examiner for evaluation.

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ACRONYMS

AHRD – Administrative & Human Resource Development

AHRM – Administrative & Human Resource Management

AU – African Union

AUC – African Union Commission

BARS – Behaviorally Anchored Rating Scale

CI – Critical Incident

ECOSOCC – The Economic Social & Cultural Council

EPAP – Employee Performance Appraisal Plan

GRS – Graphic Rating Scale

HR – Human Resource

IDP – Individual Development Plan

IMTC – Independent Multidisciplinary Team Consultant

MBO – Management By Objective

OAU – Organization of African Union

PA – Performance Appraisal

PAP – Pan African Parliament

PAS – Performance Appraisal System

PRC – Permanent Representative Committee

PSC – Peace & Security Council

RECs – Regional Economic Committees

SMART – Specific Measureable Achievable Realistic Time-framed

SPAS – Staff Performance Appraisal System

USA – Understanding Support & Acceptance

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ABSTRACT

The study is conducted to investigate the practice of performance appraisal in the African Union Commission. It is known that performance appraisal is ongoing process of evaluating employees' performance. In short, performance appraisal is a measurement of how well someone job-relevant tasks. These measurement are normally done by the direct supervisor of the ratee can serve different organizational purposes. The Commission used well, performance appraisal is the most powerful instrument that the Commission have to mobilize the energy of every employee of the commission toward the achievement of strategic goals. Organizational performance is the synergic sum totals of the performance all employees in the organization. To achieve the objectives of the study basic research questions were raised for the employees of the Commission.

The researcher used to a study, questionnaire and interview questions. Questionnaire were distributed to a total 90 sample population out of these 15 are supervisors (appraisers) and 75 are non – supervisors (appraisees), among the total questionnaires distributed 84 (93.33%) were returned. The responses were tabulated, analyzed and interpreted in chapter three of this paper. The analysis is focused on the research problems; the objective of the study; and the aim of the analyses are going to provide interpretation of the questioner data.

Accordingly, the findings have revealed that most of performance appraisal principles are not practice properly in the Commission of administration. For instances, some of the major problems are: performance appraisal goal – sets are enshrined from the employees job duty and responsibility but the administration of the commission did not give employees' duty and responsibility during employed them for the commission; the commission has its mission, vision, and goal but it did not facilitate simply to know by the staff properly; and almost all supervisors had not a recording document, which help to record regular incident and record of good/poor

behavior of the employees; the supervisors did not give feedback to employees timely about the strength and weakness of the employees and soon.

Furthermore, the management or supervisors share common goals and challenges, including how to tap the potential of each employee. An effective performance appraisal system helps for organization to achieve their goals for all aspects of employer/employee relationship. Their relationship mainly focused on performance evaluation. Performance evaluation should be accurately measured so employees will know where they can improve and it helps to know where to improve should lead to training of employees to develop new skills.

To conclude that if the management should follow performance appraisal practices properly, the Commission fulfills organizational goals effectively. So, the researcher suggested that administration of the Commission tried to implement the recommendation, which is mentioned in this research paper, the problems should be minimized or avoid from time to time.

CHAPTER ONE

1. Introduction

1.1 Background

Formal Performance Appraisal has become a widespread instrument of Human resource management. Large, complex organizations are especially likely to conduct formal appraisals (Berry, 2003). According to Jacobs et al (1980) performance appraisal can be described as a systematic attempt to distinguish the more efficient workers from the less efficient workers and to discriminate among strength and weakness an individual has across many job elements. In short, performance appraisal is a measurement of how well someonejob-relevant tasks (Parrill, 1999). These measurements are normally done by the direct supervisor of the ratee can serve different organizational purposes. Examples are employee selections, disciplinary actions, development/ feedback, promotion, training/ supervisions and personnel planning.

Before World War II, however, very few organizations conducted any formal performance appraisal. A handful organization and the military were the only ones using the procedure regularly. Most appraisals that were done concentrated more on an individual's personality traits than on actual achievements against goals and formal analysis of the behaviors that produced such results.

Interest in the evaluation of performance probably goes back well over a thousand years (see Murphy & Cleveland, 1991), but published research on appraisals goes back at least to 1920 with Thorndike's (1920) paper on rating errors. This paper not only represents one of the earliest attempts to deal with appraisal problems, it also represents the beginning of a very specific orientation to these problems that has lasted almost until today. In sophisticated, well-managed organization, performance appraisal is the most important management tool. No other management process has as much influence individual's careers and work lives. Used well, performance appraisal is the most powerful instrument that organizations have to mobilize the energy of every employee of the organization toward the achievement of strategic goals. Used well, performance appraisal can focus every person's attention on the company's mission, vision and values.

Performance appraisals serve a very useful role in the workplace and if done right, provide you with an exceptionally powerful management tool. And believe it or not the process need not be unpleasant for you. It is not unusual for someone who rose from the ranks or is the right out of initial management training find it uncomfortable to "get-personal" and evaluate another person's performance especially face-to face! The review of one employee another will giveyou trouble for any number of reasons: The employee is a discipline problem; he/she may be very sensitive; he may have nowhere to go within the organization... There are as many possible reasons as there are employees.

Supervisors/mangers should encourage employees to participate in establishing the Employee Performance Appraisal Plans (EPAP) for their position. By participating, employees get a clear understanding of what is required and what role their position plays in the activity of the organization. The final decision regarding critical elements and standards always rests with the management official, however. Employees' participation may be accomplished as follows:

- Employee and rating official jointly developing the EPAP
- Employing providing the rating official with a draft plan
- Rating official providing the employee with a draft plan or
- Employee writing one of the critical elements that he/she performs in his/her position.

Unfortunately, many appraisal systems grow over time into unwieldy and bureaucratic mechanisms which struggle along with multiple purposes and often conflicting goals. In other words, they try to do too much—and end up doing none of these things very well. What we do know is that effective performance targets, objectives or indicators have these SMART features: they are Specific, Measurable, Achievable (agreed), Realistic and Time-framed.

Specific targets:-effective targets are specific rather than vague and concentrate on the results to be achieved rather than on the activity expected of the employee. It is specific enough if: everyone involved understands their role, the feature is jargon free, and you have a clear term of reference.

Measurable targets:-together with the expected results, effective targets will include the measures or standards to be used in assessing those results. Those measures or standards should be agreed in advance by manager and employee or, at least, the employee should know about and accept the standards or measures. Remember, in performance appraisals you need to make an end of year assessment on whether each work objective has been met. To do this successfully, ongoing observation and documentation is required.

Achievable (agreed) targets: **-**are getting employees' commitment is a key to setting effective targets. Employees should participate fully in the setting of the objectives for their own jobs, and have an opportunity to contribute to planning the objectives of the work group, the department and the organization as a whole. At the very least, managers should ensure that the person responsible for achieving a particular objective understands and accepts it. There is no a point starting a job you know you can't finish. Decide if it is achievable by knowing if: it is measurable, others have done it successfully before you or elsewhere, it is theoretical possible, it fits in with your existing roles and commitment.

Realistic targets**: -** targets should be challenging, but not beyond the reasonable reach of the employee. If they are accepted by the employee, moderately difficult targets usually lead to better performance than easy targets. Sometimes, individuals or groups have to be dissuaded from taking on objectives which are beyond their capabilities or which cannot be achieved with the available resources. Resourced is about ensuring the necessary resources (people/time/money/opportunity) are available to complete the objective. Think about: have you and others responsible committed to achieving this objective; do you and all involved have the required skills to achieve the objectives? And are all other resources money, time and opportunity in place.

Time-framed targets: **-** just as targets should be specific rather than vague, they should also have a time frame or time limit. If several targets are being set, check that their time spans or completion dates are staggered through the period. For many people, targets will have only limited effect if their completion dates are, say, twelve months away or people might feel unduly pressured if all their targets are due for completion at the same time. Time bound is all about settings deadlines, without it you would find it difficult to measure progress against your objectives. If the objectives cannot be time bound, think about: can the objective be broken down further or success criteria are set for the end of the year appraisal relevant to the continuing activity.

Performance appraisal is a formal program in which employees are told employers' expectation for their performance rated on how well they have met those expectations. Performance appraisals are used to support HR decisions, including promotions, terminations, training and merit pay increases. The traditional appraisal method where a supervisor reviews an employee's performance during a set period and several other methods including self-appraisals, multisource assessment, upward appraisals, peer reviews,computer-based appraisals.

Managing employee performance is an integral part of the work that all managers and rating officials perform throughout the year. It is as important as managing financial resources and program outcomes because employee performance or the lack thereof, has a profound effect on both the financial and program components of any organization.

1.1.1 Background of the Commission

The Commission is the key organ playing a central role in the day-to-day management of the African Union. Among others, it represents the Union and defends its interests; elaborates draft common positions of the Union; prepares strategic plans and studies for the consideration of the Executive Council; elaborates, promotes, coordinates and harmonizes the programmes and policies of the Union with those of the Regional Economic Communities (RECs); ensures the mainstreaming of gender in all programmes and activities of the Union. Member of the commission: chairperson, deputy chairperson, eight (8) commissioners and staff members.

The advent of the African Union (AU) can be described as an event of great magnitude in the institutional evolution of the continent. The main objectives of the Organization of African Unity (OAU) were, inter alia, to rid the continent of the remaining vestiges of colonization and apartheid; to promote unity and solidarity among African States; to coordinate and intensify cooperation for development; to safeguard the sovereignty and territorial integrity of Member States and to promote international cooperation within the framework of the United Nations.

The OAU initiatives paved the way for the birth of AU. In July 1999, the Assembly decided to convene an extraordinary session to expedite the process of economic and political integration in the continent.

Since then, four Summits have been held leading to the official launching of the African Union:

- The Sirte Extraordinary Session (1999) decided to establish an African Union
- The Lome Summit (2000) adopted the Constitutive Act of the Union.
- The Lusaka Summit (2001) drew the road map for the implementation of the AU
- The Durban Summit (2002) launched the AU and convened the 1st Assembly of the Heads of States of the African Union.

African Union Commission (AUC) recognizes that its prime resources are its employees and it depends on their commitment and efforts for its continued prosperity and growth. The African Union (AU) is the successor organization to the Organization of African Unity (OAU). The OAU was established on 25 may 1963, which its headquarters in Addis Ababa, Ethiopia. The AU is an intergovernmental organization consisting of 54 African States. Then African Union was established on July 9, 2002 as a successor to the Organization of African Unity (OAU).

TheAUCin its endeavor to act as the driving engine of the continent's integration process has first to equip itself with a highly competent human resource base. The AUC, as the organ changed with spearheading the continent's integration process, cannot achieve that noble cause without first putting in place a highly competent human resource base. The Executive Councils have given to the commission atotal staff complements of 1012, these divided into 506 Professionals, and 506 General Service categories respectively. For the staff the most important document of AU staff is Staff Regulation and Rules. These define the condition of service, right, duties and obligation of the staff members of the African Union. These regulations and rules shall be interpreted and applied alongside AU relevant Treaties, decisions protocols, Regulations, Rules and Procedures as well as Principles of International Law. According to Articles 5 of the constitutive Act of the union, the organs of the union are the Assembly, the executive council, the AU commission, the Permanent Representative Committee (PRC), Peace & Security Council (PSC), Pan African Parliament (PAP). The Economic Social & Cultural Councils (ECOSOCC), the Court of justice, the specialized technical committees and financial institutions.

The Administrative and Human Resource Development (AHRD) department of AU Commission is the core department responsible for the development of human potential in the organization, and improving performance through better employees' development. As the primary functions it mainly deals with Recruitment, Selection, Promotion, Performance Appraisal, Training and Motivation of staffs with the full cooperation and support of line managers of the departments. The overall aim of the recruitment and selection process has been to obtain, at minimum cost, the number and quality of employees required to meet the human resource (HR) needs. The recruitment has been conducted in phases, starting with Director, Heads of Division and the officer positions.

The recruitment and selection exercise has been executed by an Independent Multidisciplinary Team of Consultants (IMTC) sourced from members' states. The IMTC was given specific Terms of references, which in a nutshell, required to carefully screening the applications and resumes of applicant while matching the job requirements and the candidates' profile and to shortlist the best candidates for face-to-face interview. As per the Maputo Decision, the consultants have been mindful of the importance of the AU's principles of the quota system and gender mainstreaming.

The institutional structure that is being proposed has been adapted to complement the scope of the strategic objectives of the commission, and designed to enable it to deliver results. The Head of State and government, accepted in principle, the vision and mission of the African Union Commission. Vision, mission and Value of the commission are expressed as follows:

- The Vision: - the vision of African union is that of "an integrated, prosperous, and peaceful Africa driven by its own citizen and representing a dynamic force in global arena "This vision of a new, forward looking, dynamic and integrated Africa will be fully realized through relentless struggle on several fronts and as a long-term endeavor.

- The mission: - the mission of the commission become "an efficient and value adding institution driving the African integration and development process in close collaboration with African member state, the Regional Economic Communities and the citizens"

- The Values: - the values of African Union Commission that guide and govern and its functioning and operations are:
  a) Respect for diversity and team work;
  b) Think African above all;
  c) Transparency and Accountability
  d) Integrity and Impartiality;
  e) Efficiency and Professionalism; and
  f) Information and Knowledge sharing

1.2 Statement of the Problem

This study is designed to investigate the system of performance appraisal practice in the African Union Commission. Organizational performance is the synergic sum totals of the performance all employees in the organization. Execution of performance appraisal means that underlining assumptions to performance appraisal exist.

According to Reink (2003) one of the most basic assumptions is that employees differ in their contribution to the organization because of individual performance, and that supervisor actually able and willing to distinguish between employees. Unfortunately, the performance appraisal and the process are not without flaws. According to Kondurasuck et.al (2002) these problems can be categorized into the following areas: i) the process and format, ii) evaluators role and iii) problems involving the evaluatees.

