GUIDELINES AND PROCEDURES FOR

IIUM ANNUAL PERFORMANCE APPRAISAL REPORT (APAR)

MANAGEMENT SERVICES DIVISION (MSD)
INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA

"GIVE VALUE WITH VALUES"

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SECTION A: IIUM ANNUAL PERFORMANCE APPRAISAL REPORT (APAR)

1. ABOUT APAR

The IIUM APAR (Annual Performance Appraisal Report) is a structured evaluation tool used by the International Islamic University Malaysia (IIUM) to assess the performance of its staff across various aspects of their roles within the institution. This appraisal report aims to comprehensively evaluate an individual's performance, contributions, competencies, and adherence to Islamic values within the workplace. The APAR typically consists of several sections, including Personal Information, Job Output, Job Performance, Personal Quality, Self-Reflection, Competency and Ihsan Indicators and Overall Performance Rating.

2. THE IMPORTANCE OF APAR

The Annual Performance Appraisal Report (APAR) at IIUM serves as a pivotal instrument for various significant purposes, including:

a) **Annual Salary Increment (ASI):** It plays a crucial role in evaluating and determining salary increments based on the performance assessment of staff members.

b) **Contract Renewal:** APAR assists in decision-making for contract renewals by assessing staff performance and contributions.

c) **Performance Improvement Programs:** It identifies areas for improvement and supports initiatives aimed at assisting staff who may benefit from additional guidance and support.

d) **Staff Discipline:** In cases requiring intervention due to performance issues, APAR documentation can contribute to discussions regarding staff discipline or improvement plans.

e) **Awards, Promotions, and Recognition:** Exceptional performance recognized through APAR may lead to awards, promotions, and other forms of recognition for outstanding achievements.

f) **Training Needs and Career Development:** It informs decisions related to training requirements, career development initiatives, and succession planning by identifying skill gaps and development opportunities.

g) **Other HR Needs:** It can inform various HR-related decisions, including staff relocation, secondment and report to Government agencies.

3. COMPONENTS IN APAR

3.1. Job Output

3.1.1. The evaluation emphasizes measurable results and tangible contributions made by administrative staff and academic administrators, reflecting their impact on the department or institution. It involves evaluating the quality of their work in meeting predetermined benchmarks, ensuring that tasks are executed with accuracy, effectiveness, and adherence to established standards.

3.1.2. The format used to capture the job output is called Annual Work Target (AWT) or Minimum Performance Indicator (MPI) which consists of the following elements:

a) **Statemen**t: Clear and specific statements defining performance indicators. These must be quantifiable and directly linked to measurable outcomes or achievements, providing a concrete basis for assessment.
b) **Target:** Specific and measurable targets set to achieve within a defined timeframe, providing a benchmark for progress tracking.
c) **Achievement:** Documentation done by the supervisee at the end of assessment period regarding the actual accomplishment or completion status of the set targets. This self-assessment provides insight into the employee's perception of their performance against the predefined goals.
d) **Rating:** Evaluation done during the APAR session by the supervisor, rating (1 – 5) the supervisee's performance in meeting the set targets. This rating system offers a structured method to assess and quantify the level of achievement or performance against the established targets.
e) **Remarks/Comments:** A space for additional contextual information, feedback, or observations pertinent to the achievements or challenges encountered during the process made in the APAR.

3.1.3. At the outset of the year or the start of the staff's service, staff and supervisors discuss and establish expected outputs. At the year's end, these set objectives are evaluated against the actual accomplishments, serving as a basis for performance assessment.

3.1.4. This section carries significant weight, accounting for 30% of the overall APAR marks specifically for administrative staff and academic administrators. However, this section is not applicable to academic staff.

3.2. Job Performance

The Job Performance Section in the IIUM Annual Performance Appraisal Report (APAR) utilizes a 5-point Likert scale with individual descriptors to assess the performance of various staff groups within the university, tailoring questions specific to their roles. Here is a generalized overview of how this section might be structured for different staff groups:

a) Administrative Staff: The Likert scale assesses performance based on attributes like organizational skills, efficiency in administrative tasks, teamwork, communication, and adherence to policies. Questions may focus knowledge and skills in the field of work, implementation of policies and guidelines, communication effectiveness, resource management, time management, leadership, creativity & innovativeness, managing risk and difficult situations/crisis, linking to IIUM vision, mission and objectives, and proactiveness.

b) Academic Staff: For academic staff, the scale might gauge teaching effectiveness, research productivity, student engagement, and contributions to the academic community. Questions may include assessing teaching quality, involvement in curriculum development, research output, mentoring of students, and participation in academic activities.

c) Academic Administrators: Academic administrators may be evaluated on leadership, strategic planning, policy implementation, and their ability to foster an academic environment. Questions might focus on leadership effectiveness, management of academic programs, policy implementation, and contributions to institutional goals.

d) Clinical Nursing Instructors: This group might be assessed on clinical teaching abilities, mentorship of students, nursing practice expertise, and contributions to clinical education. Questions could revolve around clinical teaching effectiveness, guidance provided to students, nursing expertise, and involvement in improving clinical education standards.

e) Academic Fellows and Research Fellows: These roles might be evaluated based on research productivity, contributions to projects, collaborations, and their impact on research outcomes. Questions may relate to the quality and quantity of research conducted, publication records, collaborations established, and the impact of research outputs.

3.3. Personal Quality

3.3.1. The Personal Quality section within the IIUM Annual Performance Appraisal Report (APAR) focuses on evaluating staff members' intrinsic characteristics, behaviours, and attributes that contribute to their effectiveness and performance within the university's setting.

3.3.2. This section typically assesses qualities derived from IIUM Ethics such as Politeness, Expression of Gratitude, Humane, Dealing With Genders, Self-Control, Cultural Adaptation, Discipline, Commitment To Excellence, Loyalty, Amanah, Responsibility, Justice, Personal Development. Evaluators use this section to gauge a staff member's overall conduct, work ethics, and their ability to collaborate, innovate, and positively impact the university's environment. Staff members are typically evaluated on how well they demonstrate these personal qualities in their daily tasks, interactions with colleagues, and their contributions to the overall objectives of the university.

3.4. Self-Reflection

3.4.1. The Self-Reflection Section in the IIUM APAR is designed exclusively for the self-evaluation of the individual being appraised and is not accessible or considered by the staff evaluator. These statements serve as a platform for self-assessment and personal reflection, focusing solely on the individual's perceptions, beliefs, and satisfaction within the workplace.

3.4.2. It's important to note that the responses provided in this section do not influence or contribute to the overall mark or evaluation outcome in the APAR. Instead, it serves as a confidential space for the individual to contemplate their alignment with Islamic values, personal contentment, and their spiritual connection to work, team, organization, and career development, allowing for a comprehensive self-evaluation separate from the official assessment by the evaluator.

3.5. Competency

3.5.1. The Competency Section in the IIUM Annual Performance Appraisal Report (APAR) assesses the professional skills, abilities, and knowledge of an individual within their specific role and responsibilities at the university. This section typically includes a set of predefined competencies relevant to the job position or department. These competencies often cover areas such as technical skills, problem-solving, communication, teamwork, leadership, adaptability, innovation, time management, and any other essential skills required for effective job performance.

3.5.2. Evaluators use this section to measure how well the individual demonstrates and applies these competencies in their day-to-day tasks and responsibilities. Staff members are usually evaluated based on their proficiency and effectiveness in fulfilling these competency requirements, which directly contribute to their overall performance and success in their role within the university.

3.6. Additional Contribution (Ihsan Indicator)

3.6.1. The Additional Contribution (Ihsan Indicator) Section in the IIUM Annual Performance Appraisal Report (APAR) is a comprehensive report that encompasses various aspects of an individual's contributions and achievements across different domains within the university. This section is structured to report performance based on specific contribution and participation, each related to key areas such as Administrative Posts, Teaching & Supervision, Research, Publications, University Special Projects/Sustainable Development Goals/Community Engagement, Innovation, Networking, Services and Consultancy (Registered with University Authority), Awards & Recognitions, and Training.

3.6.2. Each of these categories contains activities or achievements that are assigned marks based on the level of contribution demonstrated by the staff member. These marks reflect the quantity or significance of the contributions made by the staff member in each respective domain. These also act as a quantitative measurement of the individual's performance and contributions across these diverse areas relevant to their role within the university.

3.6.3. The overall marks accumulated from these indicators provide a cumulative score, which is then transformed into a percentile ranking. This percentile ranking offers a comparative evaluation of the staff member's performance in relation to their peers or colleagues within the university setting, enabling a comprehensive assessment of their overall contributions and achievements across multiple domains.

4. WEIGHTAGE AND CALCULATION OF APAR MARKS

4.1. APAR Scoring Percentage calculation

IIUM ANNUAL PERFORMANCE APPRAISAL REPORT (APAR)

COMPONENTS	ADMINISTRATIVE & TECHNICAL	ACADEMIC (DS/DU/DUG/DUF- Non-Clinical)	ACADEMIC (DS/DU/DUG/DUF- Clinical)	ACADEMIC (Academic Fellow)	ACADEMIC (DG)	ACADEMIC (Academic Administrator)	Academic (Research Fellow)	Academic (Clinical Nursing Instructor)
Job Output	30%	NA	NA	NA	NA	30%	30%	30%
Job Performance	50%	80%	80%	80%	80%	50%	50%	50%
Personal Quality	20%	20%	20%	20%	20%	20%	20%	20%
Total	100%	100%	100%	100%	100%	100%	100%	100%
Additional Contribution/Ihsan Indicator (Percentile Report)	# Points/ Marks	# Points/ Marks	# Points/ Marks	# Points/ Marks	# Points/ Marks	# Points/ Marks (Follow relevant scheme)	# Points/ Marks	# Points/ Marks
Reflection (No Supervisor's Evaluation and not to be seen/disclosed for supervisor)	5-scale	5-scale	5-scale	5-scale	5-scale	NA	5-scale	5-scale
Competency	5-scale	5-scale	5-scale	5-scale	5-scale	5-scale	5-scale	5-scale

4.2. APAR Marks Calculation

The APAR total score is derived through a comprehensive evaluation process involving self-assessment and supervisor review. Initially, staff members conduct a self-evaluation, utilizing a Likert scale of 5 to rate each component question. This self-evaluation serves as a reference guide, providing insight into individual perceptions of performance. However, it does not directly contribute to the final score but acts as a valuable reference for supervisors.

Following the self-assessment, the appraisal report is then submitted to the first and second supervisors for their evaluation. Supervisors independently review and rate the components based on their assessment of the staff member's performance. The final score is calculated by averaging the marks given by the supervisors.

5. APAR REPORTS

5.1. There are two (2) types of reports namely:

    a) Performance Report

    The Performance Report is a comprehensive summary generated once supervisor evaluations are finalized.

    b) Percentile Report

    A Percentile Report in the context of staff appraisal at the International Islamic University Malaysia (IIUM) provides a statistical representation of where an individual staff member stands in comparison to their peers or colleagues based on their performance evaluations.

    This report typically ranks staff in percentiles, indicating the percentage of staff members whose performance falls below theirs. For instance, if a staff is in the 80th percentile, it means their performance is superior to 80% of their colleagues.

    The use of a Percentile Report for IIUM staff can serve several purposes:

      i. Comparative Analysis: It enables a comparative evaluation of staff performance, helping identify high-performing individuals and those who may need additional support or development.

      ii. Reward and Recognition: Percentile rankings can be used to identify top performers deserving of rewards, incentives, promotions, or special recognition for their exceptional performance.

      iii. Performance Differentiation: It aids in distinguishing between varying levels of performance, allowing for fair and informed decisions regarding promotions, or career advancement opportunities.

      iv. Developmental Feedback: The report can be utilized to provide targeted feedback and support to staff members by highlighting areas where improvement or development may be necessary.

5.2. These two individual reports will be conveniently accessible to staff members through the staff portal upon the completion of each APAR session.

6. PERFORMANCE EVALUATION PERIOD

The performance appraisal will be conducted annually to assess the accomplishments of all staff over the course of the year, in alignment with the established AWT/MPI criteria.

7. ELIGIBILITY

All IIUM staff who have served at least 6 months in the assessment period are eligible and compulsory to submit AWT/ MPI, and APAR for performance appraisal.

8. SUPERVISOR

8.1. In the context of the Annual Performance Appraisal Report (APAR), a supervisor refers to an individual within the KCDIOM structure who oversees, evaluates, and provides feedback on the performance of a staff. The supervisor typically holds a higher position or authority within the department or unit compared to the staff being appraised.

8.2. Given that the recommended minimum supervisory period is over 6 months, situations may arise where the system assigns an incorrect supervisor for a staff. Under special circumstances, a change of supervisor might be necessary. Those affected may change the supervisor on their own in the APAR system or request from the Kulliyyah Administration for necessary adjustments, for instance, to change or remove their 2nd supervisor.

8.3. The default assignment for the 1st supervisor in the APAR system is typically based on the Kulliyyah/Centre/Division/Institute/Office/Management (KCDIOM) structure registered in HURIS or the individual responsible for approving Annual Leave within the Human Resources Information System (HURIS). The 2nd Supervisor ideally corresponds to the Supervisor of the 1st Supervisor.

8.4. However, in cases where a staff is transferred to another unit or KCDIOM, they are expected to submit their new AWT/MPIs for the new role. Furthermore, if a staff member serves in more than one unit or KCDIOM during the assessment year, they should submit their AWT/MPIs for each respective role.

8.5. The 1st supervisor will be the individual overseeing the staff for more than 6 months within the assessment year, while the 2nd supervisor will supervise the staff for a shorter duration.

8.6. To facilitate this process, the staff member must request their previous supervisor or the APAR liaison officer to re-pend the approved AWT/ MPI and include the newly required AWT/MPIs without deleting the previously approved ones. Additionally, during the APAR evaluation at the end of the year, the staff member is expected to adjust their default 1st and 2nd supervisors based on the duration of supervisory roles. The supervisor with the longer period of supervision will be designated as the 1st supervisor. This ensures that both supervisors have the opportunity to evaluate the staff member's performance thoroughly.

9. PROCESS

9.1. Annual APAR

The IIUM APAR (Annual Performance Appraisal Report) administrative process involves several steps to ensure a comprehensive and fair evaluation of staff performance which are as follows:

a) **Step 1:** Announcement and Preparation: The process begins with the APAR system being made accessible, accompanied by an official email announcement of the APAR cycle by MSD. Staff members are provided with guidelines, timelines, and necessary forms or documents for self-evaluation and submission.

b) **Step 2:** Self-Evaluation: Staff members conduct a thorough self-assessment, utilizing the provided APAR online forms. They assess their performance, achievements, strengths, areas for improvement, and alignment with IIUM's values. At this stage, prior to proceeding with their self-evaluation, staff members are required to confirm their assigned supervisors. If there is a necessity to change or remove their default second supervisor, a prompt request should be forwarded to the Kulliyyah Administration for swift processing.

c) **Step 3:** Supervisor Evaluation: Staff members submit their self-evaluation forms to their immediate supervisor for assessment. Supervisors review and assess the staff member's performance based on established criteria, providing feedback and ratings accordingly. While a system notification is automatically sent to supervisors, we strongly encourage all staff members to proactively remind their respective supervisors to complete the evaluation within the specified period. This proactive approach ensures timely completion and contributes to the efficiency of the appraisal process.

d) **Step 4:** Staff Confirmation and Feedback: After supervisor evaluation, staff members confirm and provide feedback on their appraisals. This step ensures staff involvement and allows them to share any additional information or perspectives. If no response is received within 7 days, the evaluation is considered confirmed and automatically forwarded to the 2nd Supervisor.

e) **Step 5:** Second Level Review: The appraisal report then proceeds to a second-level review by the Second Supervisor within the department or any other identified person for further assessment and validation of the evaluations made by the supervisor.

f) **Step 6:** Finalization and Reporting: Once evaluations and discussions are completed, finalized APAR reports are generated.

g) **Step 7:** Decision-Making and Utilization: APAR results are utilized for various HR decisions, such as salary increments, promotions, training needs, rewards, disciplinary actions, and career development plans.

h) **Step 8:** Record Keeping: All APAR documents, including self-evaluations, supervisor assessments, and finalized reports, are securely stored as official records for future references and HR purposes.

9.2. Special AWT/MPI or APAR

A special AWT/MPI or APAR could be initiated under one of the following circumstances:

a) When an individual fails to submit the Minimum Performance Indicator (MPI) during the specified session, which is a prerequisite for the APAR evaluation; or

b) In cases where an individual fails to submit the APAR within the specified period; or

c) When a new staff member commences duties after the 1st of July, making them ineligible for the annual APAR; however, their APAR results are required for consideration in their subsequent year's annual salary increment.

d) When an MPI or Assessment is required to monitor and assess the performance of individual undergoing the Performance Improvement Programme (PIP) or Standard Performance Staff (SPS).

10. FAILURE TO SUBMIT

10.1. Staff's failure to submit APAR without reasonable cause may affect the consideration for :

   a) Annual salary increment;
   b) Confirmation in service;
   c) Promotion; or
   d) Renewal of contract.

10.2. If the University approves the appeal to reopen the Annual Performance Appraisal Report (APAR), any resulting increment payment will not be backdated. This means that the staff will forfeit the accumulated increment amount for the number of months missed.

11. SUBMISSION DEADLINE

The submission deadline for the performance appraisal cycle will be communicated via email.

12. APPEAL

This procedure applies to all staff employed under a contract of service with the University. Any appeal concerning AWT/ MPI or APAR should be formally submitted to the Executive Director of MSD via KCDIOM management.

SECTION B: GUIDELINES ON CONSTRUCTING AWT/MPI

1. OBJECTIVE

1.1. AWT/MPI should be regarded as a testament to the supervisee's intent and commitment towards achieving specific objectives outlined in activities/projects. These initiatives are formulated based on clear guidelines and strategic alignment with the department's goals.

1.2. A crucial aspect of AWT/MPI involves establishing a mutual understanding and agreement on the expected job outputs. This ensures clarity regarding the anticipated deliverables and outcomes.

1.3. AWT/MPI focuses on measuring crucial aspects essential for success, encompassing QUANTITY, QUALITY, TIME, and COST. These metrics provide a comprehensive evaluation framework, enabling a holistic assessment of performance.

2. IDENTIFICATION AND SELECTION

2.1. Constructing multiple MPIs is strongly encouraged to ensure the comprehensiveness of the AWT/MPI framework, addressing various facets within a staff member's Functional Area or Key Result Area (KRA). This area encompasses specific responsibilities, outcomes, or deliverables entrusted to an individual or department within the organization. It delineates the core functions and areas of accountability critical for achieving organizational objectives. Representing about 80% of the overall work role, the Functional Area/KRA includes pivotal tasks essential for successful role performance.

2.2. Focusing on 5 to 7 key functions within this area ensures a targeted and concentrated approach, allowing for clear and prioritized attention to essential operational aspects. Therefore, it is advisable for the staff to aim for a total number of MPIs ranging between 5 to 7, ensuring a comprehensive yet manageable scope for performance evaluation and goal achievement.

3. FOCUS AREAS BASED ON CATEGORY OF STAFF

3.1. Management & Professional Staff Category: This category concentrates on strategic aspects encompassing planning, implementation, project management, and evaluation. It extends to providing substantial contributions to the formulation of University/Departmental policies, rules, and procedures.

Individuals within this category are key contributors to the organizational direction and efficiency.

3.2. Key Focus Areas:

    a) Strategic planning and execution.
    b) Project management and progress tracking.
    c) Policy formulation and procedural development.
    d) Contributing to the enhancement of organizational frameworks and methodologies.

3.3. Support Group Staff Category: This category primarily involves supervisory responsibilities, ensuring compliance, and operational execution. It emphasises the enforcement of policies and procedures while overseeing day-to-day activities crucial to the organization's smooth functioning.

3.4. Key Focus Areas:

    a) Supervisory roles and responsibilities.
    b) Ensuring adherence to policies and regulations.
    c) Overseeing and managing operational functions.
    d) Providing essential support for the effective functioning of various departments or units.

4. COMMON TYPES OF AWT/ MPI

4.1. MPIs typically fall into two common constructs namely:

    a) Output-based MPIs focus on tangible results or quantifiable results. For example:

        i. No. of articles published in ISI rated journals or publications.
        ii. % of overtime (OT), part-time and traveling claims submitted to the Finance Division by the 7th of the following month.

    b) Process-based MPIs emphasize the efficiency and effectiveness of operational procedures. For objectives challenging to measure directly, use indicators like:

        i. No. of programmes organized to enhance integrity of staff (Difficult to measure integrity level).
        ii. % of system maintenance / backup done as per schedule. (Difficult to measure the condition of each machine/equipment).

5. KEY IMPORTANT CONSIDERATIONS IN CONSTRUCTING AWT/ MPI

5.1. The following are essential aspects of having effective MPIs:

a) MPIs should be linked to the KCDIOM/IIUM strategy. They must directly contribute to the achievement of the unit/departmental vision, mission, objectives, and overall strategy. Understand your department's MPIs, strategic objectives, and initiatives relevant to your role and functional areas.

b) Develop questions that focus on contributions staff can make towards ensuring the effective implementation of unit/departmental strategies. These questions should guide the MPI design.

c) Ensure readiness and capability among staff to collect relevant data and measure achievements later. This preparation is crucial for the successful implementation and evaluation of MPIs.

d) Ensure MPIs are realistic and achievable targets. Choose 5-7 key objectives aligned with their importance and feasible to accomplish within the given timeframe. Set measurable targets related to Quantity, Quality, Time, and Cost.

e) Utilize units like "%", "Number", "Rate", "Average", or "No." for clear measurement in each MPI statement.

f) Select MPIs that genuinely reflect achievement rather than mere activities. Avoid measures like attendance at meetings or completing organizational charts, which don't directly impact performance.

g) Put answer (Target) in the question (MPI statement). It means, if you want to identify "Hours" as your answer in Target, the MPI statement must mention "Hours". For example:

   i. Statement: Average time to complete assignments. Target: 3 hours (Incorrect)
   ii. Statement: Average hours to complete assignments. Target: 3 hours (Correct)
   iii. Statement: Minutes are to be prepared and distributed within 7 days after the meeting. Target: 100% (Incorrect)
   iv. Statement: % of minutes prepared and distributed within 7 days after the meetings. Target: 100% (Correct)

6. SETTING, REVIEWING AND EVALUATING AWTS/ MPIS

6.1. There are 3 stages of AWT/MPI sessions:

a) Set MPIs at the beginning or early in the year to provide a clear roadmap for goals and performance expectations.

b) Conduct a mid-year review to assess progress against established MPIs. Use this review as an opportunity to make necessary adjustments, realign goals, and address any challenges or obstacles encountered during the initial phase.

c) Evaluate performance against MPIs at the end of the year. Assess achievements, measure outcomes, and determine the extent to which the set targets were met. Use this evaluation as a basis for recognizing accomplishments, identifying areas for improvement, and informing future goal-setting processes.

SECTION C: DETAILED GUIDELINES ON EVALUATION

1. EFFECTIVE EVALUATION

1.1. The following are 10 tips for effective evaluation:

a) Preparation and Information Gathering: Gather comprehensive information about staff performance, including goals, achievements, and past evaluations, in preparation for the assessment.

b) Establish Clear and Comprehensive Evaluation Criteria: Define specific metrics encompassing goals achieved, KPIs, skill development, teamwork, etc., ensuring a transparent assessment process.

c) Encourage Self-Assessment and Reflection: Prompt staff to self-assess their performance before the evaluation to facilitate reflection on strengths and areas needing improvement.

d) Structured and Comprehensive Evaluation Approach: Employ a structured evaluation format that combines qualitative and quantitative assessments, maintaining consistency across all evaluations.

e) Focus on Recognizing Achievements and Improvement Areas: Acknowledge staff accomplishments and strengths while constructively addressing areas requiring improvement, providing specific and actionable feedback with relevant examples.

f) Collaboratively Set Realistic and Aligned Goals: Collaborate with staff to establish achievable and aligned goals for the upcoming year, ensuring they match the staff members' roles and career development.

g) Promote Open Two-Way Communication: Create an environment for staff to express opinions, concerns, and aspirations during evaluations, fostering engagement and understanding through open dialogue.

h) Thoroughly Document Evaluation Discussions: Maintain detailed records of evaluation discussions, including identified goals and areas for improvement, for future reference and accountability.

i) Continuous Support and Follow-Up: Schedule regular check-ins throughout the year to monitor progress and provide support, ensuring ongoing communication beyond the annual evaluation.

j) Recognize, Reward, and Offer Development Opportunities: Acknowledge outstanding performance with rewards or recognition to motivate continued excellence, while also identifying areas for additional training or skill enhancement for staff members.