An example of first category the issue of perceived fairness is described by Rarick and Baxter (1984) which significantly influence performance appraisal system effectiveness. Fairness is made up of the three different concepts, namely, distributive fairness, procedural fairness, and interactional fairness. Distributive fairness is the degree to which rewards and punishments are actually related to performance input. Procedural fairness is the degree to which procedures and policies which determine the performance appraisal score are perceived as fair. Interactional fairness refers fair treatment of the employees by the organization. Together, all the three types of fairness are predictors of the commitment (Swiercz. et.al, 1999). The second category of problems deals with the evaluator role. According to Kondrasuck (2002) these problems emerges because of conflicting roles of being coach and judge at the same time, lack of raters training or personal bias favoritism, subjectivity or leniency. The third category is mainly to do with dissatisfaction with type and amount of feedback and uncomfortable feelings because of lack of control. Especially, the way of feedback giving has the potential to arouse negative emotion which in turn negatively affects performance appraisal system.

Accordingly, the above mentioned idea the study would attempts to assess the basic problems of African Union Commission (AUC) employees' performance appraisal system in relation with implementation of their task in order to achieve organizational goal.

Some problems associated with performance appraisal at African union are:
- Most of the supervisors have not enough knowledge about the evaluation of performance appraisal of their subordinates
- There are no documented criteria used to allocate organization rewards
- There is no formal basis for personnel decision for salary (asmerit) increases, disciplinary action etc.
- The degree of openness and trust between the manager and subordinate is a problem on determining the accuracy of the appraisal
- There is no document which helps to follow up the routine task of the employees in the organization

Research Questions

This research attempts to provide answers to the above problems and the following questions:

- What are the major problems that Africa Union Commission (AUC) encountered in association with performance appraisal process?
- Are the objectives of performance appraisal clearly understood by the appraiser and appraisees?
- What is the attitude of appraisers and appraisees towards performance appraisal?
- Did the Commission facilitate to know simply its vision, mission, and values for the employed staff?
- Should the Commission give job duty and responsibility in hand during the newly employed staff for the organization?
- What are the different methods used in the process of employees performance appraisal?

1.3 Objectives of the Study

The main objective of the study is to succinctly summarize the key elements that make employees performance appraisal participation an essential components of an effective system in African Union Commission. In addition to this, the supervisors should able to successfully develop performance plan, provide effective coaching and counseling, and conduct an interim or mid-term review or final annual performance appraisal.

The specific Objectives are:

- To describe how should used performance appraisal to achieve organizational goal
- To observe what methods are available to appraising performance and uses the frequently measures of appraisal practice
- To identify who would be involved in appraising performance and what aspects of performance would be appraised by those involved.
- To identify the critical factors that should be considered in performance appraisal.
- To identify what purposes performance appraisal system serve and how employees perceive the system
- To help suggest whether employees should participate in setting their own performance goals.

1.4 Significance of the Study

This study is important as it addresses the need for provide measurable activities the employees that would be used in the commission. The performance appraisal system is being accepted because it is perceived as being distributional and procedural fair,which are previously mentioned and being a valid measure for the position at hand. Thus, in recognition of the large amount of time and money that to be invested to develop implement an appraisal system, an ineffective appraisal system would be a sever threat and loss of resources to an organization. Performance appraisals need to be effective; otherwise they are a waste of time and money. What makes them effective is their potential to improve employees' performance. But performance appraisal is only lead to behavioral change if the users accept the system. It is hoped that from the findings of this research for the commission can be indicate a better position to know performance appraisal techniques, models, methods and process. The result of this research can be used a starting point for other interested groups to carry out further research.

1.5 Scope of the Study

The study was limit in one branch of AU organs, especially in human resource department on the area of performance evaluation in the Commission. Human resource department is follows up every staff activities according to the commission rules and regulation. So, this department directly or indirectly indicates the all staff movement to perform his/her duty properly. However, due to limited skill of the supervisors' and to find a solution of performance implementation constraints, they tried to measures the employees' performance at the given time. The research covers overview of the major factors that directly or indirectly affect the staff appraisal according to the performance appraisal procedures.

But in this study researcher selected AHRM department and other directly are working in relevance with the study topics with AUC in all departments. Researcher's respondent would be the ranks level the first level employees, team leaders and supervisory level. The study also takes in to account only the period (2013).

1.6 Limitationsof the Study

There are some constraints that limited the quality of the study some of these constraints are:

- Some of the department employees are not cooperative to response directly connect to their duty.
- The research may not fulfill all the necessary things because of skill limitation
- Lack of well-organized and developed information system in the commission
- Lack of adequate data in case of documentations for the conclusion of the study.

1.7 Definition of Terms

- Assembly: **-** means the assembly of Heads of state and Governments of the African Union
- Chairperson**: -** unless otherwise specified, means the head of the African Union Commission
- Commission**:** - means the administrative body of the African Union established pursuant to Articles 7 & 8 of the statues of the commission with the responsibility among other things to implement the collective decisions of the Organs of the Union.
- Competent Authority**:** - means any person who lawfully acts or behalf of the Chairperson or head of another Union Organ.
- Constitutive Act: - means the Treaty establishing the African Union
- Deputy Chairperson**:** - unless otherwise specified, means the next highest ranking officer to the chairperson of the commission as provided for in Article 9 of the statutes of the commission.
- Discharge**:** - means a separation of staff members from service of the Union by chairperson or competent authority of any other organ as a result of abolition of post, reduction of staff strength or ill health.
- Dismissal: -a separation of staff member from the service of the Union as result of gross misconduct.
- Elected Official: - means any person elected or appointed by the assembly or the Executive Council to serve in an Organ of the Union.
- Employee: - means any person employed by the Union either on a permanent, regular or temporary basis including daily wage workers but excluding Consultants.

- Executive Councils: - means the executive council established under Article 5 of the constitutive Act comprising the Ministers of Foreign Affairs or external relations of member states.

- Internationally Recruited Staff: - means employees from GSA4 and above recruited from outside his/her country and who is not a citizen of the country hosting the duty station.

- Locally Recruited Staff: - means employee of nationals all members of employees recruited strictly on local terms and conditions from within the job market of the duty station or staff working in the duty station in their home country.

- Member States: - means the member states of the Union.

- National Professional: - means an employee in the professional category serving in his/her own country.

- Officials: - means any elected officials or an appoint of an elected officials.

- Part-time staff: - means an employee recruited to work for less than the recruited eight (8) hour per working day and or 40-hour working per week on specific agreed terms and conditions.

- Personnel:- includes all staff members and employees in the service of the Union, unless otherwise clearly stated.

- Political Appointees: - are officials appointed by Chairperson or the competent authority of any other organ such as AU Permanent Representative/Observers, Special Representatives, Special envoys and AU Heads of Mission for a duration determined by the chair person or the competent authority of any other organ but not more than elected terms of office of the Chairperson or competent authority of any other organ.

- PRC: - means the permanent representative committee comprising of ambassador or permanent representative of the Union and other plenipotentiaries of member states, as provided for in Article 5 of the Constitutive Act

- Regulations: - means the staff regulations approved, and as amended from time to time, by the Assembly of the Union, to govern among other things, the status, appointment and basic conditions of services of the employees of the Union.

- Rules: - means the staff rules approved and as amended from time to time by the Assembly of the Union to supplements the regulations

- Staff Development: - refers to any activity directed to the developmental needs of staff members, including career development/ advancement, training, couching, delegation, workshops and seminars.

- Staff Member**: -** any person employed by the Union as continuing regular, fixed-term, or short-term personnel on the basis of daily wage or monthly salary as provided for in these Regulations and Rules.
- Stopped Increment**:** - means suspending salary increase of a staff member for a year and until the next increment earning period.
- Withholding Increment**:** - means disqualification of a staff member's eligibility for increase salary on the due date.

1.8 Research Design and Methodology

1.8.1 Research Design

The methodology of the research type, the data is quantitative in nature, and information would also be conducted to assess the performance appraisal problems of AUC staff with in selected departments and others

1.8.2 Population and Sampling Design

The total number of employees of the AUC is 1187. From this number 175 is regional office employees, which are lived in different countries of the world the rest 1012 employees are work in Headquarter. From the headquarter employees506 regular and the rest are 506 short term staff, who are worked here in Addis Ababa. The researcher considered as a population of the later. According to the organization structure, in the AUC there are about 10 departments. In whole of these departments, performance appraisal is the main concern of all employees.So, the researcher has decided to work in this area and use simple random sampling and concentrate only on employees working at the AU commission headquarters. The researcher mentioned above 10 departments in AUC, Administrative Human Resource Management (AHRM) the number of employees in this department 363 out of this 146 is regular staff and the rest 217 is short term staff. AHRM is one of those departments, which task envisage in all departments directly or indirectly.

1.8.3 Data Source and Type

The researcher used both primary and secondary data source in researcher's study. The primary data those which are collected a fresh and for the first time thus has been to be original in character. In other words, Primary data is directly collected from the people by the researcher himself. In this primary data collection method has helped the researcher to a great extent in arriving at the results. The source of researcher's primary data has been the two rank levels of

staff members of AU whereas the source of secondary data has been documents, rule and regulation, directives decisions and so on.

1.8.4 Data Collection Instruments

To collect relevant information for the research, questionnaire is major source for the paper. This is because employees can best express their opinion and feeling without fear from the fact that there is some sensitive question as to their relationship between them.For this fact the researcher would be collecting the interview techniques about performance appraisal.

The questionnaires and format of the study would be submitted to my advisor for possible correction before going into the study.

1.8.5 Methods of Data Analysis

For analysis purpose, descriptive type of data analysis used based on the present existing Performance appraisal system in the African Union commission. In this area, the researcher focus on the response of the respondents in the form of tables, which are used to organize and present some of the data. Similarly, in order to facilitate the analysis, percentage for those data is calculated.

1.8.6 Organization of the Paper

The paper is organized into four chapters. The first chapter is the introductory part, which includes the background, statement of the problem, objectives, significance, scope limitation, and research design and methodology. The second part comprises literature review. The third part is the main body of the study in which data are analyzed, presented and interpreted. The fourth part which is the final chapter consists of summary of findings, conclusion and recommendations followed by bibliography and annex.

CHAPTER TWO

2. Literature Review

2.1 The Concept of Performance Appraisal

Performance appraisal has given the same idea in different way by different scholars. Some of them are:

Edwin Flipo, according to him "performance appraisal is systematic, periodic and impartial rating of an employee's excellence, in matters pertaining to his present job and his potential for his job"

Dale Beach, according to him "Performance appraisal is the systematic evaluation of the individual regards to his/her performance on the job and his potential development"

Performance appraisals are an employer's way of telling employees what is expected of them in their jobs how well they are meeting those expectations. A typical performance appraisal is the supervisor:

- Monitoring the employee's performance,
- Completing a performance appraisal form about the employee , and
- Conducting performance appraisal interview with the employee to discuss his or her performance.

Performance appraisal is conduct over specific rating period typical three months, six months, or a year.

Undertaking formal appraisal is an activity of most manger relish, but it is an important part of the job of the manager. And it gives you an opportunity when done correctly, to positively affect the future of your employees. Conducting an effective appraisal means more than just filling that out the form your company uses however. What goes on before you will out the form is critical to getting the results you are looking for.As part of the appraisal process in many organizations, the manager and employee have a meeting where a manager explains the appraisal process and the criteria for judging performance.

If the process involves for the manager employee discuss agree and what both of them would like to see achieved over a certain time period(usually a year) and perhaps the kind of resources the employee will need to succeed. If you are responsible for defining employees goals then use the initial meeting to explains these goals (and how you will together to achieve those goals, if appropriate).

Performance appraisal is used as the basis of for taking disciplinary action, in many cases where the perception of performance that falls short of standard or expectation typically triggers the action (Arvey& Jones 1985) and in extreme cases, this action can include the decision to terminate an individual. Of course, performance appraisal a major part of performance management programs including the various coaching and developmental activities that take place as part of the performance management process. Furthermore, since performance appraisals are usually the only measure of performance available, they are also used as the criterion measures for a wide range of organizational topics.

The fact that appraisals are so important, and yet so prone to problem goes far to why performance appraisal has been the focus of so much research activity for so long a period of time. Performance appraisal system provides an important control mechanism for organization, which can increase performance and effectiveness.

2.2 The Importance of Performance Appraisal

Managing employee performance is an integral part of the work that and all managers rating official performs throughout the year. Performance appraisals are important for staff motivation, attitude and behavior development, communicating and aligning individual and organizational aims, and fostering positive relationships between management and staff. It is as important as managing financial resources and program outcomes because employee performance or the lack thereof has a profound effect on both financial and program components of any organization. Managers need to identify organizational goals to be accomplished, communicate individual and organizational goals to employees that support the overall strategic mission and Government Performance and Result Act (GPRA) goals of the department, Monitor, evaluate, employee performance and use performance, as a basis for appropriate personnel actions, including rewarding noteworthy performance and taking action to improve less than successful performance.

A performance evaluation can deliver important benefits and improve the success of each employee, each department, and, ultimately, your entire organization. And it's no wonder why. If done properly, performance appraisal can:

- Motivate employees to perform better
- Help you identify development and training needs
- Help employees understand how they can develop and grow

- Increase employee morale

- Improve the respect employees have their for managers and senior management

- Foster good communication your staff and you

- Identify poor performance and help them get on track and

- Lay the ground work to fire poor performance lawfully and fairly if they don't improve.

The office of personnel management defines performance management as the systematic process of:
- Planning work and setting expectation

- Continually monitoring performance

- Developing the capacity to perform

- Periodically rating performance in a summary fashion; and

- Rewarding for good performance

2.2.1 What is Performance Appraisal (PA)

Performance Appraisal is a formal management system that provides for the evaluation of quality of an individual's performance in an organization. Performance appraisal is ongoing processes of evaluating employee performance. Performance appraisals are reviews of employees' performance overtime, so appraisal just one piece of performance management (PM). The appraisal is usually prepared by the employee's immediate supervisor. The procedure typically requires the supervisor to fill out standardized assessment form that evaluate the individual on several different dimensions and then discusses the result of the evaluation with employees. Too often performance appraisal is seen merely as once a-year drill mandated by personnel department. But in organization that takes performance appraisal seriously and uses the system well, it is used as an ongoing process and not merely as an annual event.

2.2.2 Performance Appraisal Steps

The performance appraisal process should begin before the employee's performance appraised. The following is an outline performance appraisal steps, including those leading up to the actual appraisal:
- Define the job and performance standards: - the job should be well defined so that the employee knows what tasks are critical. Standards should be the same for all employees in that particular job.

- Plan for performance: - in this stage, the supervisor and employee develop a plan for the rating period that guides the subordinates work.

- Monitoring Performance: - both the employee and employer should be actively involved in monitoring the employee's performance during the rating period. Throughout the rating, the supervisor should provide feedback to the employee, reinforcing good performance correcting poor performance.

- Appraise performance and conduct performance interview: - the supervisor completes a performance appraisal form and conducts a performance appraisal interview with each employee.

- Reward Performance: - during this final stage, good performance often is reinforced with a reward. The reward system should be capable of differentiating among various levels of employee performance-for example, the higher performers would get the greatest reward and the lowest performers would get the smallest reward or no reward.

2.2.3 The Purpose of Performance Appraisal

Performance appraisals are essential for effective management and evaluation of staffs. Appraisals help to develop individuals, improve organizational performance, and feed in to business planning. Performance appraisals enable management and monitoring of standards, agreeing expectations and objectives, and delegation of responsibilities and tasks. Staff performance appraisals also establish individual training needs and enables organizational training needs and analysis and planning.

Performance appraisal serves over a dozen different organizational purposes:

- Providing feedback to employees: -is the most common justification for an organization to have a performance appraisal system. Through its performance appraisal process the individual learn exactly how well she did during the previous twelve months and can then use that information to improve his/her performance in the future. In this regard, performance appraisal serves another important purpose by making sure that the supervisor's expectations are clearly communicated.

- Facilitating promotion decisions: - performance appraisal makes it easier for the organization to make good decisions about making sure that the most important positions are filled by the most capable individuals.

- Facilitating layoff or downsizing decisions: - if promotions are what everybody wants, layoffs what everybody wishes to avoid. But when in economic realities force an organization to down size, performance appraisal helps make sure that the most talented individual are retained and that only the organization marginal performers are cut loose.

- Encouraging Performance improvement**:** - how can anyone improve if he does not know how he is doing right now? A good performance appraisal points out areas where individuals need to improve their performance.

- Counseling poor performance**:** - not everyone meets the organizational standards performance appraisal forces managers to confront those whose performance is not meeting the company's expectations.

- Determining compensation Changes: - almost every organization believes in pay for performance. But how can pay be decision made if there is no measure of performance? Performance appraisal provides the mechanism to make sure that those who do better work receive more pay.

- Encouraging couching and mentoring**:** - performance appraisal identifies the where couching is necessary and encourages managers to take an active couching role.

- Supporting manpower planning: - well-managed organization regularly assesses their bench strength to make sure that they have the talent in their ranks that they will need for the future.

- Determining individuals training and development needs: - if the performance appraisal procedure includes a requirement that individual development plans be determined and discussed, individual can then make good decisions about the skills and competencies they need to acquire to make greater contribution to the company's. Development plan in here all the employees are a priority, should be planned, implemented and evaluated to ensure it is effective. Development planning iskey component of performance appraisal, as it's provides the opportunity to discuss the support an individual needs to meet their objectives. The development planning discussion has two parts. These are:

a) Short-term development plan: - it should focus on supporting the achievement of task objectives development of competencies for the coming year.

b) Long-term development plan: - an individual's answer to the long term-development questions should be give you an indication what they are aspiring to. You should use the information as a basis for discussion. Where possible, share was experience, knowledge and network to generate ideas for developing a plan. Long-term development remains the responsibilities of the employees, but should the supported by manager where possible.

- Improving organizational Performance: - a performance appraisal procedure allows the organization to communicate expectation to every member of the team and assess exactly how well each person is doing.
- Setting and Measuring Goals: - goal setting has consistently been demonstrated as a management process that generates superior performance. The performance appraisal process commonly used to make sure that every member of the organization sets and achieve effective goals.

2.3 The Performance Appraisal process

An effective appraisal process begins with a performance planning meeting where the manager the individual discuss the upcoming year, set goals, review the competencies that the organization expects people to demonstrate, and identify the key job elements. They may also discuss the subordinate's development needs and goals in this hour long-meeting. Over the course of the year the manager and the individual regularly talk about performance. They adjust objectives as priorities change and as goals are met. Once the performance appraisal form has been written, reviewed, and approved the employee and manager get together for the final phase of process: performance review.

Here is the following step process that works well in developing a new performance appraisal system:

- Get top management actively involved: - without top management's commitment and visible support, no programme can succeed. Top management must establish strategic plans, identify values and core competencies, appoint an appropriate implementation team, demonstrate the importance of performance management by being active participants in the process, and use appraisal results in management decisions.
- Establish the criteria for an ideal system: - appraisers who must evaluate performance; appraisees whose performance is being assessed; human resources professional who must administer the systems; and the senior management groups that must lead the organization in the future.
- Appoint an implementation team: - effective implementation team usually divide themselves into two working task forces:

a) Policies, practices, & procedures (3P) this taskforce is responsible for designing the appraisal forms and recommending policies and procedure

b) Understanding, Support, and Acceptance (USA) this team works as mini-advertising agency, arranging communication plans and programme to ensure understanding and support by everyone who will be affected by the system.

- Design the form first: - the appraisal form is a lightening rod that will attract everyone's attention.

- Build your vision, mission, values and core competencies into the form: - performance appraisal is a means, not an end. The real objectives of any performance management system are to make sure that the company's strategic plan, and Vision and values are communicated and achieved.

- Ensure ongoing communications: - consider using focus group to reviewing ongoing efforts. Keep the development process visible through announcement and house organ bulletin.

- Train all appraisers: - performance appraisal require a multitude of skills behavioral observation and discrimination, goal setting, developing people, confronting unacceptable performance, persuading, problem solving and planning.

- Orient all appraisees: - specific training should be provided if the performance management procedures require self-appraisal, multi rater feedback, upward appraisal, or individual development planning.

- Use the results: - if the results of performance appraisal are not visible used in making used promotion, salary, development, transfer, training, and termination decision, people will realize that it's merely an exercise.

- Monitor and revise the programs: - audit the quality of appraisals, the extent to which the system is being used, and the extent to which the original objectives have been met. Provide feedback to the management, appraisers and apraisees.

2.4 Components of Performance Appraisal Model

Performance appraisal research has traditionally treated appraisal as a measurement process and has treated context factors as nuisance variables that interfere with accurate appraisal. We treat appraisal as a communication and social process. The rate is not a passive measurement instrument but rather an active agent pursuing specific goals. There are four component performance appraisal models. These are:

- Rating Context: - the organizational context in which ratings are collected influences the judgment process, the rating process, the evaluation process, and eventual uses of the

rating data. Consideration of the context within which performance appraisals are conducted, especially at the macro-organizational level, has been largely ignored by researchers (Ilgen& Feldman, 1983)

- Performance Judgment: - judgments are part of the rating process, but judgment and ratings are not identical. Judgments represent private evaluations; ratings represent public statements about ratees' Performance (Moharman& Lawler, 1983). Judgment is also bounded by the appraiser's opportunity to collect performance-related information and his or her ability to sort out to what extent job behavior is under the control of the ratee (Banks & Murphy, 1985).

- Performance Rating **:** - more concretely, the fact that one subordinate receives a higher rating than another on a dimension such as "timeliness" does not necessary imply that the rater truly believes that the individual differ in this respect or even that the higher-rated subordinate is necessarily the better performer.

- Evaluation: - historically, performance ratings have been evaluated primarily in terms of their resistance to a variety of psychometric biases, or rater errors (Landy&Farr, 1980).The thrust of recent criterion research and development in the field of performance has centered on the importance of accuracy in performance ratings. Before you sit down to compose an evaluation, make a few general notes of your own. Begin by thinking about the overall contributions and capabilities of the employee. Make a careful judgment about whether he or she is:

a) A superstar: - this is an extraordinary employee's delivers outstanding performance. He or she is exceptional in performance, potential, meeting exceeding job requirements.

b) An up and comer: - an above-average worker worth keeping and encouraging.

c) A benchwarmer: - an average employee, one who fully meets job requirements with work of good quality. They are not the stars, but they are ready, willing and able to deliver performance good enough to justify a continued paycheck.

d) A weak link: - a below-average employee, in urgent need of improvement, either because he or she fails to meet job requirements or has violated guidelines.

e) Headed for the Door: - with performance that is not acceptable, this employee is a candidate for dismissal. The evaluation may list specific goals that must be accomplished in order for the worker to hold on to a job, or the evaluation may lay the groundwork for termination.

Once you have thought about the accomplishments and potential of the person you are evaluating, consider what you know about his or her nature temperament. Is he or she:

- Defensive or cooperative?
- Argumentative or complaint?
- Willing to deal with problems to resistant or any change no matter how worthy?

Finally, consider what specific acts or omission you can point to as examples to support your judgments. Your position is much stronger-in matter of discipline or reward –if you can relate your judgments to actual performance.

2.5 Designing effective performance appraisal system (PAS)

Developing an appraisal system that accurately reflects employees' performance is a difficult task. Performance appraisal systems are not generic or easily passed from one company to another; their design and administration must be Tailor-made to match employee and characteristics and qualities (Henderson, 1984:54).

Performance appraisal are commonly undertaken to let in employee know how his/her performance compares with the supervisor's expectations and to identify areas that requiring training and development.

Well-designed Performance appraisal system:

- Recognizes and record an employee's contribution
- Give employees useful performance feedback
- Enable a more effective and equitable reward system
- Develop the professional capabilities of employees
- Communicate the organization's values and cultures
- Help the organization make evidence-based, legally defensible personnel decisions.

A well-designed performance appraisal system supports an integrated human resource strategy which enables the attainment of organizational and business goal.

2.5.1 Organizational and Employee Objectives

One of the first steps an effective performance evaluation system is to determine the organization's objectives. These are then translated into departmental and individual position objectives working with employees to agree their performance target. This allows the employee to know "up front' the standards by which his/her performance evaluated.

This process involves the job role, job description and responsibilities- explaining how the role and responsibilities contributed to wider goals, why individual and team performance is important and just what is expected within the current planning period. Objectives developed in this way should be reflected of the organizational goals and provide linkages between employee and organizational performance.

2.5.2Training

If you are like most managers, conducting performance evaluation is a regular part of your job. All too often, however, managers are told to do performance evaluations without receiving guidance how to do them well. It's a common misconception that performance appraisal entails simply filling out an evaluation form –answering prefabricated questions and checking boxes. When done correctly, performance appraisal is a process, not a document-it is a way of structuring your relationship with your employees. A good appraisal system includes observation, documentation, and communication.

Development planning is a key component of performance appraisal, as it provides the opportunity to discuss the support an individual needs to meet their objectives. The development planning discussion has two parts:

a) Short- term development planning should be focused on supporting the achievement of the organization objectives and development of competencies for the coming year.

b) Long – term development plan is important that ware of your development needs and consider how they can be addressed. Development activities will be most effective if you apply your learning to your work.

One effective means of identifying formal training for an employee is establishing an Individual Development Plan (IDP), which has three processes. These are:

- Self- Assessment: - the employee reviews prior job experience, training, education and other developmental experience to provide concrete information regarding current strengths and skills. The employee may seek out career counseling from a variety of sources, including peers, current and past supervisors, and the human resource staff.

- Discussion and collaboration: - in order to obtain mutual commitment between the supervisor and the employee, open discussion and collaboration is necessary.The supervisor and employee sign a completed IDP based on mutual agreement or final decisions of the supervisor.

- Implementation and follow-up: - the employee ensure that any necessary procurement or training request forms are prepared and monitors work that is assigned to best accomplish the IDP's developmental experience. The employee reports on completion the items in the IDP. The supervisor and employee meet periodically throughout the year to review and update the IDP.A major aspect of a developing an effective performance system is training for those individuals involves as raters. Although the training for the employees does not have to be nearly as long or as detailed as the training provided managers (mainly because the skills required by the recipient of a performance appraisal are quite different from the skills required by an appraiser), it is good idea to hold a training or orientation programme for all employees to introduce the system. This training needs to focus on providing the manager with a systematic approach to the practice of effective people management (Goff and Longenecker, 1990). The training should include at least the following:
- Supervision skills;
- Couching and counseling;
- Conflict resolution;
- Setting performance standards;
- Linking the system to pay (assuming this is an aim of appraisal system);
- Providing an employee feedback (Evans, 1991).

Once individual rater has been through the necessary training, periodic refresher courses will be required to help the rater maintain necessary skills in performance assessment. Raters involved in the appraisal process should also be on how they conduct performance appraisals. This will help to make sure that evaluations are performed in a similar and consistent manner throughout the organization.

2.5.3 Frequency of appraisal

Employees review should perform on a frequent ongoing basis. The actual time period may vary in different organizations with different aims but typical frequency would be bi- monthly or quarterly. By conducting review frequently two situations are eliminated:

1) Selective memory by the supervisors or the employee and
2) Surprises at annual reviews

People generally tend to remember what happened within the last month or the high profile situations (good or bad). Frequently review helps eliminate the effect of this, generally unconscious memory.

2.5.4 Maintaining Records

Maintaining documentation of your employees' performance is not only very handy when you are faced with the difficult decision of laying off a department members; it is also useful when choosing an employee for promotion. Before making any promotion recommendation, it is best to go over the documentation on all employees concerned in the decisions. Another key to ensuring the effective use of a performance appraisal scheme keeping and maintaining accurate records employee's performance. Careful review the record helps to avoid the selective memory mentioned earlier and helps plot appropriate actions. Of course well- maintained records as essential if the need arises to discipline, demote or dismiss an employee.

2.5.5 Measurement System

The actual measurement grading system used to rate employee's performance needs to be designed carefully. A performance appraisal system which ranks employees according to a numerical rating tends to lead to a great deal of average performers.