2. COMMON MISTAKES

2.1. The following are 10 common mistakes to be avoided by supervisors:

a) Missing Deadlines: Missing evaluation deadlines, hindering timely performance assessment and feedback to the staff.

b) Recency and Trait Bias: Giving disproportionate importance to recent events or a single positive/negative trait, potentially overlooking overall performance or diverse strengths (halo/horn effect).

c) Inconsistent Rating Standards: Rating staff excessively leniently or strictly, irrespective of their actual performance, leading to distorted evaluation outcomes.

d) Subjectivity and Personal Bias: Allowing personal feelings, relationships, or prejudices to influence evaluations, potentially causing favouritism or bias unrelated to job performance.

e) Vague Feedback without Examples: Providing ambiguous feedback without concrete examples, making it challenging for staff to understand areas of excellence or improvement.

f) Context Ignorance: Disregarding external factors influencing performance, failing to consider the contextual challenges employees face during evaluations.

g) Lack of Staff Input: Conducting evaluations without allowing staff perspectives or self-assessment, risking misunderstandings and dissatisfaction.

h) Overemphasis on Quantitative Measures: Relying solely on quantitative metrics, neglecting qualitative aspects like teamwork, creativity, or problem-solving skills in evaluations.

i) Past Performance Focus without Development: Concentrating solely on past performance without discussing growth opportunities or developmental areas for staff.

j) Infrequent Feedback: Providing feedback only during annual evaluations instead of offering continuous guidance and feedback throughout the year.

3. CONFIDENTIALITY AND PRIVACY

It is very important to respect the confidentiality and privacy of staff evaluations. Limit access to evaluation results to only those who are directly involved in the assessment process, ensuring a level of trust between staff and management.

ATTACHMENT A: SAMPLE ANNUAL WORK TARGET (AWT)/ MINIMUM PERFORMANCE INDICATORS (MPI)

Below are several examples of MPI (Key Performance Indicator) statements and their associated targets, which can be used for staff in various roles and functions. They can be adopted as-is or modified to better align with the specific responsibilities of each office position.

1. **ACADEMIC ADMINISTRATORS:**

   a) **Academic:**
      - Number of Credited Co-Curricular Courses Offered: Target >10 per semester.
      - Number of Lecturers with Industry Experience: Target >20% of total lecturers.
      - Number of Mobility Programs Implemented: Target >5 per academic year.
      - Percentage of Graduates Employed by Graduation Day: Target >90%.
      - Percentage of Bachelor's Degree Students Graduating Within Specified Timeframe: Target >80%.
      - Percentage of preparation progress of new programmes for accreditation or certification: Target >80%.
      - Number of new academic programs or courses introduced: Target >5 per year.

   b) **Research and Innovation:**
      - Percentage of Staff Recognized as experts: Target >10% of total staff (excluding specified roles).
      - Percentage of Lecturers as Principal Investigator (PI): Target >15% of total lecturers.
      - Percentage of Kulliyyah/Institute members engaged in research projects: Target >50%.
      - Average Number of research publications per Kulliyyah/Institute members: Target >2 per year.
      - Percentage of non-PI staff applied for new grants: Target 100%.
      - Average MyRA marks per staff: Target 0.1 marks per staff.

   c) **Student Success:**
      - Percentage of student satisfaction with academic programs: Target >90%.
      - Percentage of students graduating on time: Target >80%.

d) Resource Management:
- Percentage of budget utilisation: Target >95%.
- Percentage reduction in operational costs: Target >5%.

e) Strategic Planning:
- Percentage of alignment between faculty goals and university objectives: Target >90%.
- Number of successful strategic initiatives implemented per year: Target >3.

f) Community Engagement:
- Number of community outreach programs conducted: Target >5 per year.
- Percentage of staff involved in community service activities: Target >30%.

g) Professional Development:
- Percentage of faculty participating in professional development activities: Target >90%.
- Number of faculty attending conferences: Target >10 per year.

h) Team Collaboration:
- Percentage of successful collaboration within the faculty and with other departments: Target >95%.

i) Innovation in Teaching and Learning:
- Number of innovative teaching methods or technologies implemented. >3 per academic year.

j) Teaching Effectiveness:
- Percentage of positive student feedback on teaching: Target 90%.
- Percentage of classes conducted as per schedule: Target 95%.

k) Research Output:
- Percentage of faculty members publishing in reputable journals: Target 80%.
- Percentage of faculty members securing research grants: Target 50%.

l) Administrative Support:
- Percentage of timely submission of administrative documents: Target 95%.
- Percentage of accurate data entry in administrative systems: Target 98%.

m) Contribution to Academic Environment:
  - Percentage of participation in academic conferences and seminars: Target 70%.
  - Percentage of involvement in academic committees: Target 50%.

n) Student Engagement:
  - Percentage of faculty involvement in student activities: Target 80%.
  - Percentage of faculty providing timely feedback on student assignments: Target 95%.

o) Contribution to Curriculum Development:
  - Percentage of faculty involved in updating or developing new courses: Target 50%.

p) Community Engagement:
  - Percentage of faculty involvement in community outreach programs: Target 50%.

q) Research Supervision:
  - Percentage of faculty members supervising graduate research projects: Target 70%.

2. ADMINISTRATION

I. Secretary

a) Calendar Management:
  - Percentage of meetings, appointments, and training sessions updated accurately and on time: Target 95%.
  - Percentage of conflicts resolved or rescheduled promptly: Target 95%.

b) HR System Liaison:
  - Percentage of HR system updates completed accurately and on time: Target 95%.
  - Percentage reduction in errors in HR system data entry: Target 10%.

c) Administrative Support:
  - Percentage of tasks completed accurately and on time: Target 95%.
  - Percentage reduction in turnaround time for document preparation: Target 10%.

d) Communication Skills:
- Percentage of emails and calls responded to within 24 hours: Target 90%.
- Percentage of messages accurately conveyed to the executive, HR department, and other stakeholders: Target 95%.

e) Efficiency and Time Management:
- Percentage of tasks completed within deadlines: Target 95%.
- Percentage reduction in backlog of tasks: Target 20%.

f) Confidentiality and Discretion:
- Percentage of confidential information handled appropriately: Target 100%.

g) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.

h) Team Collaboration:
- Percentage of successful collaboration with colleagues, the executive, HR department, and other stakeholders: Target 90%.

i) Customer Service Orientation:
- Percentage of positive feedback from the executive, HR department, and other stakeholders on support provided: Target 90%.

j) Task Prioritization:
- Percentage of tasks prioritized based on importance and urgency: Target 95%.

II. Administrative Assistant in the Administration Section

a) Efficiency in Administrative Support:
- Percentage of administrative tasks completed on time: Target 95%.
- Percentage reduction in turnaround time for processing paperwork: Target 10%.

b) Communication and Coordination:
- Percentage of communications responded to within 24 hours: Target 90%.
- Percentage of meetings attended or organized on time: Target 95%.

   c) **Customer Service Orientation:**
- Percentage of customer satisfaction surveys rating service as 'satisfactory' or 'excellent': Target 90%.

   d) **Process Improvement:**
- Percentage increase in efficiency of a specific administrative process: Target 15%.

   e) **Accuracy and Attention to Detail:**
- Percentage reduction in errors in documentation and data entry: Target 10%.

   f) **Time Management:**
- Percentage of tasks completed by their deadline: Target 95%.
- Percentage reduction in backlog of tasks: Target 20%.

   g) **Confidentiality and Data Security:**
- Percentage increase in compliance with data protection policies: Target 10%.

   h) **Adaptability and Flexibility:**
- Percentage of successful adaptation to new tasks or changes in responsibilities: Target 90%.

   i) **Professional Development:**
- Percentage of completed professional development activities: Target 100% per year.

   j) **Team Collaboration:**
- Percentage increase in positive feedback from team members on collaboration: Target 20%.

III. Drivers

   a) **Customer Service:**
- Percentage of positive feedback from passengers: Target 90%.
Number of passenger complaints: Target 0 per month.

   b) **Vehicle Maintenance:**
- Percentage of vehicle inspections passed: Target 100%.
Number of vehicle breakdowns: Target 0 per month.

c) **Efficiency:**
   - Percentage of on-time arrivals: Target 95%.
   - Percentage of trips completed as per scheduled: Target 100%.

d) **Professionalism:**
   - Percentage of compliance with dress code and grooming standards: Target 100%.
   - Number of instances of going above and beyond in customer service: Target 2 per month.

e) **Route Knowledge:**
   - Percentage of familiarity with routes and destinations: Target 100%.

f) **Vehicle Cleanliness:**
   - Percentage of vehicles kept clean and tidy: Target 100%.

g) **Fuel Efficiency:**
   - Percentage of fuel savings achieved through efficient driving practices: Target 5%.

IV. **Librarian**

a) **Resource Management:**
   - Percentage of library resources cataloged and organized: Target 95%. Number of new acquisitions processed: Target 100 per month.

b) **Customer Service:**
   - Percentage of user inquiries resolved satisfactorily: Target 90%. Number of user education sessions conducted: Target 2 per month.

c) **Support for Research and Academic Activities:**
   - Percentage of support provided for research inquiries: Target 90%. Number of research guides or bibliographies created: Target 1 per month.

d) **Efficiency and Time Management:**
   - Percentage of tasks completed within set timelines: Target 95%. Percentage reduction in overdue materials: Target 10%.

e) **Professional Development:**
   - Percentage of completed training and development activities: Target 100% per year.

f) Team Collaboration:
- Percentage of successful collaboration with colleagues and other departments: Target 90%.

g) Information Literacy:
- Percentage of library users trained in information literacy skills: Target 80%.
- Number of information literacy workshops conducted: Target 2 per month.

h) Collection Development:
- Percentage of collection reviewed and updated: Target 90%.
  Number of collection development projects completed: Target 1 per year.

V. Lab Assistant

a) Lab Operations:
- Percentage of time spent on lab maintenance and organization: Target 80%.
- Number of experiments or tests assisted per week: Target 5.

b) Equipment Maintenance:
- Percentage of equipment maintenance tasks completed on time: Target 95%.
- Number of equipment breakdowns requiring immediate attention: Target 0 per month.

c) Safety Compliance:
- Percentage of adherence to safety protocols and guidelines: Target 100%.
- Number of safety incidents reported: Target 0 per quarter.

d) Inventory Management:
- Percentage of accurate inventory records: Target 95%.
- Number of inventory discrepancies identified and resolved: Target 1 per month.

e) Support for Research and Experiments:
- Percentage of successful research or experiments supported: Target 90%.
- Number of research projects or experiments assisted per quarter: Target 10.

f) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.

g) Team Collaboration:
- Percentage of successful collaboration with lab colleagues and researchers: Target 90%.

h) Efficiency and Time Management:
- Percentage of tasks completed within set timelines: Target 95%. Percentage reduction in turnaround time for lab procedures: Target 10%.

VI. Technician

a) Equipment Maintenance:
- Percentage of preventive maintenance tasks completed on schedule: Target 95%.
- Number of equipment breakdowns requiring immediate attention: Target 0 per month.

b) Technical Support:
- Percentage of technical issues resolved within agreed timelines: Target 90%.
- Number of technical support requests handled per week: Target 10.

c) Inventory Management:
- Percentage of accurate inventory records: Target 95%.
- Number of inventory discrepancies identified and resolved: Target 1 per month.

d) Safety Compliance:
- Percentage of adherence to safety protocols and guidelines: Target 100%.
- Number of safety incidents reported: Target 0 per quarter.

e) Efficiency and Time Management:
- Percentage of tasks completed within set timelines: Target 95%.
- Percentage reduction in turnaround time for technical procedures: Target 10%.

f) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.

g) Team Collaboration:
- Percentage of successful collaboration with colleagues and other departments: Target 90%.

h) Quality of Service:
- Percentage of customer satisfaction with technical support: Target 90%.
- Number of repeat technical issues for the same equipment: Target 0 per quarter.

VII. Assistant Science Officer

a) Research Support:
- Percentage of research projects supported: Target 90%.
  Number of research publications assisted per semester: Target 2.

b) Laboratory Safety:
- Percentage of adherence to safety protocols and guidelines: Target 100%.
- Number of safety incidents reported: Target 0 per quarter.

c) Data Management:
- Percentage of accurate data recording and management: Target 95%.
- Number of data discrepancies identified and resolved: Target 1 per month.

d) Technical Support:
- Percentage of technical issues resolved within agreed timelines: Target 90%.
- Number of technical support requests handled per week: Target 10.

e) Research Compliance:
- Percentage of adherence to research ethics and regulations: Target 100%.
- Number of research audits passed: Target 1 per year.

f) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.

g) Team Collaboration:
- Percentage of successful collaboration with researchers and other departments: Target 90%.

h) Innovation and Research Impact:
- Number of innovative research projects initiated: Target 2 per year.
- Number of patents or inventions resulting from research: Target 1 per year.