The formal performance appraisal usually involves the uses of standard form developed by the Human Resources Department (HRD) to measure employee performance. In any organization commonly used performance appraisal measurement methods and forms. These are used in administrative evaluative and developmental decisions. These measurement methods are:

a) Critical Incidents (CI) method: - is a performance appraisal method in which a manger keeps a written record of positive and negative performance of employees throughout the performance period. There is no standard form used, so it is a method.

b) Management By Objective (MBO) method: - is a process in which managers and employees jointly set objectives for the employees, periodically evaluate performance, and reward according to the results. Although it is a three-step process, no standard form used with MBO, so it is a method. The three-step processes are: set individual objectives & plans, give feedback & evaluate performance and reward according to performance.

c) Narrative Method or Form: - requires a manager to write a statement about the employee's performance. There often is no actual standard form used, but there can be a form, so narrative can be a method or a form.

d) Graphic Rating Scale (GRS) form: - a performance appraisal checklist on which a manager simply rates performance on a continuum such as excellence, good, average, fair and poor. The continuum often includes a numerical scale, for example 1 (lowest performance level) to 5 (highest performance level).

e) Behaviorally Anchored Rating Scale (BARS) form: - is a performance appraisal that provides a description of each assessment along a continuum. Like with rating scales the continuum often includes the numerical scale from low to high.

f) Ranking method: - is a performance appraisal method that is used to evaluate employee performance from best to worst. There often is no actual standard form used, and we do not always have to rank all employees.

g) 360 degree Appraisal method: - is where multiple raters are involved in evaluating performance techniques. The 360-degree technique is understood as a systematic collection of performance data on an individual or a group derived from a number of stakeholders. In this method an employee's performance is evaluated by his supervisor, subordinates, peers and customers (or on outside expert). All these appraisers provide information or feedback by completing a questionnaire designed for this purpose. In addition, it enables an employee to compare his evaluation about self with perception of others. Though this method was developed to bring about a degree of objectivity, it still suffers subjectivity.

While this section does not contain an exhaustive list, it provides examples of each major's methods of performance appraisal. Determining the best appraisal method or form to use depends on the objectives of the organization.

2.5.6 Conducting the performance appraisal

In many systems, the first-line supervisor is a responsible for conducting the performance review. Multiple rater system provides a form of "triangulation" that results in ratings in which employees and managers and managers have greater confidence. During conducting performance appraisal the following eight steps should be perform by the manager. These are:

a) Control the environment: - in here focus schedule a time, reduce interruptions and warm-up

b) State the purpose of the discussion: - go over advantage of the appraisal process & tell what information will be used for the evaluation

c) Ask for the employee's opinion: - at this time, ask how the employees think he/she did, Use open ended question & use your best listening skills

d) Present your assessment: - in focus on be candid and specific, give correct feedback & give positive feedback

e) Build on the employee's strength: - to share your opinion of those strengths & focus on performance, but not personality

f) Ask for the employee's reaction to your assessment: - in here, listen to what the employees has to say & reach an agreement on evaluation rating

g) Set specific goals: - in this areas focus list opportunity areas for improvement, identify current training needs & set realistic but stretching goals

h) Close the discussion: - the manager finally focuses summarize the meeting, sign the appraisal form & thank the employee and explain the next step.

2.6 Observation and Documentation

To make your performance evaluation system effective and easy to manage, you should observe and document employee performance on an ongoing basis. Pay attention to your employees and their performance throughout the year not just in the days preceding an evaluation meeting.

When observe something either good or bad record your observation at the time instead of waiting until you write the evaluation. Most of your record keeping can be informal and brief—it does not have eaten up too much of your time. And, any time it takes will be well spent. When you evaluate an employee formally, you will have already done of most of the work, having amassed a record of the employee's performance for the entire year (or whatever time period your review covers).

Documenting employee performance as it happens also increases the fairness your interim and year – end appraisals having documentation ensures that you will base the evaluation on the employee's entire performance, not just the most events or the ones that happens to stick out in your memory. And, if you ever have to justify in a lawsuit any negative actions you have taken against an employee, you will be more successful if you can point to careful and complete paper trail. In here describes how you can document employee performance completely throughout the year by using three simple tools:

- Performance logs: - your own performance record of what employees have done (or failed to do) throughout the year. The best way to document an employee's performance is to keep a running list of events or incidents. When the employee does something noteworthy, either good or bad, take a moment to jot down in the log. A performance log helps you keep track of the employee's performance in a format that will be useful to you when you evaluate the employee formally at the end of the appraisal period. A performance log is a tool for you to use when you sit down to evaluate an employee, you should keep it in your own files – not in the employee's personnel file. Don't worry about

the quality of writing or the beauty of your presentation. You can even write entries by hand if you like. Here are some guidelines to follow when writing log entries:

a) Include concrete and specific details - dates, times, place, names, numbers, and so on

b) Be accurate and don't exaggerate

c) Don't use slurs or other inappropriate or derogatory terms

d) Don't use language that could be construed as discriminatory or biased. Don't mention an employee's race, national origin, age, disability, gender, or sexual orientation when commenting on his or her performance.

e) Avoid commenting on employee's personality. Instead concentrate of behavior, performance, conduct and perform of a task

f) Stick to job related incidents. Don't include entries the employee's personal life or aspects of the employee that have nothing to do with the job.

If you talk the employee informally about the conduct, or you decide to give an employee a written kudos and trickle or take disciplinary action, note this in your logs as well, with a cross-reference to other document by date.

- Kudos: - notes that you give (or email that you send) to employees to recognize exceptionally good performance. When you can praise an employee for a job well done, you should do so. Positive feedback not only improves employees' morale but also motivates employees to do better and improves your overall relationship with your team. Kudos do not have to be elaborate-they are simply short notes that let employees know you notice and appreciate their efforts.

- Ticklers:- notes that you give(or email that you send)to employers to alert them that they have veered off track and need to improve their performance. If an employee's performance begins to slip, do not wait until a formal evaluations meeting to let the employee know that you have noticed and are concerned. Write tickler (or send an email) to let the employee know he or she needs to make an adjustment. Use a tickler to couch or counsel an employee, not to criticize or inspire faire. If you want, you can provide constructive advice or feedback in the tickler. Or you can simply remind an employee of requirement or goal that you have set and not your concern that the employee will not meet it unless he or she performs differently.

Documenting critical incident and significant Behaviors: - an important part of appraisal process involves recording incidents and behaviors that out of the ordinary. These are referred to as 'critical incidents' and 'significant behaviors'. A critical incident is behavior that is usually extreme (either good or bad) and that should be recorded for legal reasons, for disciplinary

measures, or for purposes of recognizing exemplary actions "above beyond and the call of duty." A significant behavior is one that can make a real difference in an employees' performance. There are many reasons you should keep records of employees' significant behaviors:

- It increases the accuracy of the performance appraisals, because it is based on documentation rather than memory
- It provides evidence to support rating
- It helps guarantee that you will consider the performance during the entire appraisal period
- It reduces bias that occurs when you rate only the most recent behavior

To be as accurate as possible, write significant behaviors as soon as possible after you have observed the behavior. Record only the specific behavioral facts of the case. Do not include opinions. Do not rely on hearsay! To ensure that the documentation is a representative record of an individual's performance, document performance during the entire appraisal period. In documenting behaviors, be consistent in how you do it. Use the same format and the same level of detail with each individual.

Observing your Employees: - before evaluate an employee's performance; you must witness that performance first-hand. Although this should go without saying, it doesn't: Too many managers aren't aware of what is going on under their very noses. When it came to evaluating your employees' performance, it is not enough to sit in your office or behind a desk and let employees' work at a distance. Unless you personally observe your employees in action, you will have to rely entirely on secondary sources – such as reports, feedback from coworkers and clients (customers) – to assess how your employees have performed.Of course, input from the secondary sources is important, but the manager who relies solely on them is missing half the story.

If you want to know what is going on in your department – who is doing what and how well-get out of your office and become part of the working life of your employees. One researcher called this technique "management by walking around" an apt term. This doesn't mean that you have to micromanage or be overbearing; it just means that you should be aware of your employee's effort. As you go about your day, pay attention to what is happening around you. Do not focus solely on results; understand the story behind those results. Check in with employees on their work loads and work progress. Have an open-doors policy for employee complaints and feedback.

2.7 Setting Performance Goals

- What is goal?It is agreed-upon statement of what an employee will achieve in specified of the period. A goal statement should also explain the resources necessary to achieve the goals and how you and your employee will measure success. In other words, goals should be measurable and aimed at improving the performance of the employee.

- Why do we write goals?Written goals allow you to measure and recognize achievement. They also let you identify and correct performance problems, and they enable you to identify and focus on you top priorities. Aim to limit the number of long term goals to no more than five. You can also write additional short-term goals for project that can be completed in few days or months.

- How do you write goals? To write goals you will first need to collect information from your own records those of your employees. The next section will explain the kind of information you might use.

- What kind of information will you need? This question is the best answered by you and your employee because it depends on the specific situation and each jobs.

- What if goal achievement is difficult to measures? There may be times when an employee has goals that you cannot easily measure. This does not mean that you should not of such goals. Just be certain to have some criteria for evaluating the level of achievement. Here are some examples: monthly reports, forecasting, and employee development.

2.8 Legal requirements of Performance Appraisal

In any wrongful termination or employment discrimination lawsuit, one of the first thing the employee's attorney will ask for are the employee's performance evaluations. The attorney is digging for the pieces of evidence that will prove the employee's case or disprove the employee's case –and in many situations, that's exactly what the attorney will find. It's amazing how many evaluations contain the proverbial smoking gun that make an employee's case. Perhaps the evaluation uses racial slurs or stereotypes maybe it directly contradict the reasons the company now asserts for terminating the employee. Whatever the legal gaffe, a manager with a basic understanding of the law would not have fallen into the same trap.

The good news is that you don't have to do a lot of extra work just to safeguard against the relatively rare event of lawsuit. Many of the rules you must follow to keep your appraisals within the bounds of the law are the same rules this research describes for effective performance appraisal. Thus you can kill two birds with one stone, so to speak, by the following practice describes in here. Specifically:

a) You must communicate honestly with your employees

b) You must provide your employees with regular feedback

c) Your evaluations must be accurate and precise

d) You must document everything you say and conclude

e) All of your statement must be related to the job the employee performs.

f) You must always treat the employees with consideration and respect.

The truth is, however, that lawsuits are relatively rare. Don't get too wrapped up in worrying about preventing them. As long as you follow good management practices to create a good and positive work environment for your employees and you keep in mind the tips in this paper. You will be just fine.

To steer clear of legal trouble, observe the following guidelines:

- Do not focus on the fact that someone is different because of protected characteristics

- Never ever use slurs or demanding language in performance evaluations even if you think you are being funny

- Don't mention protected characteristics

- Avoid vague language that stresses that an employee is different - that he or she "doesn't fit in" or "isn't one of us."

- Be specific. If you include documented details, people will have more difficulty attributing your statements to discrimination or harassment.

- Stick to statements that are related to the job. This will ensure that you don't veer to illegal territory. For example, a female employee is always late, it is fine to state that, but don't add your irrelevant belief that she is late because she has children.

- Focus on behavior not the person. Discriminatory bias is about whom people are, not what they do. If you focus of actions, you will steer clear of hidden biases.

Even The most well-intentioned mangers can fall prey to hidden biases, ones even they may not be aware exist. When conducting performance appraisals, you would be careful not to judge employees like you (or employees you like) more favorably, to judge employees different from you (or employees you dislike) less favorably, or to engage in stereotyping.

Although often difficult, being honest with yourself about biases can save your organization you money and headache.

In any organization, there is no legal requirement that company must have a performance appraisal system. No law compels an organization to review the performance of its members, just us no law requires a company to produce annual budget or provide good customer service. Conducting performance review, creating budget, and giving good service are simply accepted management accepts and very good ideas.

If a company does choose to have a performance appraisal system, it must be that sure the system complies with the laws. In the eyes of the law a performance appraisal is an employment test. It is thus scrutinized in a manner similar to that of other aspects of the employment process: initial requirement, selection and hiring, promotion, compensation and termination. As a result, the legal requirements for performance appraisal system are similar to those for other selection tests.

2.9 Performance Planning

Performance planning is a discussion. It is the first step of an effective performance management process. Performance planning typically involves a meeting about an hour also between an appraiser and an appraisee. The agenda for this meeting includes four major activities:

- Coming to agreement on the individual's key job responsibilities
- Developing a common understanding of the goals and objectives that needs to be achieved
- Identifying the most important competencies that the individual must display in doing the job
- Creating an appropriate individual development plan

Performance planning is depressing how often employees reject their job descriptions as inaccurate, irrelevant or out of date because performance planning is focus on job description of the employees. To be clear these points first the researcher to be define as follows:

- Job description is set out in a logical form the work that is actually done and the reasons for doing it. It sets out the job's relationships inside and outside the organization, and outlines what it is expected to the contributed to the achievement of the organization overall goals. Its focus is the job, not the job holder.
- Job evaluation is used to measure the relative size or importance of jobs. Its focuses on the content of the job itself not on job holder's actual or intended performance. It measures the job, not the job holders.

A generic Job description cannot reflect those individual influences, but they should be recognized by both managers and employees in performance planning and review processes. One way to do this is to combine the job description and the performance plan. There is broad guideline for preparing effective job descriptions (Ungerson, 1983) has stood the test of time.

- Job description should be simple: - many job descriptions are so complex that both managers and employees resist or ignore them. Lengthy statement of duties, authorities, responsibilities and accountabilities can cause confusion when in fact; you seldom need all that details. The job descriptions should concentrate on actions and responsibilities.

- Job description should not be overstate or exaggerate: - jobs and their responsibilities are often exaggerated, either by including unimportant tasks duties for or by using inflated wording.

- Job description should not be confused with job profile: - these are different should be kept separate. Job descriptions containing a mixture of information about both the job and the ideal job holder are often confused and confusing.

- Job descriptions should be produced jointly and agreed: -job descriptions should not be written and imposed on job holders from above not be written by a job annalist working in isolation.

Performance planning is the bedrock of an effective performance management system. The performance-planning discussions give the manager the chance to talk about his/her expectations and what he/she sees as genuinely important in the individual job (Dick Grote, 2002).

2.9.1 The manager's responsibilities in the performance planning phases of process

The manager has six primarily responsibilities. Four of them you will work on before the meeting with the individual. The other two you will accomplish during the meeting.

Before the Meeting:
- Review the organization mission statement, vision, values and your own department's goals

- Read the individual's job description. Think about the goals and objectives the person needs to achieve in the upcoming appraisal period.

- Identify the most important competencies that you expect the individual to demonstrate in performing the job.

- Determine what consider being fully successful performance in each area.

During the Meeting:
- Discuss come to agreement with the individual on the most important competencies, key positions responsibilities, and goals.
- Discuss come to agreement on the individual's development plan

Most of the work involved in effective performance planning happens in advance of the actual meeting. Before the meeting begins the manager and individual should each review the documents that will provide a big-picture perspective: the organization's mission statements, visions, and values; the organization's strategic goals for the coming year; the department goal and the division goal; and the individual's job descriptions. During the meeting the manager will discuss the goals for the department and the organization as a whole. He needs to work with the individual to set important, measurable, and meaningful goals that will help accomplish the department's and the organization's mission. Therefore it is important to walk in to the meeting with some specific ideas for areas in which the individual should consider settings goals.

2.9.2The employee responsibilities for performance planning

The employee has seven responsibilities. Most of the responsibilities involve the activities that happen before the actual meeting

Before the Meeting:
- Review the organization mission statement and your own departmental goals
- Review your job description determine your critical responsibilities
- Think about your job and identify the most important goal you feel you should accomplish in the upcoming appraisal period.
- Think about what you considered be fully successful performance in each area

During the meeting:
- Discuss come to agreement with your appraiser on most important competencies for your job, key position and goals.
- Discuss and come to agreement on your personal development plan
- Make full notes on a working copy of performance appraisal form. Keep the original of the form and give a copy of the appraiser.

Before the meeting the individual needs to think about his or her future goals and development efforts that it will take to reach them. In the meeting, the manager and the individual will work together to come to understanding and agreement the on the critical goals and responsibilities, the competencies, and the individual's development plans for the upcoming year.

2.10 Performance Execution

Performance execution is the second phase of an effective performance management process. For the individual, the critical responsibility in phase II is getting the job done achieving the objectives. For the appraiser there are two major responsibilities: creating the conditions that motivate, and confronting and correcting any performance problems. The first responsibility of a manger in the performance execution phase is to create the conditions that motivate. The second is to eliminate performance problems.

In an effective performance management system, performance execution also includes a mid-term review to ensure that the performance is on truck.

2.10.1   Manager's responsibilities in the performance execution phase

In here, performance execution consists of two major responsibilities for the manager. The first is to create the conditions that motivate people to perform an excellent level. The other is to element the performance problem when they arise.

The manager also has some other responsibilities in performance execution phases of process. They are:

- Maintaining performance records**:** -in here every manager has to keep a track of how well the people in the department are doing. Do not make the mistake of only keep the track of performance problems. Your records should include examples of both results and behaviors that caused you concern as well as those that were right on target.

- Updating objectives as conditions change: - over the course of a year, projects will becompleted and the individual will move on to the next requirements.If a goal needs to be revised get together with the individual who's responsible for it and explain the new requirements. If an objectives

- Providing feedback and coaching for success: - providing routine and ongoing feedback is one of the characteristics of an effective manager. Ideally, people should be able to track their performance independently of their manager's feedback.

- Providing development experiences and opportunities**:** - managers can accelerate the development of their people by making sure that they are intentionally presented with situations that manager will force them to learn and to grow.

- Reinforcing effective behavior: - of course, people problems have to be identified and resolved. But managers usually get a higher payoff from reinforcing those things that people are doing particularly well than by continually harping on their deficiencies.

- Conducting a Mid-term review meeting: - while ongoing, informal feedback is essentialfor effective job performance, more formal midcycle review is a powerful technique to ensuring that people's performance stay on track.

2.10.2 The employee's responsibilities in the performance execution phase

The employee has one primary responsibility: Get the job done. There are several others:

- Solicit performance feedback and coaching: - while the manager is responsible for providing performance feedback, the employee is also responsible for requesting it.

- Communicate openly with your appraiser on progress and problems in achievingobjectives: - "No news is good news." that is not true is an organization is going to be effective. it is important for employees to let managers now when they are running into obstacles, when deadlines are in danger, when customers are not happy. And it is important for manager to respond appropriately when bad news is announced.

- Update objectives as conditions change: - the individual usually knows sooner than the manager does when an objectives needs to be revised. Condition change, other priorities interfere.

- Complete the development plan: - once the individual and the manager have agreed the development plan, the individual is responsible for its successful execution. And just as it is important to bring any changes in objectives to the manager's attention, the individual is also responsible for letting his/her boss know about any significant changes in the development plan.

- Keep track of achievements and accomplishments**:** - many managers ask their subordinates to provide a list of their accomplishments at the start of the assessment phase of performance management process. Keeping good records one's own performance is also helpful in case of there is significant difference of opinion between the individual and the manager during the performance appraisal discussion.

- Actively participating in the midterm review meeting: - if the manager conducts midcycle review, individuals can get significant benefits by being able to find out exactly how their performance is perceived before it becomes a matter of formal record at the time the final year-end review.

2.11 Performance Assessment

Performance assessment is the third effective performance appraisal system. It involves how a good a job the individual has done and filling out the appraisal form. Too often people that performance appraisal a once-year drill required by the personnel department in which the manager fills out the form and the uses it to give feedback and justify rises. Managers often complain that evaluating someone's performance is difficult. The reason that they find it difficult is usually that they have not done a good job performance planning at the beginning of the year. If the manager has not held planning discussion at that time, it is difficult to evaluate performance at the end of the year.

2.11.1 The manager's responsibilities for performance assessment

The manager has eight primarily responsibilities in the performance assessment phase:

- Review the original list of competencies goals, objectives, and key position responsibilities:- at the beginning of the year, the manager and the individual discussed the on competencies of the individual would be expected to display in going about his/her job responsibilities and the goals and objectives to be achieved.

- Prepare a preliminary assessment of the employee's performance over the entire year: - before you write the official appraisal, it is a good idea to take a blank copy of the form and make some preliminary notes.

- Review the individual's list of accomplishment and self appraisal: - it is a good idea to ask each individual whose performance you will be evaluating to send you a list of their most important accomplishment and achievements over the course of the year.

- Prepare your final assessment of the employee's performance and write the official performance appraisal using the appraisal form: - this is the most important activities in the performance assessment phase of performance appraisal.

- Write the official performance appraisal using the appraisal using the appraisal form Review the appraisal with your manager and obtain concurrence:- it is a good idea to review any appraisal with your immediate supervisor before you conduct the performance appraisal discussion.

- Determine any revisions needed to the employee's key position responsibilities, goals, objectives, competencies, and development plans for the next appraisal period: - part of the performance appraisal meeting will be historical-looking back of the individual's over the past twelve months. Another part will focus on the future – what needs to be done differently during the next twelve months.

- Prepare for the performance review meeting: - performance appraisal discussion are some of the most sensitive and demanding of all meetings that managers are involved in. The better job that you do to prepare, the more comfortable and effective the discussion will be.

2.11.2 The employee's responsibilities for performance assessment

The employees has six responsibilities

- Review your personnel performance over the year:- performance appraisal is not exclusively the responsibility of manager. Each person regularly need to ask himself the question "how am I doing?" the advantage of formal performance appraisal system is that it forces this beneficial review on at least an annual basis.

- Assess the performance and accomplishments against the development plan:- another area for the individual to focus on is how well he/she did in carrying out the development plans that were made at the start of the year.

- Prepare a list of your accomplishments and achievements and send it to your appraiser: - whether or not the manager requests the individual to write an accomplishment list, the wise individual in every organization always keeps track of his/her major successes and achievement (make sure that the manager aware of them)

- Write a self-appraiser using the appraisal form: - again, whether or not the organization requires self-appraisal as part of performance evaluation process, it is a good idea for individual to draft a self- appraisal before sitting down for the formal performance review.

- Consider any revisions needed to key position responsibilities, goals, objectives, competencies and development plans for the next performance review cycle: - creating an accomplishment list and writing a self-appraisal uncovers areas of the job that have changed since the original performance-planning meeting was held.

- Prepare for the performance review meeting: - each individual should ask himself/herself: what do I want to get out of this performance review? What are the accomplishments over the year that I want to make sure my boss recognizes? And soon.

2.12 Performance Review

Performance reviews are a delicate matter. Most managers want to write good, fair and professional performance appraisals, but it is not always easy to find the "perfect Phrases." It involves the individual and the manager discussing the performance appraisal document that the manager has created. Managers can choose phrases from five performance levels that are used on money performance appraisal forms:

1. Outstanding
2. Exceeds Expectations
3. Meets Expectations
4. Needs Improvement
5. Unacceptable

The phrases include general descriptions of employee performance, such as "show strong initiatives", as well as specific behavioral recommendations such as "needs repeated instruction when learning a new task."

Performance review is the final phase of an effective performance management system. It involves the individual and the manager discussing the performance appraisal document that the manager has created. The performance management processes both ends and begins a new with the performance review meeting. At the beginning of the meeting, the individual last year performance is reviewed and the success of the development plan is evaluated. When providing feedback. The following concepts should be kept in mind

- Feedback works best when it relates to a specific goal such as those established in the employee's performance appraisal plan.
- Employees should receive information about how they are doing in as timely a fashion as possible.
- Feedback should be given in a manner that will best help improve performance. Since people respond better to information presented in a positive way, express feedback in a positive manner.

At the end of the meeting, the appraiser and the individual set a date to create the plan for next year's goals, objectives, and development.

2.12.1 The Manager Responsibilities in the performance review Phase

The manager has some of the following primary responsibilities

- Review and discuss the performance appraisal you rote and the individual's achievement list: - this is the heart of the meeting. The manager and the individual review the performance appraisal the manager has written (& the self-appraisal if the individual is completed one)

- Listen and respond appropriately to the individual's perceptions and feedback: - the conversation needs to be a dialogue, not monolog. The objective is to have both people and the meeting with common understanding of the individual performance.

- Discuss your assessment of the individual's performance against objectives over the entire cycle/especially: - strength/achievement, weakness/deficiency & development needs.

- Handle all administrative requirements: - a comfortable way to wrap up the discussion is to go over the administrative requirement to make sure that all have been met.

- Conclude the performance review discussion by scheduling the performance planning meeting to plan the next year's performance: - the primary purpose of the performance review phase is to discuss the individual's performance over the appraisal period. Once the manager individual have had a full discussion, it's appropriate to set a time to get back together to take about the performance expectations, goals and development plans for the next twelve month.

2.12.2 The Employee's Responsibilities in the performance review phase

The individual has some of the following primary responsibilities:

- Discuss the achievement list you wrote: - wise managers ask each of their subordinates to create an accomplishment list to begin the performance assessment phase. This list is intended to provide the manager with a record of those achievements and accomplishments that the individual felt were the most important during the appraisal period.

- Discuss what you achieves against your development plan: - the performance review discussion the ideal time to talk about what was accomplished where the focus of development efforts need to be in the upcoming year.

- Seek clarification for any assessments or examples that are unclear: - although the manager will make the ultimate decision about the performance rating, it is very appropriate for the individual to expect that the manager will back up each of his assessments with example and illustrations of the performance under discussion.

- Consider how the appraiser's feedback will influence your performance plan for the upcoming appraisal period:-once the individual has a good understanding of the manager assessment the performance and the thought processes the manager used to determine the rating level assigned the individual needs to put the information use.

- Listen and respond appropriately the appraiser's perception and feedback: - the performance review is discussion, but not lectures. Both parties must be active participants for them and the organization to get all of the potential the benefit from the process.

2.13 Participation of the Stakeholder in PerformanceAppraisal System

The names of stakeholders are top management, appraisers, employees, and human resource Professionals. Each of these groups is a stakeholder in the development of an effective performance appraisal system. If their needs are met, they will be more likely to be active supporters of the system. Not all of their needs and expectations will be satisfied simply by designing attractive and effective appraisal forms. Other needs will be met through the procedures that are adopted and the training that is provided as part of the implementation of the system.

Here is what each of the four groups of stakeholder is looking for in an effective performance appraisal system:

Top Management

- The development of a shared sense of mission by all members of the organization

- The assurance that lower levels of management reflect senior management's expectations of though-minded and demanding performance standards for all organizations members

- The ability to identify accurately the small number of outstanding contributors whose development and retention is critical to the organization's future success.

- The assurance that lower levels of management are accurately assessing the quality of performance of associates whose work they are responsible for, appropriately reinforcing those whose work is understanding, and those who are eliminating non-contributors

Appraisers/Managers

- The ability to create and gain agreement on specific, challenging, and measurable goals

- The encouragement from top management and human resource to set demanding standards of performance and muscle-build the organization to achieve excellent results

- The ability to discuss a performance evaluation in a way that removes defensiveness and leads to genuine change.

- The ability to identify an individual development needs and help that person come up with a workable plan that will increase capability.

- The encouragement confront non contributor with the need for change and to terminate their employment if that change is not immediate.

Appraisees/employees

- Clear communication of both the organization's and immediate supervisor's expectations about performance so that they can make intelligent decisions where to concentrate efforts and resources.

- Ongoing feedback that reinforces appropriate actions and behavior and redirects misguided efforts.

- Factual and accurate performance assessments that allow the individual to make wide decisions about career direction

- The ability to influence the performance expectations and measures for those expectation set by the manager

- Timely information about the performance deficiencies and the opportunity to correct those deficiencies before they become a permanent mark on the record.

- The assurance of deliver the high level of performance will be recognized in both formal and informal ways.