VIII. Science Officer

a) Research Output:
- Number of research papers published in reputable journals: Target 2 per year.
- Percentage of research projects completed on schedule: Target 95%.

b) Laboratory Management:
- Percentage of laboratory equipment maintained and calibrated: Target 95%.
- Number of laboratory safety inspections passed: Target 100% per year.

c) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new laboratory techniques learned: Target 2 per year.

d) Quality Control:
- Percentage of accurate and reliable experimental results: Target 95%.
- Number of quality control audits passed: Target 100% per year.

e) Collaboration and Networking:
- Percentage of successful collaborations with external partners: Target 90%.
- Number of scientific conferences attended: Target 2 per year.

f) Project Management:
- Percentage of projects completed within budget: Target 95%.
- Number of research proposals submitted: Target 3 per year.

g) Data Management:
- Percentage of accurate data recording and analysis: Target 98%.
- Number of data management protocols developed: Target 1 per year.

h) Innovation and Creativity:
- Percentage of innovative ideas implemented in research projects: Target 80%.
- Number of patents or inventions developed: Target 1 per year.

IX. **Assistant Engineer**

a) **Technical Skills:**
- Percentage of proficiency in relevant engineering software/tools: Target 90%.
- Number of new technical skills acquired: Target 2 per year.

b) **Project Management:**
- Percentage of projects completed on time: Target 95%.
- Percentage of projects completed within budget: Target 95%.

c) **Quality Assurance:**
- Percentage of adherence to quality standards: Target 95%.
- Number of quality control checks conducted per month: Target 10.

d) **Safety Compliance:**
- Percentage of adherence to safety protocols and regulations: Target 100%.
- Number of safety incidents reported: Target 0 per quarter.

e) **Efficiency and Productivity:**
- Percentage of tasks completed within set timelines: Target 95%.
- Percentage reduction in turnaround time for engineering processes: Target 10%.

f) **Professional Development:**
- Percentage of completed training and development activities: Target 100% per year.

g) **Team Collaboration:**
- Percentage of successful collaboration with engineering team members: Target 90%.
- Percentage of team meetings attended: Target 100%.

h) **Innovation and Improvement:**
- Number of innovative solutions implemented: Target 3 per year.
- Percentage reduction in production costs through process improvements: Target 5%.

X.   Assistant Director (Kulliyyahs/Institutes)

a) **Academic Program Management:**
  - Percentage of successful implementation of academic programs: Target 95%.
  - Number of new academic programs or courses developed: Target 2 per year.

b) **Faculty Support:**
  - Percentage of faculty members assisted with academic and administrative matters: Target 90%.
  - Number of faculty development programs organized: Target 2 per year.

c) **Student Engagement:**
  - Percentage of student satisfaction with academic services: Target 90%.
  - Number of student feedback mechanisms implemented: Target 1 per semester.

d) **Resource Management:**
  - Percentage of budget utilization: Target 95%.
  - Percentage reduction in operational costs: Target 5%.

e) **Strategic Planning:**
  - Percentage of alignment between Kulliyyah goals and university objectives: Target 95%.
  - Number of successful strategic initiatives implemented: Target 3 per year.

f) **Professional Development:**
  - Percentage of completed training and development activities: Target 100% per year.

g) **Team Collaboration:**
  - Percentage of successful collaboration within the Kulliyyah and with other departments: Target 90%.

h) **Innovation in Academic Programs:**
  - Number of innovative teaching methods or technologies implemented: Target 3 per year.

i) **Compliance:**
- Percentage of academic policies and regulations adhered to: Target 100%.
- Number of audits passed related to academic affairs: Target 1 per year.

j) **Quality Assurance:**
- Percentage of student satisfaction with academic services: Target 90%.
- Number of Kulliyyah/Institute development programs organized: Target 2 per year.

k) **Curriculum Development:**
- Percentage of curriculum updates completed: Target 100%.
- Number of new courses or modules introduced: Target 2 per year.

l) **Student Success:**
- Percentage of students graduating on time: Target 80%.
- Number of academic support programs implemented: Target 2 per year.

m) **Professional Development:**
- Percentage of completed training and development activities: Target 100% per year.

n) **Efficiency and Time Management:**
- Percentage of tasks completed within set timelines: Target 95%.
- Percentage reduction in turnaround time for academic processes: Target 10%.

o) **Student Engagement:**
- Percentage of student participation in extracurricular activities: Target 80%.
- Number of student feedback mechanisms implemented: Target 1 per semester.

p) **Community Partnerships:**
- Percentage of successful community engagement initiatives: Target 90%.
- Number of community outreach programs conducted: Target 2 per year.

q) **Student Support Services:**
- Percentage of student satisfaction with support services: Target 90%.
- Number of new student support programs implemented: Target 2 per year.

r) **Cultural and Diversity Programs:**
- Percentage of cultural and diversity programs organized: Target 100%.
- Number of students participating in cultural exchange programs: Target 20 per year.

s) **Community Impact:**
- Percentage of positive feedback from community partners: Target 90%.
- Number of community development projects initiated: Target 2 per year.

t) **Professional Development:**
- Percentage of completed training and development activities: Target 100% per year.

XI. Engineers

a) **Project Delivery:**
- Percentage of projects completed on time: Target 95%.
- Percentage of projects completed within budget: Target 95%.

b) **Quality Assurance:**
- Percentage of product defects or rework: Target <2%.
- Number of customer complaints related to product/project quality: Target 0 per month.

c) **Innovation and Improvement:**
- Number of innovative solutions implemented: Target 3 per year.
- Percentage reduction in production costs through process improvements: Target 5%.

d) **Technical Skills Development:**
- Percentage of completed technical training and certifications: Target 100% per year.
- Number of new technical skills acquired: Target 1 per quarter.

e) **Safety Compliance:**
- Percentage of adherence to safety protocols and regulations: Target 100%.
- Number of safety incidents reported: Target 0 per quarter.

f) **Team Collaboration:**
- Percentage of successful collaboration with team members and other departments: Target 90%.

g) **Customer Satisfaction:**
  - Percentage of customer satisfaction with engineering support: Target 90%.
  - Number of customer testimonials or positive feedback: Target 2 per quarter.

h) **Efficiency and Productivity:**
  - Percentage of time spent on productive engineering tasks: Target 80%.
  - Percentage reduction in lead time for engineering projects: Target 10%.

i) **Environmental Impact:**
  - Percentage reduction in energy consumption or waste generation: Target 5%.
  - Number of eco-friendly initiatives implemented: Target 1 per year.

XII.   Science Officer

a) **Research Support:**
  - Percentage of research projects supported: Target 90%.
  - Number of research publications assisted per quarter: Target 2.

b) **Laboratory Safety:**
  - Percentage of adherence to safety protocols and guidelines: Target 100%.
  - Number of safety incidents reported: Target 0 per quarter.

c) **Data Management:**
  - Percentage of accurate data recording and management: Target 95%.
  - Number of data discrepancies identified and resolved: Target 1 per month.

d) **Technical Support:**
  - Percentage of technical issues resolved within agreed timelines: Target 90%.
  - Number of technical support requests handled per week: Target 10.

e) **Research Compliance:**
  - Percentage of adherence to research ethics and regulations: Target 100%.
  - Number of research audits passed: Target 1 per year.

f) **Professional Development:**
- Percentage of completed training and development activities: Target 100% per year.

g) **Team Collaboration:**
- Percentage of successful collaboration with researchers and other departments: Target 90%.

h) **Innovation and Research Impact:**
- Number of innovative research projects initiated: Target 2 per year.
- Number of patents or inventions resulting from research: Target 1 per year.

XIII. **Medical Laboratory Technologist**

a) **Accuracy of Test Results:**
- Percentage of tests performed accurately: Target 98%.
- Number of errors identified and corrected: Target 0 per week.

b) **Quality Control:**
- Percentage of quality control samples within acceptable range: Target 95%.
- Number of quality control tests conducted per month: Target 20.

c) **Turnaround Time:**
- Percentage of tests completed within specified turnaround time: Target 90%.
- Number of urgent tests completed within 1 hour: Target 100%.

d) **Safety Compliance:**
- Percentage of adherence to safety protocols and guidelines: Target 100%.
- Number of safety incidents reported: Target 0 per quarter.

e) **Equipment Maintenance:**
- Percentage of equipment maintenance tasks completed on time: Target 95%.
- Number of equipment breakdowns requiring immediate attention: Target 0 per month.

f) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.

g) Team Collaboration:
- Percentage of successful collaboration with healthcare professionals: Target 90%.
- Percentage of team meetings attended: Target 100%.

h) Patient Satisfaction:
- Percentage of patient satisfaction with lab services: Target 90%.
- Number of patient complaints: Target 0 per month.

XIV. Medical Officer

a) Clinical Performance:
- Percentage of accurate diagnoses: Target 95%.
- Number of successful treatment outcomes: Target 90%.

b) Patient Care:
- Percentage of patient satisfaction with care received: Target 90%.
- Number of patient complaints: Target 0 per month.

c) Clinical Efficiency:
- Percentage of patients seen within specified wait times: Target 90%.
- Number of patients seen per hour: Target 4.

d) Continuing Medical Education (CME):
- Percentage of completed CME hours: Target 100% per year.
- Number of new medical techniques or treatments learned: Target 2 per year.

e) Adherence to Protocols:
- Percentage of adherence to clinical protocols and guidelines: Target 95%.
- Number of protocol deviations: Target 0 per quarter.

f) Team Collaboration:
- Percentage of successful collaboration with healthcare team members: Target 90%.
- Percentage of team meetings attended: Target 100%.

g) Emergency Response:
- Percentage of successful emergency interventions: Target 95%.
- Number of emergency cases managed per month: Target 10.

h) Professionalism:
- Percentage of punctuality for shifts and meetings: Target 100%.
- Number of instances of professional misconduct: Target 0 per year.

XV. X-ray Technician

a) Imaging Accuracy:
- Percentage of images taken correctly on the first attempt: Target 95%.
- Number of repeat images needed: Target 5% or less.

b) Equipment Maintenance:
- Percentage of preventive maintenance tasks completed on time: Target 95%.
- Number of equipment breakdowns requiring immediate attention: Target 0 per month.

c) Patient Safety:
- Percentage of adherence to safety protocols and guidelines: Target 100%.
- Number of safety incidents reported: Target 0 per quarter.

d) Image Quality:
- Percentage of images meeting quality standards: Target 95%.
- Number of images rejected due to poor quality: Target 5% or less.

e) Turnaround Time:
- Percentage of imaging procedures completed within specified timeframes: Target 90%.
- Average time taken per imaging procedure: Target <30 minutes.

f) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.

g) Team Collaboration:
- Percentage of successful collaboration with healthcare team members: Target 90%.
- Percentage of team meetings attended: Target 100%.

h) Patient Satisfaction:
- Percentage of patient satisfaction with imaging services: Target 90%.
- Number of patient complaints related to imaging services: Target 0 per month.

XVI. Medical Therapist

a) Patient Care:
- Percentage of patients treated according to care plans: Target 95%.
- Number of patient consultations or treatments per week: Target 20.

b) Treatment Outcomes:
- Percentage of patients showing improvement: Target 90%.
- Number of patients discharged without complications: Target 95%.

c) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new therapeutic techniques or treatments learned: Target 2 per year.

d) Patient Satisfaction:
- Percentage of patient satisfaction with therapy sessions: Target 90%.
- Number of patient complaints related to therapy: Target 0 per month.

e) Clinical Documentation:
- Percentage of accurate and timely documentation: Target 95%.
- Number of documentation errors identified and corrected: Target 0 per month.

f) Team Collaboration:
- Percentage of successful collaboration with healthcare team members: Target 90%.
- Percentage of team meetings attended: Target 100%.

g) Efficiency and Productivity:
- Percentage of therapy sessions completed within scheduled time: Target 95%.
- Number of patients seen per hour: Target 4.

h) Continuing Education:
- Percentage of completed continuing education units (CEUs): Target 100% per year.
- Number of new certifications or licenses obtained: Target 1 per year.

XVII. Medical Laboratory Technologist

a) Test Accuracy:
- Percentage of accurate test results: Target 98%.
- Number of errors identified and corrected: Target 0 per week.

b) Turnaround Time:
- Percentage of tests completed within specified turnaround time: Target 90%.
- Number of urgent tests completed within 1 hour: Target 100%.

c) Quality Control:
- Percentage of quality control samples within acceptable range: Target 95%.
- Number of quality control tests conducted per month: Target 20.

d) Equipment Maintenance:
- Percentage of equipment maintenance tasks completed on time: Target 95%.
- Number of equipment breakdowns requiring immediate attention: Target 0 per month.

e) Safety Compliance:
- Percentage of adherence to safety protocols and guidelines: Target 100%.
- Number of safety incidents reported: Target 0 per quarter.

f) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.

g) Team Collaboration:
- Percentage of successful collaboration with healthcare team members: Target 90%.
- Percentage of team meetings attended: Target 100%.

h) Patient Satisfaction:
- Percentage of patient satisfaction with lab services: Target 90%.
- Number of patient complaints: Target 0 per month.

XVIII. Dental Technologist

a) Prosthetic Accuracy:
- Percentage of prosthetics made to accurate specifications: Target 95%.
- Number of remakes or adjustments needed: Target 5% or less.

b) Timeliness:
- Percentage of cases completed within specified timeframes: Target 90%.
- Average turnaround time for prosthetic orders: Target <5 working days.

c) Quality Control:
- Percentage of products passing quality control checks: Target 95%.
- Number of rejected products: Target 0 per month.

d) Technical Skills:
- Percentage of proficiency in using dental lab equipment: Target 90%.
- Number of new techniques learned: Target 2 per year.

e) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.

f) Team Collaboration:
- Percentage of successful collaboration with dental team: Target 90%.
- Percentage of team meetings attended: Target 100%.

g) Patient Satisfaction:
- Percentage of patient satisfaction with prosthetic fit and function: Target 90%.
- Number of patient complaints related to prosthetics: Target 0 per month.

h) Material Management:
- Percentage of efficient use of materials: Target 95%.
- Number of inventory discrepancies: Target 0 per month.

XIX. Quantity Surveyor

a) Cost Management:
- Percentage of projects completed within budget: Target 90%.
- Percentage deviation of actual costs from estimated costs: Target ±5%.

b) Accuracy of Estimates:
- Percentage accuracy of cost estimates: Target 95%.
- Number of major cost estimation errors: Target 0 per project.

c) Efficiency in Tendering Process:
- Percentage of tenders submitted on time: Target 95%.
- Number of tender submissions per month: Target 5.

d) Value Engineering:
- Percentage of cost savings achieved through value engineering: Target 10%.
- Number of value engineering proposals implemented: Target 2 per project.

e) Contract Administration:
- Percentage of contracts managed effectively: Target 95%.
- Number of contract disputes resolved: Target 100% per year.

f) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new skills or certifications acquired: Target 1 per year.

g) Client Satisfaction:
- Percentage of client satisfaction with cost management: Target 90%.
- Number of client complaints related to cost management: Target 0 per project.

h) Team Collaboration:
- Percentage of successful collaboration with project teams: Target 90%.
- Percentage of team meetings attended: Target 100%.

XX. Architect

a) Design Quality:
- Percentage of designs meeting client requirements: Target 95%.
- Number of design awards received: Target 1 per year.

b) Project Management:
- Percentage of projects completed on time: Target 90%.
- Percentage of projects completed within budget: Target 90%.

c) Client Satisfaction:
- Percentage of client satisfaction with design proposals: Target 90%.
- Number of client referrals received: Target 3 per year.

d) **Technical Proficiency:**
   - Percentage of proficiency in relevant software/tools: Target 90%.
   - Number of new design techniques learned: Target 2 per year.

e) **Professional Development:**
   - Percentage of completed training and development activities: Target 100% per year.

f) **Team Collaboration:**
   - Percentage of successful collaboration with project teams: Target 90%.
   - Percentage of team meetings attended: Target 100%.

g) **Project Portfolio:**
   - Number of projects completed per year: Target 5.
   - Percentage of projects meeting sustainability goals: Target 100%.

h) **Client Communication:**
   - Percentage of communications responded to within 24 hours: Target 90%.
   - Number of client meetings held per project phase: Target 5.

XXI. **Assistant Architect**

a) **Design Support:**
   - Percentage of tasks completed to support architectural team: Target 95%.
   - Number of design concepts contributed to per project: Target 2.

b) **Technical Proficiency:**
   - Percentage of proficiency in relevant software/tools: Target 90%.
   - Number of new design techniques learned: Target 2 per year.

c) **Project Coordination:**
   - Percentage of tasks completed on time: Target 90%.
   - Number of project coordination meetings attended: Target 100% per month.

d) **Professional Development:**
   - Percentage of completed training and development activities: Target 100% per year.

e) Team Collaboration:
- Percentage of successful collaboration with architectural team: Target 90%.
- Percentage of team meetings attended: Target 100%.

f) Client Interaction:
- Percentage of client communications handled professionally: Target 95%.
- Number of client meetings attended: Target 5 per project.

g) Design Review:
- Percentage of design reviews completed accurately: Target 95%.
- Number of design issues identified and resolved: Target 3 per project.

h) Project Documentation:
- Percentage of documentation completed accurately: Target 95%.
- Number of drawings produced per project phase: Target 10.

XXII. Dental Therapist

a) Patient Care:
- Percentage of patients treated according to care plans: Target 95%.
- Number of patient consultations or treatments per week: Target 20.

b) Treatment Outcomes:
- Percentage of patients showing improvement: Target 90%.
- Number of patients discharged without complications: Target 95%.

c) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new therapeutic techniques or treatments learned: Target 2 per year.

d) Patient Satisfaction:
- Percentage of patient satisfaction with therapy sessions: Target 90%.
- Number of patient complaints related to therapy: Target 0 per month.

e) Clinical Documentation:
- Percentage of accurate and timely documentation: Target 95%.
- Number of documentation errors identified and corrected: Target 0 per month.

f) Team Collaboration:
- Percentage of successful collaboration with healthcare team members: Target 90%.
- Percentage of team meetings attended: Target 100%.

g) Efficiency and Productivity:
- Percentage of therapy sessions completed within scheduled time: Target 95%.
- Number of patients seen per hour: Target 4.

h) Continuing Education:
- Percentage of completed continuing education units (CEUs): Target 100% per year.
- Number of new certifications or licenses obtained: Target 1 per year.

XXIII. Medical Rehabilitation Officer

a) Patient Care:
- Percentage of patients receiving recommended care plans: Target 95%.
- Number of patient consultations or treatments per week: Target 20.

b) Treatment Outcomes:
- Percentage of patients showing improvement: Target 90%.
- Number of patients discharged without complications: Target 95%.

c) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new therapeutic techniques or treatments learned: Target 2 per year.

d) Patient Satisfaction:
- Percentage of patient satisfaction with therapy sessions: Target 90%.
- Number of patient complaints related to therapy: Target 0 per month.

e) Clinical Documentation:
- Percentage of accurate and timely documentation: Target 95%.
- Number of documentation errors identified and corrected: Target 0 per month.

f) Team Collaboration:
- Percentage of successful collaboration with healthcare team members: Target 90%.
- Percentage of team meetings attended: Target 100%.

g) **Efficiency and Productivity:**
   - Percentage of therapy sessions completed within scheduled time: Target 95%.
   - Number of patients seen per hour: Target 4.

h) **Continuing Education:**
   - Percentage of completed continuing education units (CEUs): Target 100% per year.
   - Number of new certifications or licenses obtained: Target 1 per year.

XXIV. **Research Officer**

a) **Research Productivity:**
   - Number of research projects initiated or completed: Target 3 per year.
   - Number of research papers published in reputable journals: Target 2 per year.

b) **Grant Acquisition:**
   - Percentage of successful grant applications: Target 30%.
   - Amount of research funding secured: Target $50,000 per year.

c) **Project Management:**
   - Percentage of research projects completed on time: Target 90%.
   - Number of research collaborations established: Target 2 per year.

d) **Professional Development:**
   - Percentage of completed training and development activities: Target 100% per year.
   - Number of new research methodologies learned: Target 1 per year.

e) **Publication Impact:**
   - Number of citations received for published research: Target 10 per year.
   - Number of presentations at conferences or seminars: Target 2 per year.

f) **Collaboration and Networking:**
   - Percentage of successful collaborations with other researchers: Target 90%.
   - Number of new research partnerships formed: Target 1 per year.

g) **Project Documentation:**
   - Percentage of accurate and complete project documentation: Target 95%.
   - Number of project reports submitted on time: Target 100% per project.

h) Research Ethics Compliance:
- Percentage of research projects compliant with ethical guidelines: Target 100%.
- Number of ethics approvals obtained: Target 2 per year.

XXV. Dental Officer

a) Patient Care:
- Percentage of patients treated according to care plans: Target 95%.
- Number of patient consultations or treatments per week: Target 20.

b) Treatment Outcomes:
- Percentage of patients showing improvement: Target 90%.
- Number of patients discharged without complications: Target 95%.

c) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new treatment techniques or procedures learned: Target 2 per year.

d) Patient Satisfaction:
- Percentage of patient satisfaction with dental care: Target 90%.
- Number of patient complaints related to dental care: Target 0 per month.

e) Clinical Documentation:
- Percentage of accurate and timely documentation: Target 95%.
- Number of documentation errors identified and corrected: Target 0 per month.

f) Team Collaboration:
- Percentage of successful collaboration with dental team members: Target 90%.
- Percentage of team meetings attended: Target 100%.

g) Efficiency and Productivity:
- Percentage of dental procedures completed within scheduled time: Target 95%.
- Number of patients seen per hour: Target 4.

h) Continuing Education:
- Percentage of completed continuing education units (CEUs): Target 100% per year.
- Number of new certifications or licenses obtained: Target 1 per year.

XXVI. Veterinary Officer

a) Animal Care:
- Percentage of animals treated according to care plans: Target 95%.
- Number of animal consultations or treatments per week: Target 20.

b) Disease Prevention:
- Percentage of animals vaccinated against common diseases: Target 90%.
- Number of disease outbreaks prevented through proactive measures: Target 2 per year.

c) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new treatment techniques or procedures learned: Target 2 per year.

d) Client Satisfaction:
- Percentage of client satisfaction with veterinary services: Target 90%.
- Number of client complaints related to veterinary services: Target 0 per month.

e) Clinical Documentation:
- Percentage of accurate and timely documentation: Target 95%.
- Number of documentation errors identified and corrected: Target 0 per month.

f) Team Collaboration:
- Percentage of successful collaboration with veterinary team members: Target 90%.
- Percentage of team meetings attended: Target 100%.

g) Efficiency and Productivity:
- Percentage of veterinary procedures completed within scheduled time: Target 95%.
- Number of animals treated per hour: Target 4.

h) Continuing Education:
- Percentage of completed continuing education units (CEUs): Target 100% per year.
- Number of new certifications or licenses obtained: Target 1 per year.

XXVII. Accounting Assistant

a) **Accuracy in Financial Reporting:**
   - Percentage of error-free financial reports: Target 95%.
   - Number of journal entry errors identified and corrected: Target 0 per month.

b) **Timeliness of Financial Tasks:**
   - Percentage of financial tasks completed on time: Target 95%.
   - Number of days to close the monthly financial books: Target 5 days.

c) **Efficiency in Processing Transactions:**
   - Percentage of invoices processed within 2 days of receipt: Target 90%.
   - Number of transactions processed per hour: Target 30.

d) **Compliance with Accounting Standards:**
   - Percentage of compliance with GAAP or IFRS: Target 100%.
   - Number of audit findings related to accounting practices: Target 0 per year.

e) **Professional Development:**
   - Percentage of completed training and development activities: Target 100% per year.
   - Number of new accounting software features learned: Target 2 per quarter.

f) **Customer Service Orientation:**
   - Percentage of timely responses to internal and external inquiries: Target 95%.
   - Number of customer complaints related to accounting services: Target 0 per month.

g) **Cost Control and Budgeting:**
   - Percentage of budget variances explained and addressed: Target 90%.
   - Number of cost-saving initiatives proposed or implemented: Target 2 per year.

h) **Team Collaboration:**
   - Percentage of successful collaboration with accounting team members: Target 90%.
   - Percentage of team meetings attended: Target 100%.

XXVIII. **Public Health Assistant**

a) **Program Support:**
   - Percentage of public health programs supported effectively: Target 95%.
   - Number of program-related tasks completed per week: Target 20.

b) **Community Engagement:**
   - Percentage of successful community outreach events attended: Target 90%.
   - Number of new community partnerships formed: Target 2 per year.

c) **Data Management:**
   - Percentage of accurate and timely data entry: Target 95%.
   - Number of data quality issues identified and resolved: Target 0 per month.

d) **Professional Development:**
   - Percentage of completed training and development activities: Target 100% per year.
   - Number of new public health concepts or practices learned: Target 2 per year.

e) **Communication Skills:**
   - Percentage of clear and concise communications: Target 95%.
   - Number of written reports or presentations delivered: Target 2 per quarter.

f) **Efficiency in Task Execution:**
   - Percentage of tasks completed within specified deadlines: Target 95%.
   - Number of tasks completed per hour: Target 4.

g) **Adherence to Public Health Guidelines:**
   - Percentage of compliance with public health policies and procedures: Target 95%.
   - Number of instances of non-compliance identified and rectified: Target 0 per month.

h) **Team Collaboration:**
   - Percentage of successful collaboration with public health team members: Target 90%.
   - Percentage of team meetings attended: Target 100%.