Human Resources

- The ability to respond quickly and accurately to senior management's demands information about the quality of performance in any organization unit

- The ability to monitor whether the organization's policies and procedure regarding the performance management process are being followed.

- The assurance that performance management forms, procedures, and policiesusedbythe company incorporate accepted the best practices.

- The assurance that all performance management practices fall squarely within legal guidelines and that exposure to legal challenge minimized.

To conclude that Performance appraisal systems need to be effective in improving or sustaining employee performance, otherwise they are a tremendous waste of time and money spend on development and implementation. Performance appraisal systems become useless if they do not elicit positive reaction among raters and ratees (Tziner and Kopelman, 2002). Generally, this mainly deals with the performance appraisal system being accepted because is perceived as being distributional and procedural fair and being a valid measure for the position at hand. Thus in recognition the large amount of time and money that need to be invested to develop and implement an appraisal system, an effective appraisal system would be severe treat and loss resources to an organization.

CHAPTER THREE

3. Data Presentation, Analysisand Interpretation

3.1 Introduction

This chapter deals with the presentation, analysis and interpretation of data on the basis of data gathered through questionnaires. In this study, the researcher used primary and secondary data. The primary data is obtained from the two different populations by the simple random sampling based on their basic performance appraisal of employees: from non-supervisory and supervisory employees by using different mechanisms, in order to obtain information from the above population that has been mentioned in this paper, the researcher used structured questionnaire to gather primary information. Whereas, the secondary data obtained from African Union Commission from published and unpublished documents & different relevant books.

3.2 Sampling Techniques and Sample Size

The targets of population of the study contain around1012 employees in African Union Commission Headquarter and 175 employees at Regional Offices (this offices obtained out of headquarter in the different countries of the world).But it is impossible for the researcher to conduct the survey in all commission because of shortage of finance, material, time and trained manpower on the topic study.

According to the above mentioned problem, the researcher selected Administrative Human Resource Management (AHRM) department which contained 363 (35.87% without Regional Office) these employees had been taken among the commission employees, which contained atotal of 1012 employees by simple random sampling technique to make the sample area manageable and representative.

The data is obtained through questionnaire and interview. Questionnaire were distributed for total 90 sample population out of these 15 are supervisors (appraisers) and non – supervisors (appraisees), among the total questionnaires distributed 84 (93.33%) were returned. The responses were tabulated, analyzed and interpreted here under following the order of the items in the questionnaire. The analysis focuses on the research problems and the objective of the study and the aim of the analyses are going to provide interpretation of the data.

3.3 General Characteristics of the Respondent

In this study the main sources of data were Administrative Human Resource management 12 appraisers (supervisors) and 72appraisees (non-supervisors).

Table 1: Characteristics of the Respondents

No.	Items	Characteristics	Supervisor		Non-Supervisor		Total No. Of Respondents	
			No.	%	No.	%	No.	%
1	Sex	Male	10	80	57	79.17	67	79.76
		Female	2	20	15	20.83	17	19.24
2	Age	Less than 25	-	-	-	-	-	-
		25 - 34	-	-	15	20.83	15	17.86
		35 - 44	6	50	45	62.50	51	60.71
		45 - 54	5	41.67	11	15.28	16	19.04
		Above 55	1	10	1	1.39	2	2.44
3	Service Year	0 - 2	1	8.33	18	25.0	19	23.17
		3 - 6	2	16.67	37	51.39	39	46.43
		7 - 10	2	16.67	8	11.11	10	11.9
		11 - 15	4	33.33	7	9.72	11	13.09
		16 - 25	3	25	2	2.78	5	6.10
		Above 26	-	-	-	-	-	-
4	Educational level	High school	2	16.67	3	4.17	5	5.95
		Technical School	-	-	-	-	-	-
		Diploma	4	33.33	15	17.65	19	22.61
		Degree	2	16.67	52	72.22	54	65.85
		Master	4	33.33	2	2.78	6	7.14
		PhD	-	-	-	-	-	-

Source: Own Survey, April 2013

As shown in item 1 of table 1 out of 84 respondents 67 (79.76%) of them were males while the rest 17 (19.24%) were females. This clearly indicates that in African Union Commission (AUC) the numbers of male employees are greater than that of female employees.

When we come to item 2 of the same table the age distribution of the respondents indicated that 60.71%, 19.04%, 17.86% and 2.44% of them were categorized in the age group between 35 – 44 years, 25- 34years, 45 – 54 years and 55 and above years. This indicates that the majority i.e. 60.71% of the respondents found in the age group 35 – 44 years. According to the response, none of the respondents fall in the age distribution of below 25 years.

From the same table in item 3, 25%, 51.39%, 11.11%, 9.72%, and 2.78% of the non-supervisors respondents have served the organization from 0 – 2 years, 3 – 6 years, 7 – 10 years, 11 – 15 years, and 16 – 25 years respectively. While 8.33%, 16.67%, 16.67%, 33.33%, and 25%, of the supervisor's respondents have served the organization from 0 – 2 years, 3 – 6 years, 7 – 10 years, 11 – 15 years and 16 – 25 years respectively. This indicates that most of the supervisors served the longer years categorized but most of the non- supervisors served the shortest years categorized.

The educational qualification of the respondents is indicated in item 4 of the above table. According to the response, none of the respondents have educational level of below 12 grades, the reason that the minimum educational requirement for the lowest position is 12 grades complete, which is 5.95% of the whole. According to the above table in item 4 more than 65.85% of the respondents have first degree in the educational qualification and the ratio of the respondents have very significant number compare to the others. It implies that the majority of AU Commission staffs have good educational qualifications.

To sum up, the most of responses at age level 35 – 44 is 60.71% have a large number compare to other age categories. This indicates that most of the respondents' age isassumed at the working age category in management.In addition to that the service year of the respondents is 3 – 6 years is indicates that the respondents served in the organization for most service years.

3.4 Performance Appraisal System in view of the commission employees

Table: 2 – Performance appraisal accuracy and standard measures

Do you think that the current performance appraisal point has accurate, clear standard measures?						
	Supervisor		Non - Supervisor		Total No. of Respondent	
Responses	No.	%	No.	%	No.	%
Yes	4	33.33	25	34.72	29	34.52
No	8	66.67	47	65.28	55	65.48

Source: Own survey, April 2013

The above table reveals for the question – the current performance appraisal was accurate, clear standards and measures. For this question the supervisor responses is 'No', which is 66.67% and the rest 33.33% is 'Yes'. In the other part, non – supervisor responses is 'No' is 65.28% and the rest 34.72% is 'Yes'. This may indicate most of respondents are the current performance appraisal is not accurate; it has not clear standards andmeasures. This table showed the negative attitude of towards performance appraisal

Table: 3 – Organization's vision, mission and goals

Did your organization facilitate to know the organization Vision, Mission and goals?						
	Supervisor		Non - Supervisor		Total No of Responses	
Responses	No.	%	No.	%	No.	%
Yes	4	33.33	17	23.61	21	25
No	8	66.67	55	76.39	63	75

Source: Own survey, April 2013

As indicated from the above table, 66.67% of the respondents of supervisors are the organization was not facilitate to know the organization vision, mission and goals for the employees and the rest, 33.33% of the respondents of supervisorsare the organization was facilitate the vision, mission goals for the employees. In the other part, 75% of the respondents of non – supervisorsare the organization was not facilitatingto know the employees the vision, mission and goals. In the other hand, the rest 25% of the respondents of non – supervisors response that the organization was facilitating the vision, mission and goals for the employees. According to this, the survey was conducted to assess the organization vision, mission and goals was not known properly by the employees.

Table: 4 – Job duty and responsibility

Would you give your job duty and responsibility by the organization duringyou were received your appointment?						
	Supervisor		Non - Supervisor		Total No. of Respondents	
Responses	No.	%	No.	%	No.	%
Yes	5	41.67%	30	41.67	35	41.67
No	7	58.33%	42	58.33	49	58.33

Source: Own survey, April 2013

As indicated from the table 4 the majority of supervisorsaround (58.33%) are response the job duty and responsibility of the employees was not give to the employees during the appointment period of the commissionand the rest 41.67 of the employees received their job duty and responsibility from the commission. In the other part, 41.67% of the non - supervisor employees response they were received job duty and responsibility during their appointment. Whereas, 58.33% of non – supervisor level employees response that there was not job duty and responsibility gave the employees during the appointment of the commission. These indicates that most of the newly recruit staffs start their task without properly described their duty and responsibility (Job description) in the commission.

Table: 5- Knowledge and training for implement performance evaluation

Would you assume that your supervisor possess adequate knowledge and training to properly implement your performance evaluation?						
	Supervisor		Non - Supervisor		Total No. of Respondents	
Responses	No.	%	No.	%	No.	%
Yes	5	41.67	32	44.44	37	44.05
No	7	58,33	40	55.55	47	55.95

Source: Own survey, April 2013

As shown from the table 5: 41.67% of the supervisors' response about the organization possess adequate knowledge, training facilitate for their employees and properly implement performance evaluation. On the contrary, 58.33% of the supervisors response were not the organization possess adequate knowledge and training for their employees and properly implement performance evaluation for the supervisors. On the other hand, 44.44% of non – supervisors' responses the organization was possess adequate knowledge, training facilitate for the employees and properly implement performance evaluation. Whereas, 55.55% of non – supervisors' responses the organization was not posses adequate knowledge, training facilitate for the supervisors and properly implement performance evaluation. On the above table most the responses at both level employees were the supervisors or non-supervisors are not adequately and properly trained at the area of performance evaluation. Especially the supervisors should measure their subordinates' performance evaluation without enough knowledge of performance evaluation system.

Table: 6- Supervisors utilize performance evaluation objectively and without bias

Would you think that your supervisor utilizes the evaluation system to assess your performance objectively and without bias?						
	Supervisor		Non - Supervisor		Total No. of Respondents	
Responses	No.	%	No.	%	No.	%
Yes	7	58.33	33	45.83	40	47.62
No	5	41.67	39	54.17	44	52.38

Source: Own survey, April 2013

The above table reveals that for the question- the supervisors utilize performance evaluation system to assess objectively and without bias. For this question the supervisors' response 58.33% were 'Yes' and the rest 41.67% were 'No'. In the other part, non – supervisors' response 45.83% were 'Yes' and the rest 54.17% were 'No'. According to the non-supervisors' response the performance evaluation result measured subjectivity and with biased shown in the commission.

Table: 7- Linkage between performance appraisal and payment

Do you think that there is clear, direct and compelling linkage between performance and payment in the performance appraisal system?						
	Supervisor		Non - Supervisor		Total No. of Respondents	
Responses	No.	%	No.	%	No.	%
Yes	3	25	20	27.78	23	27.38
No	9	75	52	72.22	61	72.62

Source: Own survey, April 2013

As indicated from the above table the supervisors' response 25% were 'Yes' which means there is a linkage between performance results and payment and the rest 75% of the respondents were there was no linkage between performance results and payment. On the other side, non – supervisors' response 27.78% were 'Yes' which indicated there is a linkage between performance result and payment and the rest 72.22% of the respondents were there was no linkage between performance results and payment. The majority respondents' response showed us the commissions' employees clearly not known the uses performance appraisal result because the supervisors response difference is a very significant number compare to the other question response.

Table: 8- Regular records of incidents of employees for performance evaluation

Do you regularly record incidents of good/poor behavior of relevant for the performance evaluation of the employees?						
	Supervisor		Non - Supervisor		Total No. of Respondents	
Responses	No.	%	No.	%	No.	%
Yes	2	16.67	23	31.94	25	29.76
No	10	83.33	49	68.06	59	70.24

Source: Own survey, April 2013

The above table provides the regular records of incidents of employees for performance evaluation of the respondents.From the total respondents the only 16.67% of the supervisors' response were use regular record incidents of good/poor behavior of employees in the commission and the rest 83.33% of the supervisors' response were not use regular record incidents of good/poor behavior of employees for performance evaluation. While 31.94% of non – supervisors' response are use regular record incidents of good/poor behavior of employees for performance evaluation and the rest 68.06% of non – supervisors' response are not use regular record incidents of good/poor behavior of the employees for performance evaluation. According to the majority of respondent response there was not known regularly record incidents of good/poor behavior of employees in the commission.

Table: 9- Performance Appraisal conducted in year

How often do you think performance appraisal should be conducted in year?						
Responses	Supervisor		Non - Supervisor		Total No. of Respondents	
	No.	%	No.	%	No.	%
Once	3	25	10	13.89	13	15.48
Twice	9	75	40	55.55	49	58.33
Quarterly	-	-	16	22.22	16	19.05
Monthly	-	-	2	2.78	2	2.38
Others periods	-	-	4	5.56	4	4.76

Source: Own survey, April 2013

One can see from the above table, 75% of the supervisors' response conducted twice a year the performance appraisal of the employees in year and the rest response is 25% of respondents said once a year. On the other hand, non – supervisor level response conducted performance appraisal of the employees in a year is 58.33% their response twice a year, and the rest 19.05% of respondents are said quarterly, 15.48% of respondents are said once a year, 2.38% of respondents are said monthly and 4,76% of respondents were said other period. These respondents' response shown us the concerned management or administrative human resource management is not created awareness about theexact period of evaluation of employees in the commission.

Table: 10 – Reasonable of performance goals, scales and training skills

No.	Questions	Responses			
	Supervisor	Yes	%	No	%
1	Do you agree that the performance goals-set up for you are reasonable?	7	58.33	5	41.67
2	Do you feel that the scales allow an accurate assessment of different dimensions of performance?	2	16.67	10	83.33
3	Did you take sufficient training in all skills needed appraising performance by the organization?	2	16.67	10	83.33

Source: Own survey, April 2013

As shown in item 1 of table 10, the performance goals set up are reasonable, for this question, 58.33% of supervisors' response were 'Yes' and the rest 41.67% were 'No'. According to the respondents' response the performance goal set up is reasonable in the organization. When the researcher came to item 2 of the same table the scales allow an accurate assessment of different dimensions of performance, for this question, 16.67% of the supervisors' responseare 'Yes' and the rest 83.33% are 'No'. This implies that the majority of the respondents said that the scales did not accurate assessment of different dimensions of performance in the commission. In item 3 of the same table, 16.67% of respondents' response about taking sufficient training in the organization were 'Yes' and the rest 83.33% were 'No'. This implies that the majority of respondents the organization, the commission did not give sufficient training for the supervisor or concerned body.