XXIX.　Dental Surgery Assistant

a) **Patient Care:**
   - Percentage of patients treated with care and empathy: Target 95%.
   - Number of patients assisted per day: Target 10.

b) **Surgery Support:**
   - Percentage of surgeries set up correctly and on time: Target 95%.
   - Number of surgical procedures assisted per week: Target 5.

c) **Infection Control:**
   - Percentage of adherence to infection control protocols: Target 100%.
   - Number of infection control audits passed: Target 1 per quarter.

d) **Professional Development:**
   - Percentage of completed training and development activities: Target 100% per year.
   - Number of new surgical techniques or procedures learned: Target 2 per year.

e) **Equipment Maintenance:**
   - Percentage of equipment maintenance tasks completed on schedule: Target 95%.
   - Number of equipment malfunctions reported and resolved: Target 0 per month.

f) **Team Collaboration:**
   - Percentage of successful collaboration with dental team members: Target 90%.
   - Percentage of team meetings attended: Target 100%.

g) **Patient Education:**
   - Percentage of patients educated on post-operative care: Target 95%.
   - Number of patient education sessions conducted: Target 2 per week.

h) **Efficiency in Task Execution:**
   - Percentage of tasks completed within specified timelines: Target 95%.
   - Number of tasks completed per hour: Target 4.

XXX.   Health Care Assistant

a) Patient Care:
- Percentage of patients assisted with daily activities: Target 95%.
- Number of patients attended per shift: Target 10.

b) Administrative Support:
- Percentage of accurate and timely documentation: Target 95%.
- Number of administrative tasks completed per day: Target 20.

c) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new healthcare procedures learned: Target 2 per year.

d) Quality of Care:
- Percentage of patient satisfaction with care received: Target 90%.
- Number of patient complaints resolved satisfactorily: Target 100% per month.

e) Team Collaboration:
- Percentage of successful collaboration with healthcare team members: Target 90%.
- Percentage of team meetings attended: Target 100%.

f) Efficiency in Task Execution:
- Percentage of tasks completed within specified timelines: Target 95%.
- Number of tasks completed per hour: Target 4.

g) Adherence to Health and Safety Guidelines:
- Percentage of compliance with health and safety regulations: Target 100%.
- Number of safety incidents reported and resolved: Target 0 per month.

h) Patient Education:
- Percentage of patients educated on health-related topics: Target 95%.
- Number of patient education sessions conducted: Target 2 per week.

XXXI.   Library Assistant

a) Library Operations:
- Percentage of library materials shelved correctly: Target 95%.
- Number of library items cataloged per day: Target 20.

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b) Customer Service:
- Percentage of patrons assisted with inquiries: Target 95%.
- Number of library cards issued per week: Target 10.

c) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new library technologies or systems learned: Target 2 per year.

d) Collection Management:
- Percentage of library materials organized according to cataloging standards: Target 95%.
- Number of obsolete items identified and removed from collection: Target 50 per month.

e) User Satisfaction:
- Percentage of user satisfaction with library services: Target 90%.
- Number of user feedback surveys conducted: Target 1 per quarter.

f) Efficiency in Task Execution:
- Percentage of tasks completed within specified timelines: Target 95%.
- Number of tasks completed per hour: Target 4.

g) Resource Utilization:
- Percentage of library resources utilized: Target 90%.
- Number of new library resources acquired: Target 5 per month.

h) Team Collaboration:
- Percentage of successful collaboration with library team members: Target 90%.
- Percentage of team meetings attended: Target 100%.

XXXII. Veterinary Assistant/Administrative Assistant (Clerical/Operations)

a) Veterinary Care Support:
- Percentage of successful animal treatments or procedures assisted: Target 95%.
- Number of animals cared for or assisted with per week: Target 20.

b) Administrative Tasks:
- Percentage of accurate and timely documentation: Target 95%.
- Number of administrative tasks completed per day: Target 20.

    c) Client Interaction:
- Percentage of positive client interactions: Target 90%.
- Number of client inquiries or appointments managed per day: Target 10.

    d) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new veterinary care techniques or procedures learned: Target 2 per year.

    e) Operational Efficiency:
- Percentage of tasks completed within specified timelines: Target 95%.
- Number of tasks completed per hour: Target 4.

    f) Inventory Management:
- Percentage of accurate inventory records: Target 95%.
- Number of inventory audits conducted per month: Target 1.

    g) Team Collaboration:
- Percentage of successful collaboration with veterinary and administrative teams: Target 90%.
- Percentage of team meetings attended: Target 100%.

    h) Client Satisfaction:
- Percentage of client satisfaction with veterinary and administrative services: Target 90%.
- Number of client feedback surveys conducted: Target 1 per quarter.

XXXIII. Assistant Administrative Officer

    a) Administrative Support:
- Percentage of administrative tasks completed accurately and on time: Target 95%.
- Number of documents processed per day: Target 20.

    b) Office Operations:
- Percentage of office supplies inventory maintained: Target 95%.
- Number of office equipment maintenance issues resolved: Target 0 per month.

    c) Customer Service:
- Percentage of positive feedback from internal and external customers: Target 90%.
- Number of customer inquiries or requests managed per day: Target 10.

d) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new administrative skills learned: Target 2 per year.

e) Efficiency in Task Execution:
- Percentage of tasks completed within specified timelines: Target 95%.
- Number of tasks completed per hour: Target 4.

f) Team Collaboration:
- Percentage of successful collaboration with colleagues and supervisors: Target 90%.
- Percentage of team meetings attended: Target 100%.

g) Data Management:
- Percentage of accurate data entry in administrative systems: Target 95%.
- Number of data quality issues identified and resolved: Target 0 per month.

h) Communication Skills:
- Percentage of clear and effective communication: Target 95%.
- Number of written communications drafted per week: Target 5.

XXXIV. Assistant Information Technology Officer

a) IT Support:
- Percentage of IT support requests resolved within SLA: Target 90%.
- Number of IT support tickets closed per week: Target 20.

b) System Maintenance:
- Percentage of uptime for critical systems: Target 99%.
- Number of system updates or patches applied per month: Target 10.

c) Project Management:
- Percentage of project milestones completed on time: Target 95%.
- Number of IT projects managed simultaneously: Target 3.

d) Technical Skills Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new technical skills acquired: Target 2 per year.

e) **Data Security:**
  - Percentage of compliance with data security policies: Target 95%.
  - Number of security incidents resolved: Target 0 per month.

f) **Team Collaboration:**
  - Percentage of successful collaboration with IT team members: Target 90%.
  - Percentage of team meetings attended: Target 100%.

g) **Customer Satisfaction:**
  - Percentage of positive feedback from end-users: Target 90%.
  - Number of user surveys conducted: Target 1 per quarter.

h) **Efficiency in Task Execution:**
  - Percentage of tasks completed within specified timelines: Target 95%.
  - Number of tasks completed per hour: Target 4.

XXXV.   Assistant Hostel Manager

a) **Hostel Operations:**
  - Percentage of rooms occupied: Target 90%.
  - Number of maintenance issues resolved per day: Target 5.

b) **Customer Service:**
  - Percentage of positive feedback from residents: Target 90%.
  - Number of resident inquiries or complaints managed per day: Target 10.

c) **Facility Management:**
  - Percentage of cleanliness and maintenance inspections passed: Target 95%.
  - Number of facility improvement projects completed per quarter: Target 2.

d) **Safety and Security:**
  - Percentage of compliance with safety and security protocols: Target 100%.
  - Number of security incidents reported and resolved: Target 0 per month.

e) **Financial Management:**
  - Percentage of budget utilization: Target 95%.
  - Number of cost-saving measures implemented: Target 1 per quarter.

f) Staff Management:
- Percentage of staff trained on safety and emergency procedures: Target 100%.
- Number of staff performance evaluations conducted per year: Target 1.

g) Resident Engagement:
- Percentage of residents participating in hostel activities: Target 50%.
- Number of resident events organized per month: Target 2.

h) Compliance and Regulations:
- Percentage of compliance with hostel regulations and policies: Target 95%.
- Number of regulatory inspections passed: Target 1 per year.

XXXVI. Nurse

a) Patient Care:
- Percentage of patients assessed and treated within specified timeframes: Target 95%.
- Number of patient care plans developed per week: Target 10.

b) Clinical Skills:
- Percentage of accurate medication administration: Target 100%.
- Number of successful patient outcomes achieved: Target 100% per month.

c) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new clinical skills acquired: Target 2 per year.

d) Quality of Care:
- Percentage of patient satisfaction with care received: Target 90%.
- Number of patient complaints resolved satisfactorily: Target 100% per month.

e) Team Collaboration:
- Percentage of successful collaboration with healthcare team members: Target 90%.
- Percentage of team meetings attended: Target 100%.

f) Efficiency in Task Execution:
- Percentage of tasks completed within specified timelines: Target 95%.
- Number of patient assessments completed per hour: Target 4.

g) Adherence to Health and Safety Guidelines:
- Percentage of compliance with health and safety regulations: Target 100%.
- Number of safety incidents reported and resolved: Target 0 per month.

h) Patient Education:
- Percentage of patients educated on health-related topics: Target 95%.
- Number of patient education sessions conducted: Target 2 per week.

XXXVII. Administrative Officer

a) Office Operations:
- Percentage of office supplies inventory maintained: Target 95%.
- Number of office equipment maintenance issues resolved: Target 0 per month.

b) Administrative Tasks:
- Percentage of accurate and timely documentation: Target 95%.
- Number of administrative tasks completed per day: Target 20.

c) Customer Service:
- Percentage of positive feedback from internal and external customers: Target 90%.
- Number of customer inquiries or requests managed per day: Target 10.

d) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new administrative skills learned: Target 2 per year.

e) Efficiency in Task Execution:
- Percentage of tasks completed within specified timelines: Target 95%.
- Number of tasks completed per hour: Target 4.

f) Team Collaboration:
- Percentage of successful collaboration with colleagues and supervisors: Target 90%.
- Percentage of team meetings attended: Target 100%.

g) Data Management:
- Percentage of accurate data entry in administrative systems: Target 95%.
- Number of data quality issues identified and resolved: Target 0 per month.

h) Communication Skills:
- Percentage of clear and effective communication: Target 95%.
- Number of written communications drafted per week: Target 5.

XXXVIII. Clinical Nursing Instructor

a) Teaching Effectiveness:
- Percentage of positive student feedback on teaching: Target 90%.
- Number of innovative teaching methods implemented per semester: Target 2.

b) Student Outcomes:
- Percentage of students passing clinical competency exams: Target 95%.
- Number of students achieving clinical practice objectives: Target 100% per semester.

c) Clinical Skills Development:
- Percentage of students demonstrating proficiency in clinical skills: Target 90%.
- Number of students participating in clinical skills workshops: Target 100% per semester.

d) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new clinical skills learned: Target 2 per year.

e) Clinical Supervision:
- Percentage of clinical practice hours supervised: Target 100%.
- Number of clinical practice assessments conducted: Target 10 per semester.

f) Curriculum Development:
- Percentage of curriculum updates completed: Target 100%.
- Number of new clinical courses or modules introduced: Target 1 per year.

g) Student Engagement:
- Percentage of students actively engaged in clinical learning: Target 90%.
- Number of student-led clinical projects completed: Target 2 per semester.

h) Team Collaboration:
- Percentage of successful collaboration with clinical staff: Target 90%.
- Percentage of interdisciplinary clinical team meetings attended: Target 100%

XXXIX. Accountant

a) Financial Accuracy:
- Percentage of accurate financial statements produced: Target 100%.
- Percentage of accurate entries in financial records: Target 98%.

b) Compliance:
- Percentage of compliance with accounting standards and regulations: Target 100%.
- Number of audits passed without significant issues: Target 1 per year.

c) Efficiency:
- Percentage of invoices processed on time: Target 95%.
- Percentage reduction in time taken to close financial periods: Target 10%.

d) Cost Management:
- Percentage of cost-saving initiatives implemented: Target 90%.
- Percentage reduction in operating costs: Target 5% per year.

e) Financial Analysis:
- Percentage of variance analysis completed: Target 100%.
- Number of financial reports generated per month: Target 4.

f) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new accounting software skills acquired: Target 1 per year.

g) Client Satisfaction:
- Percentage of positive feedback from internal clients (e.g., departments): Target 90%.
- Number of client queries resolved within agreed timelines: Target 100% per month.

h) Team Collaboration:
- Percentage of successful collaboration with other departments (e.g., finance, HR): Target 90%.
- Number of cross-departmental projects participated in: Target 2 per year.