Table: 11 –Performance appraisal meeting with administrative benefits and couching of subordinates

No.	Supervisor				
	Questions	Responses			
		Yes	%	No	%
1	Would you appraisal skills are regularly refreshed and updated through training?	1	8.33	11	91.67
2	Do you think that performance appraisal in your organization is strictly meeting its intended purposes of determining employees' compensations, promotion, demotion, transfer and identification of an employee's training needs?	2	16.67	10	83.33
3	Are you busy enough coaching the performance of your subordinates there by insuring successful performance of your work unit/organization per targets set?	4	33.33	8	66.67

Source: Own survey, April 2013

As indicated from the table 11 in item 1, the appraisal skills were regularly refreshed through training, for this question, 8.33% of supervisors' response are 'Yes' and the rest 91.67% are 'No'. This implies that the majority of the respondents said that the commission did not refresh the appraisal skills regularly through training. When the researcher came to item 2, in the commission performance appraisal result strictly meeting with compensation, promotion, demotion, transfer and identification of employees' training needs in the commission, for this question, 16.67% of supervisors' response are 'Yes' and the rest 83.33% are 'No'.In this respect, the majority of respondents of the commission did not use performance appraisal result for the above mentioned benefits.

According to the last item of the same table, the supervisors were busy enough couching the performance of the subordinates to improve the unit performance, for this question, 33.33% of supervisors' response are 'Yes' and the rest 66.67% are 'No'. This showed that the majority of respondents respond the supervisors were not busy enough couching their subordinates to improve the unit performance.

Table: 12- The supervisors clearly express goals, the best workersreceived the highest score and openness of evaluation

No.	Questions	Responses			
		Yes	%	No	%
1	Would you think that your supervisors clearly express task goals and assignments?	25	34.72	47	65.28
2	Do you agree that the best workers received the highest evaluation score?	20	27.78	52	72.22
3	Is there a problem with your performance evaluation, you can communicate your concerns openly to your supervisor?	30	41.67	42	58.33

Non - Supervisor (spanning header above table)

Source: Own survey, April 2013

As shown in the item 1 of table 12, the supervisors clearly express task goal and assignment, for this question, 34.72% of non – supervisors' response are 'Yes' and the rest 65.28% are 'No'. This implies that the majority of respondents their supervisors could not clearly express task goals and assignments. In item 2 of the same table, about the best workers received the highest score, for this question, 27.78% of non – supervisors' response are 'Yes' and the rest 72.22% are 'No'. As it indicated around 72.22% of respondents said that the best worker had not received the highest score. According to last item of the same table, about performance evaluation concern open communication with supervisor, for this question, 41.67% non – supervisors' response are 'Yes' and the rest 58.33% are 'No'. According to the respondents' response the communication between non – supervisors and supervisors concerning about performance evaluations were not easy and openlywith their supervisors.

Table: 13 – Regular performance discussion and existing form in the commission

No.	Questions	Responses			
		Yes	%	No	%
1	Do your supervisors actually engage in regular performance discussions with you these by acknowledging your good contributions to your work unit and point out your bad performance so that you improve it in time before it cripples the whole of your performance?	27	37.50	45	62.50
2	Would you think that the existing form is too complex?	14	19.44	58	80.56

Non - Supervisor (spanning header above table)

Source: Own survey, April 2013

From the information in item 1 of table 13, the subordinate or employees ask about their supervisors regularly engage in performance discussions to improve the performance of the employees, for this question, 37.50% of non – supervisors' response are 'Yes' and the rest 62.50% are 'No'. It implies that the majority of respondents response are not engage in discussion with their subordinate about the improvement of performance. In item 2 of the same table, the existing form is too complex, for this question, 19.44% of non – supervisors' response are 'Yes' and the rest 80.56% are 'No' which means the existing form are easy and simply understood by them. This implies that the majority of respondents' response the existing form is not complex and it is easy to fill the forms.

3.5   Overview of Performance Appraisal Practicein the Commission

According to the interview question response for the administration division employees, Staff Performance Appraisal System (SPAS) is started along period of time in the Commission manually but it did not know the exact started datein the administration of the commission. However, the commission started electronic version in 2010. The purposes of performance appraisal are: to confirm the new employees is on probation; to renew contracts of a short-term staff; and sometime use to give pay increase and promotion. In African Union Commission performance standards derive from the organization's goals and the commission is supposed to achieve certain objectives. These can be met through the process of cascades, i.e. from the chairperson to the Deputy Chairperson, to Commissioners, to Directors, to Heads of Division, Heads of Units, down to each individual. Every individual's work should contribute to the attainment of the Commission's goals.

The advantages of performance evaluation in the Commission are:

- Ensuring that the employees understand the importance of their contributions to the organizational goals and objectives
- Examine each employee as an individual to evaluate the employee's strength and weakness
- Ensuring proper aligning or linking of objectives and facilitating effective communication throughout the commission
- Performance evaluation implement properly which reduce the risk of complaints and litigation by ensuring that employees feel treated fairly and are surprised by management decisions
- Ensuring each employee understands what is expected from them and equally ascertaining whether the employees possess the required skills and support for filling such expectations.

Performance appraisal is the first step of performance management process. Performance planning typically involves a meeting of about an hour or so between an appraiser and an appraisee. At the planning step the administrative employees from the top to the bottom may participateby discussing and agreeing with their supervisors on their individual goals. This is done at the beginning of each appraisal cycle. At the end of appraisal cycle, each staff member is also given an opportunity to comment on how he/she was appraised. But in the rest of the commission employees this is not shown practical because of this most staff member shown he result of performance appraisal use as a formality. For the facilitate performance evaluation is in most organization, gave training for the rater but the commission did not practice for the raters. According to the response of administrative area employees thecommission is not known which performance appraisal method is followed. Thenfor the researcher the commission used method did not know clearly. The other things want to know the commission has a policy or manual to help implement of performance evaluation of the employee in this area also there is no clearly known in the commission. The other point we consider in the commission is goal-setting. At this point, the organization trend is employees together with the supervisors set their own goals for each appraisal cycle. These goals should contribute to the goals of the Unit, Division, Department, and Commission. The employees are supposed to enter these goals in the system and supervisors, after reviewing them, will approve or amend the goals, further to more discussions.

The current performance appraisal system is better but some drawbacks (problems) are:

- It has linkage the supervisors to use his subjectivity
- Most of the time the each subordinate set his own goal, it should be better to for the same job put it as a unit.
- The commission should be prepared training to improve performance appraisal skill for the raters and subordinates.
- The administration of a commission should prepare document, which use the employees' daily activity.
- Some of the employees do not feel that performance appraisal system directly links to actual delivery of the duty. They did not believe their task.

In general some staffmembers do not feel that the performance appraisal system is fair becausethere is nothing that links it to their actual delivery of their duty. They say that it is subjective. The solution is to explain thoroughly to all involved what the appraisal system is andwhat it is aiming to achieve. It should not be a tool to punish people.

CHAPTER FOUR

4. Summary of Findings, Conclusion and Recommendation

4.1 Introduction

This chapter presents summary, conclusion and recommendation from the information in the preceding chapters. Performance evaluation is the most important activity for effective personnel management. Employee effectiveness is assessed by process of performance appraisal and these results the bases for selecting reward and development system. Performance appraisal is essential for effective management and evaluation of staff. Appraisal helps to develop individual, improve organizational performance, and feed into business planning. Formal performance appraisals are generally conducted annually for all staff in the Commission. Staff performance appraisals also establish individual training needs and enable organizational training needs analysis and planning.

4.2 Summary of Findings

The following are the result of survey conducted to assess the practice of performance appraisal on employees' in the African Union commission:

- Most of the supervisor and non – supervisor employees answered that the performance appraisal point has not accurate, clear standards measures of the employees performance of the commission.

- Large number of supervisors and non – supervisors employees said that the commission did not facilitate to know the commission vision, mission and goals for their employees.

- Unfortunately, both level of employees the same response for job duty and responsibility or job descriptions. They said that most of the respondent the commission did not give their duty and responsibility of the employees during newly appointment for the commission.

- The majority of both level employees respond the commission would not have sufficient training for the supervisor to properly implement performance evaluation of their subordinate. So the supervisors have not enough knowledge in this area then most of the time the performance appraisal format filled with a mistake and correct it again & again so many times.

- The performance appraisal result is measured objectively and without bias by the supervisors, for this question response in different way by the supervisors and non-supervisors. Most of the supervisors respond performance appraisal result filled objectively and without any bias. But most of non-supervisors respond performance appraisal result form filled the supervisors' need or subjective and with bias.

- The most of supervisors and non-supervisor employees answered the performance appraisal result did not direct linkage with payment. According to their response almost 75% of respondent said that there was not any linkage between performance appraisal and payment. This shows far to the purpose of performance appraisal practice.

- According to more than 80% of supervisors' response of said that they have no any document, which helps to follow up their subordinates' working situations to registered good/bad incident of the employees. On the other hand, non-supervisors also around 68% of the respondents, the supervisor have not document to registered good/bad incident of their subordinates.

- Most of employees around 55.55% are respond twice a year conducted performance appraisal but the rest respondents are 22.22% are quarterly, 13.89% are once, 5.56% are other period and 2.78%are monthly.

- Most of the supervisors said that goal set-up for performance appraisal is reasonable but the practice of goal set-up leave responsibility for the subordinates in the commission

- The majority of supervisors said that the scales of performance appraisal are not the accurate assessment of the different dimension of performance appraisal. This indicated 83.33% of the total number of the respondents.

- The very large numbers of the supervisors areresponding that the commission did not give sufficient training in all skills needed onappraisalperformance for the supervisor. This indicate that 83.33% of the total numbers of respondents.

- Almost all the supervisors said that the commission did not regularly refreshed and update the training for the ratersconcerning about performance appraisal. This shown numerically 91.67% of the total number of the respondents.

- According to most supervisor response the performance appraisal is not directly meeting to use determining employees' compensation, promotion, demotion, transfer and identificationof an employee's training needs.

- Most of the supervisors are not enough couching their subordinates to improve the successful implement of performance appraisal for achieve goals of the organization or target set.

- The majority of the non-supervisors respond that the supervisors are not clearly expresses the goals and assignments of performance appraisal of their subordinates because of the commission working trend.

- Most of the non-supervisors respond the best worker did not receive the highest evaluation score. To show it numerically, 72.22% of the total respondents' have said that the best workers did not receive the highest evaluation score.

- Most of the non-supervisors respond that the subordinate could not communicate openly with their supervisor about concerning of their performance evaluation result of the subordinates.

- The majority of non-supervisors respond that the supervisors are not engage in regular performance discussions with their subordinates. These were done by acknowledging their good contributions to their unit and point out their bad performance so that subordinate improves it in time before it cripples the whole of their performance. This indicates that the supervisors did not correct their subordinates immediately when the problem was shown on them.

- The majority of non-supervisorsresponse agree that the existing performance appraisal form is not complex to measure the appraisal but the supervisors said that the existing performance appraisal form is complex to measure the appraisal.

Majority of the subordinates suggest that some of the supervisors reflect their own personal interest in the appraisal system as a tool to exercise their power and exert influence on the subordinates. The major biases created by the supervisors of the commission are regency and personal prejudice. These biases can be avoided by training raters as show to rate effectively by explaining to them the biases. In addition to this the management of the division, department, and the owner of the task, administration of human resource should be review and take corrective measures when they have found a problem negligently. This shows that African union commission can make the appraisal effective and accurate representative of the individual performance by training its supervisors or raters.

4.3 Conclusion

Performance appraisal is a two way discussion; when carried out well, it actively involves employees, helping them to understand what is expected of them. By setting agreed objectives and regularly reviewing progress, employees become responsible for their own performance. An effective performance appraisal system is one that is fair. This means ensuring that you fulfill your obligation to evaluate employees' performance and development needs in a consistent and fair manner. Performance should be accurately measured so employees will know where they can improve. Knowing where to improve should lead to training employees to develop new skills to improve. To be an accurate measure of performance, our measures must be valid and reliable acceptable and feasible, specific and based on the mission and objective

Employees can feel it is unfair, in accurate or just vague and meaningless, if supervisor are not careful to prepare and properly addressed and avoid subjectivity and biases, and the employees are not allowed to participate in the processes. In light of these most of the employees felt that Africa Union appraisal system failed to fill the basic requirements and qualities of good performance appraisal. The major problem includes:

- It is known that for implement performance appraisal any organization should be gave clear job duty and responsibility (Job description) for their employees because the goal-set of each task is enshrined from the employees' job duty and responsibility. But in Africa Union Commission, the most of employees said that the commission did not give any job duty and responsibility for the employees during employment.

- Before goal set of performance appraisal any organization facilitate to recognize the organization vision, mission and goal for their employees. But the most employees response that the commission did not facilitate to understand the organization vision, mission and goal.

- In any organization, the supervisors utilize the evaluation system to assess the subordinate performance objectively and without bias. On the contrary, majority employees said that in the commissions most of supervisors evaluated their subordinate objectively and with bias. Because the commission have no prepared any documents which helps to follow the employees activity regularly and the administration also not use any mechanism to cheek the supervisors task done properly.

- For obtaining a good performance appraisal results, the organization should maintained regularly record incidents of good/poor behavior of the employees. Nevertheless most of the employees stated that there is no a document, which used regularly record incidents of good/ bad behavior of the employees in the commission.

- In the commission so many negative attitudes perceived by employees this bring about dissatisfaction and demotivation, these drawbacks would result negative impacts on the effectiveness of the employees.

- Performance appraisal is used for administration, development and motivational purpose. But in the commission, thestudy of the paper indicated the appraisal is undertaken most of the time to address administrative requirements of commissions' accomplishment and just for sake of formality.

- Although Performance appraisal skills have developed through training, the organization (commission) did not have sufficient training for the supervisors (appraisers). So , most of the time performance appraisal results shown a lot of mistakes and the organization to correct it someone performance appraisal form filled more than two times in one evaluation period without exaggeration.

- Performance appraisal evaluated in the commission is undertaken two times a year by immediate supervisors. According to the response of the employees almost the half of the respondents did not know the correct time of the evaluation period. This indicated that the control mechanism of the system through administration is poor. So, some of the supervisors evaluated their subordinate once a year for both time period.

- Effective performance appraisal system needs discussion between supervisors (appraisers) and the subordinates (appraisees). But in the commission, the administration not facilitate discussion (meeting) period about untrusted performance appraisal results

- Most of respondents' responses that the current performance appraisal point had not accurate, clear standards and measures and the standards should be need revised to each task or jobs unit.

4.4 Recommendations

In this section of the dissertation, some recommendations are presented that will help decision makers in the area to reconsider past shortcomings and undertake corrective measures for the success of future accomplishments on the biases of research findings and conclusions drawn.

The following recommendations are made for consideration and application to future and improve of employees Performance Appraisal (PA) management practices in African Union Commission.

- The trends of African Union Commission for implement of performance appraisal arethe subordinates (appraisees) who set their performance goals. But the administration of the commission did not give their duty and responsibility (Job description) during they employed period in the commission. These may becreating a problem to put clear and measurable goals for the subordinates. So, for the future the administration of the commission should be gave duty and responsibility for every newly employed staff during employment. This helps the subordinate to put the clear and measurable goal-set.

- Any organization should be to make recognize the vision, mission, and goals of the organization to its staffs for effective performance of the task. But the commission has its mission, vision, and goals did not create awareness or facilitate simply to know by the staff properly. As a principle, performance appraisal system leads to accomplishment of your organizational mission and objectives. So, for the future the administration should be facilitating the commissions' vision, mission, and objectives recognizing by staffs simply. As a manager in the organization, making sure of the mission, goals and performance appraisal connection will allow us to reinforce employee behaviors that aim at achieving organizational goals.

- Most of the supervisors had not a recording document, which is help regularly incidents record of good/poor behavior of employees. Then the supervisors filled subordinates performance appraisal format by guess. So, the administrative should be prepared a document, which helps the performance of employees to follow up regularly for the supervisor according to each task requirements.

- The commission has to strictly use the performance appraisal result for promotion, better job position placement, selection for training and motivation.

- Since performance appraisal has an objective and a great tool to motivate/satisfy employees if properly and honesty implemented with a common standard appraisal techniques.

- The performance appraisal system of the commission should able to distinguish outstanding, good, average and poor performers. To do so, employees should be given measurable tasks, interim evaluation and records should be employed so that employees' actual achievements will be identified and rewarded accordingly.

- According to the respondent response most of the employees said that there is no discussion sessions about their performance appraisal. So, the commission administration should prepare the directives or orders for the supervisors to allow employees for discussion session about their performance appraisal result with their supervisors about each and every point.

- Supervisors (appraisers) in the commission must get training concerning appraisal. Training has to be arranged to equip appraisers with the necessary knowledge and skill regarding the appraisal tools, processes and the system. This can reduces the problem that underlined in the appraisal.

- The main criteria in the evaluation form of the commission must be fulfilled the purpose of the organization established.They have to be capable not only to identify performance weakness and strength but also to make the judgment concerning employees to identify future management as well as efficiently and effectively of the task done.

- To enhance maximum utilization of performance appraisal result, the appraisal system should be part of performance management process, which is beginning from planning, ending in evaluating and developing, and turning to planning. In this cycle, being part of managers basic functions (planning and controlling), performance appraisal can most likely to hold managers attentions.

- In the commission theoretically performance appraisal is implemented twice a year, the first is midterm and the next is end term. But practically most of the supervisors filled their subordinates' performance result the two terms in last one which means in one year. According to the researcher suggestions the administration should be follow the two terms seriously by giving the notice online or hard copy for the supervisors and employees.

To sum up it is a common misconception that performance appraisal entails simply filling out an evaluation form – answering prefabricated question and checking boxes. Performance appraisal is a process, not a document – it is a way of structuring your relationship with your employees. A good appraisal system includes observation, documentation and communication. It envisions a workplace in which supervisors know what is happening in their departments (who are doing what and how well) and document employee performance as it occur. Supervisors and their employees should have open lines of communication. If every manager documents employee performance on an ongoing basis the new manager can more easily pick up where the old manager left off? Proper performance evaluation also provides important legal protection for your organization and you.

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Appendix I

Indra Gandhi National Open University

Faculty of Public Administration

Questionnaire to be filled by Supervisory Employees

Dear Respondent,

The purpose of this questionnaire is to collected primary data for conducting a study on the topic, "performance appraisal in African Union Commission (AUC): the case of AUC staffs" as a partial fulfillment to the completion of the Masters of Public administration (MPA) programme at Indra Gandhi National Open University (IGNOU). I remind you the fact that your genuine responses are highly valuable and great contribution for the study being conducted.This study use for academic purpose and I assure you that your private response will not be revealed to any other body or persons. I would like to extend my deep-heart thanks in advance for being a volunteers to devote your valuable time infilling this form

General Instruction

- There is no need of writing your name
- In all cases where options are available please tick in the appropriate box
- For questions that demands your opinion, please try to honestly describe as per the questions on the space provided

Part I Participant Information

1) Age(in year)

   ☐Under 25   ☐25-34   ☐35-44   ☐45-54

   ☐55 & above

2) Number of years you have worked for this organization (in year)

   ☐0-2   ☐3-6   ☐7-10   ☐11- 15   ☐16-25

   ☐26-& above

3) Number of years working on this job (in year)

☐ 0-2   ☐ 3-6   ☐ 7-10   ☐ 11- 15   ☐ 16-25

☐ 26-& above

4) Sex

☐ Male   ☐ Female

5) Educational qualification

☐ High school graduate   ☐ Technical School graduate ☐ College Diploma

☐ BA/BSc. Degree ☐ Master Degree ☐ PhD

Part II Questions on Performance Appraisal

1) Do you think that the current performance appraisal point has accurate, clear standards and measures?

☐ Yes   ☐ No

2) Did your organization facilitate to know the organization vision, Mission and goals?

☐ Yes   ☐ No

3) Would you think that the most important parts of your job performance are emphasized in your performance appraisal?

☐ Yes   ☐ No

4) Would you give your job duty and responsibility (Job Description) by the organization during you were received your appointment letter?

☐ Yes   ☐ No

5) Do you agree that the performance goals-set up for you are reasonable?

☐ Yes   ☐ No

6) Would you assume that your supervisor possess adequate knowledge and training to properly implement your performance evaluation?

   ☐ Yes   ☐ No

7) Do you feel that the scales allow an accurate assessment of different dimensions of performance?

☐ Yes   ☐ No

8) Do you regularly record incidents of good/poor behavior of relevant for the performance evaluation of the employees?

☐ Yes   ☐ No

8.1 For the above question your response is "yes" please put your format at the back of this page.

9) Would you think that your supervisor utilizes the evaluation system to assess your performance objectively and without bias?

   ☐ Yes   ☐ No

10) Did you take sufficient training in all skills needed appraising performance by the organization?

☐ Yes   ☐ No

11) Would your appraisal skills are regularly refreshed and updated through training?

☐ Yes   ☐ No

11.1 For the above question your response is "yes" please explain it briefly at the back of this page.

12) Are you busy enough coaching the performance of your subordinates there by insuring successful performance of your work unit/organization per targets set?
   a) Yes, I do coaching all the time
   b) Yes, but occasionally
   c) Never at all, I wait until the appraisal period is over and rate him/her accordingly
13) Do you engage in appraisal discussion with your subordinates there by encouraging them to freely express their complaints or any suggestions regarding their rating results?

☐ Yes   ☐ No

14) How often do you evaluate your subordinates in a year

☐ Once   ☐ Twice   ☐ Quarterly   ☐ Monthly   ☐ Other period, Specify

15) Do you think that there is a clear, direct and compelling linkage between performance and payment in the performance appraisal system

☐ Yes   ☐ No

16) Do you think that Performance appraisal in your organization is strictly meeting its intended purposes of determining employees' compensations, promotion, demotion, transfer and identification of an employee's training needs
   ☐ Yes   ☐ No

17) Do you think that the criteria in the present appraisal form are representative enough to truly reflect a subordinate's real worth to his/ her work unit or to the organization as whole?
   ☐ Yes   ☐ No

18) Have you ever been engaged in any sort of dispute with your subordinates due to the latter's dissatisfaction on your performance rating
   ☐ Yes   ☐ No

19) Do you have any ideas how to improve performance appraisals?

_____

_____

_____

_____

_____

<h1>Appendix II</h1>

<h2>Indra Gandhi National Open University</h2>

<h2>Faculty of Public Administration</h2>

<h2>Questionnaire to be filled by Non-Supervisory Employees</h2>

Dear Respondent,

The purpose of this questionnaire is to collected primary data for conducting a study on the topic, "Performance appraisal" in African Union Commission (AUC): the case of AUC staff "as partial fulfillment to the completion of the Master of Public Administration (MPA) programme at Indra Gandhi National Open University (IGNOU). I remind you the fact that your genuine responses are highly valuable and great contribution for study being conducted. This study use for academic purpose and I assure you that your private response will not be revealed to any other body or person. I would like to extend my deep-heart thanks in advance for being a volunteer to devote your valuable time in filling this form.

General Instruction

- There is no need of writing your name
- In all cases where options are available please tick in the appropriate box
- For questions that demands your opinion, please try to honestly describe as per the questions on the space provided

Part I Participant Information

1) Age(in year)

   ☐ Under 25   ☐ 25-34   ☐ 35-44   ☐ 45-54

   ☐ 55 & above

2) Number of years you have worked for this organization (in year)

   ☐ 0-2   ☐ 3-6   ☐ 7-10   ☐ 11- 15   ☐ 16-25

   ☐ 26-& above

3) Number of years working on this job (in year)

☐ 0-2   ☐ 3-6   ☐ 7-10   ☐ 11- 15   ☐ 16-25
☐ 26-& above

4) Sex

☐ Male   ☐ Female

5) Educational qualification

☐ High school graduate   ☐ Technical School graduate   ☐ College Diploma ☐

BA/BSc. Degree   ☐ Master Degree ☐ PhD

Part II Questions on Performance Appraisal

1) Would you think that your supervisor clearly express task goals and assignments?

☐ Yes   ☐ No

2) Do you think that the current performance appraisal point has accurate, clear standards and measures?

☐ Yes   ☐ No

3) Do you think that the current performance appraisal point has clear and valid measure of job-related activities?

☐ Yes   ☐ No

4) Would you think that the most important parts of your job performance are emphasized in your performance appraisal?

☐ Yes   ☐ No

5) Do you think that the performance appraisal results in better communication between yourself and your supervisor?

☐ Yes   ☐ No

6) Do you agree that the best workers received the highest evaluation score?

☐ Yes   ☐ No

7) Would you assume that your supervisor possess adequate knowledge and training to properly implement your performance evaluation?

☐ Yes   ☐ No

8) Would you give your job duty and responsibilities (Job Description) by the organization during you were received your appointment letter?

☐ Yes   ☐ No

9) Did your organization facilitate to know the organization vision, mission and goals?

☐ Yes   ☐ No

10) Would you think that your supervisor utilizes the evaluation system to assess your performance objectively and without bias?

☐ Yes   ☐ No

11) Is there a problem with your performance evaluation, you can communicate your concerns openly to your supervisor?
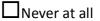
☐ Yes   ☐ No

12) How often do you think performance appraisal should be conducted in a year?

☐ Once   ☐ Twice   ☐ Quarterly   ☐ Monthly

☐ Other Period, Specify

13) Do your supervisor actually engage in regular performance discussions with you these by acknowledging your good contributions to your work unit and point out your bad performance so that you improve it in time before it cripples the whole of your performance

☐ Yes, he (she) does it to all times

☐ Never at all

☐ Yes, but sometimes

13.1 If your response the above question is "yes", did the advice really work?Please Mention it

_____

_____

_____

_____

14) Do you maintain documentation of your critical accomplishment during the appraisal period for use as a reference in case your appraiser fails to consider them in appraising your performance?

☐Yes   ☐No

15) Do you think that there is clear, direct and compelling linkage between performance and payment in the performance appraisal system?

☐Yes   ☐No

16) Would you think that the existing form is too complex?

☐Yes   ☐No

17) How do you perceive the performance appraisal system in your organization?

   a) As a paper work that does not affect your stay within the organization
   b) As a mere evaluative tool that aims at magnifying your performance weakness in which case it creates frustration in you
   c) As administrative tool on which your promotion, salary increment and other benefits are based
   d) As a management tool targeted for employee development through reinforcing positive behaviours and creating the ground for improvement of weakness in future performance
   e) Other, specify _____

   _____

18) In your opinion what criteria must be added to the content of the existing appraisal form and which criteria must be removed there from to ensure maximum use of the appraisal system?

_____

_____

_____

_____

_____

19) Do you have any idea how to improve performance appraisal in AUC?

_____

_____

_____

_____

Appendix III

Interview Question

1) What are the main purposes of performance appraisal in your organization?
2) Who design performance standards in your organization and how?
3) When did you start performance appraisal system in the commission?
4) What are the advantages of performance evaluation?
   To the organization and to the employees
5) Do the employees (appraisees) participate in the planning process of Performance Appraisal? If they participate how? If they are not why?
6) Do you conduct training for raters regularly to support performance appraisal process?
7) Please, point out the methods that the organization used to appraise of employees
8) Do you have policy, procedure or manual for performance appraisal in the organization?
9) Who is responsible for setting goal for the process of performance appraisal? Why?
10) Please, mention some points about the problems of performance appraisal of employees in a commission and what are the solutions to solve those problems.

Thank you!