XL. Auditor

a) Audit Quality:
- Percentage of audit reports with no significant findings: Target 95%.
- Percentage of audit recommendations implemented by clients: Target 90%.

b) Timeliness:
- Percentage of audits completed within the scheduled timeline: Target 95%.
- Average number of days to complete an audit: Target 30 days.

c) Compliance:
- Percentage of compliance with auditing standards and regulations: Target 100%.
- Number of audits conducted without regulatory issues: Target 100% per year.

d) Client Satisfaction:
- Percentage of positive feedback from clients on audit services: Target 90%.
- Number of client complaints received: Target 0 per audit.

e) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new auditing techniques learned: Target 2 per year.

f) Report Accuracy:
- Percentage of accurate and well-documented audit reports: Target 100%.
- Number of report revisions required after review: Target 0 per audit.

g) Efficiency:
- Percentage of time spent on audit planning versus fieldwork: Target 30% planning, 70% fieldwork.
- Percentage reduction in time taken to complete an audit: Target 10% per year.

h) Team Collaboration:
- Percentage of successful collaboration with audit team members: Target 90%.
- Number of knowledge-sharing sessions conducted with team members: Target 4 per year.

XLI. Finance Officer

a) Financial Management:
- Percentage of accurate financial reports produced: Target 100%.
- Percentage of budget variance analysis completed: Target 95%.

b) Compliance:
- Percentage of compliance with financial regulations and policies: Target 100%.
- Number of audits passed without major issues: Target 1 per year.

c) Efficiency:
- Percentage of invoices processed on time: Target 95%.
- Percentage reduction in time taken to close financial periods: Target 10%.

d) Cost Management:
- Percentage of cost-saving initiatives implemented: Target 90%.
- Percentage reduction in operating costs: Target 5% per year.

e) Financial Analysis:
- Percentage of variance analysis completed: Target 100%.
- Number of financial reports generated per month: Target 4.

f) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new financial software skills acquired: Target 1 per year.

g) Client Satisfaction:
- Percentage of positive feedback from internal clients (e.g., departments): Target 90%.
- Number of client queries resolved within agreed timelines: Target 100% per month.

h) Team Collaboration:
- Percentage of successful collaboration with other departments (e.g., finance, HR): Target 90%.
- Number of cross-departmental projects participated in: Target 2 per year.

XLII. **Photographer**

a) **Creative Output:**
   - Number of high-quality photos produced per project: Target varies based on project scope.
   - Percentage of photos meeting or exceeding client expectations: Target 90%.

b) **Client Satisfaction:**
   - Percentage of positive feedback from clients on photo quality: Target 95%.
   - Number of repeat clients: Target 20% increase per year.

c) **Business Development:**
   - Percentage of revenue growth from new clients: Target 10% per year.
   - Number of new contracts secured: Target 5 per quarter.

d) **Efficiency:**
   - Percentage of photos delivered on time: Target 95%.
   - Percentage reduction in time taken to edit and deliver photos: Target 10% per year.

e) **Professional Development:**
   - Percentage of completed training and development activities: Target 100% per year.
   - Number of new photography techniques learned: Target 2 per year.

f) **Marketing Effectiveness:**
   - Percentage increase in website and social media engagement: Target 20% per quarter.
   - Number of new leads generated through marketing efforts: Target 10 per month.

g) **Quality Control:**
   - Percentage of photos reviewed for quality control: Target 100%.
   - Number of photos rejected due to quality issues: Target 0 per project.

h) **Client Relationship Management:**
   - Percentage of client inquiries responded to within 24 hours: Target 90%.
   - Number of client testimonials collected: Target 10 per year.

XLIII.   Community Nurse

a) Patient Care:
- Percentage of patients receiving regular health assessments: Target 90%.
- Number of home visits conducted per week: Target 10.

b) Health Promotion:
- Percentage of community members participating in health education programs: Target 80%.
- Number of community health workshops organized: Target 2 per month.

c) Chronic Disease Management:
- Percentage of patients with chronic conditions meeting treatment goals: Target 70%.
- Number of patients enrolled in disease management programs: Target 20 per month.

d) Immunization Rates:
- Percentage of community members vaccinated against preventable diseases: Target 90%.
- Number of immunization clinics held per quarter: Target 4.

e) Emergency Response:
- Percentage of emergency calls responded to within the specified timeframe: Target 95%.
- Number of emergency preparedness drills conducted: Target 2 per year.

f) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new healthcare protocols learned: Target 2 per year.

g) Patient Satisfaction:
- Percentage of positive feedback from patients on care received: Target 95%.
- Number of patient complaints resolved satisfactorily: Target 100% per month.

h) Community Collaboration:
- Percentage of successful collaborations with community organizations: Target 90%.
- Number of health promotion events co-hosted with community partners: Target 4 per year.

XLIV.   Computer Technician

a) **Technical Proficiency:**
   - Percentage of hardware issues resolved on the first visit: Target 90%.
   - Percentage of software issues resolved remotely: Target 80%.

b) **Customer Satisfaction:**
   - Percentage of positive feedback from users: Target 95%.
   - Number of customer complaints resolved per month: Target 100%.

c) **Efficiency:**
   - Average time to resolve a hardware issue: Target 1 hour.
   - Average time to resolve a software issue: Target 30 minutes.

d) **Task Management:**
   - Percentage of daily tasks completed on time: Target 95%.
   - Number of tasks completed per day: Target 5.

e) **Professional Development:**
   - Percentage of completed training and certifications: Target 100% per year.
   - Number of new technologies learned: Target 2 per year.

f) **Inventory Management:**
   - Percentage of accurate inventory records: Target 98%.
   - Number of obsolete items identified and removed: Target 10 per quarter.

g) **Problem-Solving Skills:**
   - Percentage of complex issues resolved within SLA: Target 90%.
   - Number of escalated issues successfully resolved: Target 5 per month.

h) **Team Collaboration:**
   - Percentage of successful collaborations with other IT team members: Target 90%.
   - Number of knowledge-sharing sessions attended: Target 2 per quarter.

XLV.   Chief Librarian

a) **Library Operations:**
   - Percentage of library materials cataloged and shelved accurately: Target 95%.
   - Number of new acquisitions added to the collection: Target 100 per month.

b) User Satisfaction:
- Percentage of positive feedback from library users: Target 90%.
- Number of user complaints resolved satisfactorily: Target 100% per month.

c) Digital Services:
- Percentage of electronic resources accessible and up-to-date: Target 100%.
- Number of online library users: Target 500 per month.

d) Space Utilization:
- Percentage of library space utilized effectively: Target 90%.
- Number of library events and activities held: Target 4 per month.

e) Professional Development:
- Percentage of completed training and development activities: Target 100% per year.
- Number of new library technologies learned: Target 2 per year.

f) Budget Management:
- Percentage of budget spent according to plan: Target 95%.
- Percentage reduction in library operating costs: Target 5% per year.

g) Collection Development:
- Percentage of outdated materials removed from the collection: Target 90%.
- Percentage of materials meeting the needs of library users: Target 95%.

h) Staff Development:
- Percentage of staff completing required training: Target 100%.
- Number of staff participating in professional development activities: Target 5 per year.

XLVI. Sports Officer

a) Program Effectiveness:
- Percentage of youth participants achieving program goals: Target 80%.
- Number of successful youth sports events organized: Target 6 per year.

b) Community Engagement:
- Percentage of community members participating in youth programs: Target 70%.
- Number of community partnerships formed: Target 3 per year.

c) **Youth Development:**
- Percentage of youth demonstrating improved physical fitness: Target 60%.
- Number of youth leadership development programs implemented: Target 2 per year.

d) **Sports Participation:**
- Percentage increase in youth participation in sports activities: Target 10% per year.
- Number of sports scholarships awarded to youth: Target 2 per year.

e) **Professional Development:**
- Percentage of completed training and development activities: Target 100% per year.
- Number of new sports coaching techniques learned: Target 2 per year.

f) **Budget Management:**
- Percentage of budget spent according to plan: Target 95%.
- Percentage reduction in program costs: Target 5% per year.

g) **Health and Wellness Promotion:**
- Percentage of youth adopting healthier lifestyles: Target 50%.
- Number of health and wellness workshops conducted: Target 4 per year.

h) **Community Safety:**
- Percentage of youth participating in crime prevention programs: Target 70%.
- Number of youth-led safety initiatives implemented: Target 2 per year.

XLVII. Assistant Sports Officer

a) **Sports Program Management:**
- Number of sports programs organized per semester: Target >5.
- Percentage of sports programs meeting participation targets: Target >90%.

b) **Event Organization:**
- Number of sports events coordinated per quarter: Target >3.
- Percentage of events executed within budget: Target >95%.

c) Athlete Development:
- Number of athletes participating in training programs: Target >50 per semester.
- Percentage increase in athlete performance metrics (e.g., speed, endurance): Target >10%.

d) Administrative Support:
- Percentage of administrative tasks completed accurately and on time: Target >95%.
- Number of reports prepared for sports activities: Target >10 per month.

e) Communication Skills:
- Percentage of communications (with athletes, coaches, staff) responded to promptly: Target >90%.
- Number of coaching sessions or team meetings attended: Target >10 per month.

f) Team Collaboration:
- Percentage of successful collaboration with sports teams and staff: Target >90%.
- Number of team-building activities organized: Target >2 per year.

g) Customer Service:
- Percentage of athletes and stakeholders satisfied with sports programs: Target >90%.
- Number of complaints or issues resolved satisfactorily: Target >90%.

h) Professional Development:
- Percentage of completed training and development activities: Target >100% per year.
- Number of new skills or certifications acquired: Target >2 per year.

i) Efficiency in Workflow:
- Percentage of time spent on program planning and implementation: Target >80%.
- Number of program improvements implemented based on feedback: Target >5 per quarter.

XLVIII. Dietician

a) Client Outcomes:
- Percentage of clients achieving their dietary goals: Target 80%.
- Number of clients with improved health markers (e.g., cholesterol, blood pressure): Target 50 per quarter.

b) Program Effectiveness:
- Percentage of participants completing nutrition education programs: Target 90%.
- Number of new nutrition programs developed: Target 2 per year.

c) Professional Development:
- Percentage of completed training and certification requirements: Target 100% per year.
- Number of new nutrition research articles reviewed and incorporated into practice: Target 5 per quarter.

d) Health Promotion:
- Percentage increase in community awareness of healthy eating practices: Target 10% per year.
- Number of community workshops or seminars conducted: Target 4 per year.

e) Client Satisfaction:
- Percentage of positive feedback from clients: Target 90%.
- Number of client complaints resolved satisfactorily: Target 100% per month.

f) Budget Management:
- Percentage of budget spent according to plan: Target 95%.
- Percentage reduction in program costs: Target 5% per year.

g) Professional Networking:
- Number of collaborations with healthcare providers and community organizations: Target 4 per year.
- Number of presentations given at professional conferences or events: Target 2 per year.

h) Nutritional Research and Innovation:
- Percentage of recommendations based on the latest nutritional science: Target 100%.
- Number of new nutritional strategies implemented: Target 2 per year.

XLIX. Director of Sports Centre

a) Facility Management:
- Percentage of facility uptime for sports activities: Target 95%.
- Number of maintenance issues resolved within 24 hours: Target 100% per month.

b) **Program Development:**
- Number of new sports programs introduced: Target 2 per year.
- Percentage increase in sports program participation: Target 10% per year.

c) **Stakeholder Satisfaction:**
- Percentage of positive feedback from sports centre users: Target 90%.
- Number of stakeholder engagement activities conducted: Target 4 per year.

d) **Budget Management:**
- Percentage of budget spent according to plan: Target 95%.
- Percentage reduction in operational costs: Target 5% per year.

e) **Staff Development:**
- Percentage of staff completing required training: Target 100%.
- Number of staff participating in professional development activities: Target 5 per year.

f) **Health and Safety Compliance:**
- Percentage of compliance with health and safety regulations: Target 100%.
- Number of safety drills conducted: Target 4 per year.

g) **Customer Service:**
- Percentage of inquiries responded to within 24 hours: Target 90%.
- Number of customer service training sessions for staff: Target 2 per year.

h) **Marketing and Promotion:**
- Percentage increase in sports centre membership: Target 10% per year.
- Number of promotional events organized: Target 4 per year

L. **Pharmacist**

a) **Medication Management:**
- Percentage of prescriptions filled accurately: Target 99%.
- Percentage of medication errors identified and corrected: Target 100%.

b) **Patient Counseling:**
- Percentage of patients counseled on medication use: Target 95%.
- Number of medication therapy management sessions conducted: Target 5 per week.

c) Regulatory Compliance:
- Percentage of compliance with pharmacy laws and regulations: Target 100%.
- Number of audits passed related to pharmacy operations: Target 1 per year.

d) Inventory Management:
- Percentage of accurate inventory records: Target 98%.
- Percentage of expired medications removed from inventory: Target 100%.

e) Customer Service:
- Percentage of positive feedback from patients: Target 90%.
- Number of patient complaints resolved satisfactorily: Target 100% per month.

f) Professional Development:
- Percentage of completed continuing education requirements: Target 100% per year.
- Number of new medications or pharmaceutical products learned about: Target 10 per quarter.

g) Health Promotion:
- Number of community health screenings conducted: Target 2 per quarter.
- Number of educational seminars or workshops on medication safety: Target 4 per year.

h) Quality Improvement:
- Percentage of participation in pharmacy quality improvement initiatives: Target 100%.
- Number of quality improvement projects completed: Target 2 per year.

LI. Assistant Pharmacist

a) Medication Management:
- Percentage of prescriptions filled accurately: Target 98%.
- Number of medication errors identified and corrected: Target 10 per month.

b) Customer Service:
- Percentage of positive feedback from patients: Target 90%.
- Number of patient inquiries resolved satisfactorily: Target 100% per week.

c) **Regulatory Compliance:**
   • Percentage of compliance with pharmacy laws and regulations: Target 100%.
   • Number of audits passed related to pharmacy operations: Target 1 per year.

d) **Inventory Management:**
   • Percentage of accurate inventory records: Target 95%.
   • Percentage reduction in expired medications: Target 5% per month.

e) **Professional Development:**
   • Percentage of completed continuing education requirements: Target 100% per year.
   • Number of new medications or pharmaceutical products learned about: Target 5 per quarter.

f) **Health Promotion:**
   • Number of community health screenings assisted with: Target 2 per quarter.
   • Number of educational materials distributed on medication safety: Target 100 per month.

g) **Team Collaboration:**
   • Percentage of successful collaboration with pharmacy team: Target 95%.
   • Number of team meetings attended: Target 100% per month.

h) **Efficiency in Service:**
   • Percentage of prescriptions filled within 30 minutes: Target 95%.
   • Percentage reduction in waiting time for patients: Target 10% per month.

LII. **Religious Officer**

a) **Spiritual Guidance:**
   • Number of religious counseling sessions conducted: Target 5 per week.
   • Percentage of positive feedback from individuals receiving spiritual guidance: Target 90%.

b) **Community Engagement:**
   • Number of community outreach programs organized: Target 2 per quarter.
   • Percentage of community members participating in religious events: Target 70%.

c) **Personal Development:**
  - Percentage of completed religious education and training activities: Target 100% per year.
  - Number of new religious texts or teachings studied: Target 5 per quarter.

d) **Ethical Leadership:**
  - Percentage of adherence to ethical standards and religious principles: Target 100%.
  - Number of ethical dilemmas resolved in accordance with religious teachings: Target 100% per month.

e) **Crisis Intervention:**
  - Number of crisis situations managed with religious sensitivity: Target 100%.
  - Percentage of individuals expressing satisfaction with crisis intervention services: Target 90%.

f) **Professional Networking:**
  - Number of collaborations with religious organizations and leaders: Target 4 per year.
  - Number of presentations given at religious conferences or events: Target 2 per year.

g) **Community Impact:**
  - Number of positive changes observed in the community as a result of religious activities: Target 3 per quarter.
  - Percentage of community members reporting improved well-being due to religious support: Target 80%.

h) **Training and Development:**
  - Percentage of staff trained in religious and cultural sensitivity: Target 100%.
  - Number of new religious programs or initiatives developed: Target 2 per year.

LIII. **Assistant Religious Officer**

a) **Support to Religious Officer:**
  - Percentage of tasks completed to support the Religious Officer's needs: Target 100%.
  - Number of successful collaborations with the Religious Officer: Target 4 per quarter.

b) Spiritual Guidance:
- Number of religious counseling sessions conducted independently: Target 2 per week.
- Percentage of positive feedback from individuals receiving spiritual guidance: Target 90%.

c) Community Engagement:
- Number of community outreach programs assisted with: Target 2 per quarter.
- Percentage of community members reached through religious events: Target 70%.

d) Personal Development:
- Percentage of completed religious education and training activities: Target 100% per year.
- Number of new religious texts or teachings studied: Target 2 per quarter.

e) Ethical Leadership:
- Percentage of adherence to ethical standards and religious principles: Target 100%.
- Number of ethical dilemmas resolved in accordance with religious teachings: Target 100% per month.

f) Crisis Intervention:
- Number of crisis situations managed with religious sensitivity: Target 100%.
- Percentage of individuals expressing satisfaction with crisis intervention services: Target 90%.

g) Professional Networking:
- Number of collaborations with religious organizations and leaders: Target 2 per quarter.
- Number of presentations given at religious conferences or events: Target 1 per year.

h) Community Impact:
- Number of positive changes observed in the community as a result of religious activities: Target 2 per quarter.
- Percentage of community members reporting improved well-being due to religious support: Target 80%.

LIV. Security Officer

a) **Incident Response**:
   - Percentage of security incidents responded to within the designated time frame: Target 95%.
   - Number of incidents resolved without escalation: Target 100% per month.

b) **Patrol and Surveillance:**
   - Percentage of premises covered during patrols: Target 100%.
   - Number of security breaches detected during patrols: Target 0 per month.

c) **Access Control:**
   - Percentage of unauthorized access attempts prevented: Target 100%.
   - Number of access control violations detected: Target 0 per month.

d) **Emergency Preparedness:**
   - Percentage of emergency drills conducted successfully: Target 100%.
   - Number of emergency response plans reviewed and updated: Target 1 per quarter.

e) **Customer Service:**
   - Percentage of positive feedback from occupants: Target 90%.
   - Number of complaints resolved satisfactorily: Target 100% per month.

f) **Security Equipment Maintenance:**
   - Percentage of security equipment in working condition: Target 100%.
   - Number of maintenance checks conducted: Target 12 per year.

g) **Training and Development:**
   - Percentage of completed security training courses: Target 100%.
   - Number of new security protocols learned: Target 2 per quarter.

h) **Incident Reporting:**
   - Percentage of incidents reported accurately and promptly: Target 100%.
   - Number of incident reports submitted: Target 100% per month.

LV. Customer Service Officer

a) **Response Time:**
   - Percentage of customer inquiries responded to within a specified time frame: Target 95%.
   - Average response time to customer inquiries: Target <24 hours.

b) **Customer Satisfaction:**
- Customer satisfaction rating based on surveys or feedback: Target >90%.
- Number of positive customer reviews or testimonials: Target >5 per month.

c) **Issue Resolution:**
- Percentage of customer issues resolved on first contact: Target 80%.
- Average time to resolve customer issues: Target <48 hours.

d) **Communication Skills:**
- Percentage of clear and concise communication with customers: Target 95%.
- Number of instances of going the extra mile for customers: Target >3 per month.

e) **Product Knowledge:**
- Percentage of accurate product information provided to customers: Target 95%.
- Number of new products or services learned about: Target >2 per month.

f) **Team Collaboration:**
- Percentage of successful collaboration with colleagues to resolve customer issues: Target 90%.
- Number of team meetings attended to improve customer service: Target >3 per month.

g) **Professional Development:**
- Percentage of completed customer service training: Target 100%.
- Number of new customer service skills acquired: Target >2 per quarter.

h) **Customer Retention:**
- Percentage of repeat customers: Target >50%.
- Number of customer retention strategies implemented: Target >1 per quarter.

LVI. **Optometrist**

a) **Patient Care:**
- Percentage of eye examinations conducted accurately: Target 95%.
- Number of patients seen per day: Target >10.

b) **Diagnostic Accuracy:**
- Percentage of correct diagnoses made: Target 95%.
- Number of cases referred to ophthalmologists: Target <5% of total cases.

c) Patient Satisfaction:
- Percentage of patients satisfied with their experience: Target >90%.
- Number of positive patient testimonials: Target >5 per quarter.

d) Appointment Management:
- Percentage of appointments kept by patients: Target >90%.
- Average wait time for appointments: Target <15 minutes.

e) Professional Development:
- Percentage of completed continuing education courses: Target 100% per year.
- Number of new techniques or technologies learned: Target >2 per year.

f) Equipment Maintenance:
- Percentage of equipment maintenance tasks completed on time: Target 100%.
- Number of equipment upgrades implemented: Target >1 per year.

g) Patient Education:
- Percentage of patients educated on eye health: Target 100%.
- Number of educational materials distributed: Target >50 per month.

h) Team Collaboration:
- Percentage of successful collaboration with other healthcare professionals: Target 90%.
- Number of interdisciplinary meetings attended: Target >3 per year.

LVII. Psychology Officer

a) Client Care:
- Percentage of clients showing improvement in mental health: Target 80%.
- Number of client sessions conducted per week: Target >10.

b) Therapeutic Techniques:
- Percentage of therapy sessions using evidence-based practices: Target 100%.
- Number of new therapeutic techniques learned: Target >2 per year.

c) Client Satisfaction:
- Percentage of clients satisfied with therapy sessions: Target >90%.
- Number of positive client feedback responses: Target >5 per quarter.

d) Appointment Management:
- Percentage of appointments kept by clients: Target >90%.
- Average wait time for appointments: Target <15 minutes.

e) Professional Development:
- Percentage of completed continuing education courses: Target 100% per year.
- Number of new research articles or books read: Target >5 per year.

f) Case Management:
- Percentage of cases managed effectively: Target 95%.
- Number of referrals made to other mental health professionals: Target <5% of total cases.

g) Client Education:
- Percentage of clients educated on mental health issues: Target 100%.
- Number of educational materials distributed: Target >50 per month.

h) Team Collaboration:
- Percentage of successful collaboration with other mental health professionals: Target 90%.
- Percentage of interdisciplinary meetings attended: Target 100%.

LVIII. Director of Counselling and Career Centre

a) Student Counseling:
- Percentage of students who report improvement in well-being after counseling: Target 80%.
- Number of counseling sessions conducted per month: Target >50.

b) Career Services:
- Percentage of students placed in internships or jobs: Target 70%.
- Number of career workshops or events organized: Target >5 per semester.

c) Student Satisfaction:
- Percentage of students satisfied with counseling services: Target >90%.
- Percentage of students satisfied with career services: Target >85%.

d) Employer Satisfaction:
- Percentage of employers satisfied with student hires: Target >90%.
- Number of new employer partnerships established: Target >5 per year.

e) **Professional Development:**
- Percentage of staff who complete relevant training and certifications: Target 100%.
- Number of new counseling or career development strategies implemented: Target >2 per year.

f) **Resource Management:**
- Percentage of budget utilized for counseling and career services: Target 95%.
- Percentage reduction in operational costs: Target 5%.

g) **Community Engagement:**
- Number of community partnerships for student placements: Target >5 per year.
- Number of outreach programs conducted in the community: Target >3 per year.

h) **Team Collaboration:**
- Percentage of successful collaboration within the counseling and career center team: Target 90%.
- Number of cross-functional projects with other departments: Target >3 per year.

i) **Student Success:**
- Percentage of students reporting increased career readiness after counseling: Target 80%.
- Percentage of students who secure jobs within six months of graduation: Target 70%.

LIX. Information Technology (IT) Officer

a) **System Uptime:**
- Percentage of time IT systems are operational: Target >99%.
- Number of unplanned system outages: Target <2 per quarter.

b) **Cybersecurity:**
- Percentage of security patches applied within specified time frame: Target 100%.
- Number of cybersecurity incidents: Target <5 per quarter.

c) **User Satisfaction:**
- Percentage of users satisfied with IT support services: Target >90%.
- Number of user complaints or issues resolved: Target >90% resolved within 24 hours.

d) Project Delivery:
- Percentage of IT projects completed on time and within budget: Target >90%.
- Number of successful IT implementations: Target >3 per year.

e) Professional Development:
- Percentage of IT staff completing relevant training: Target 100%.
- Number of new technologies or tools learned: Target >2 per year.

f) Cost Management:
- Percentage of IT budget spent within allocated limits: Target >95%.
- Percentage reduction in IT operating costs: Target 5% per year.

g) System Performance:
- Percentage of IT systems meeting performance metrics: Target >95%.
- Number of system performance improvements implemented: Target >3 per year.

h) Compliance:
- Percentage of IT systems compliant with relevant regulations: Target 100%.
- Number of compliance audits passed: Target >1 per year.

i) User Training:
- Percentage of users trained on new IT systems or tools: Target >90%.
- Number of training sessions conducted: Target >5 per year.

j) Innovation:
- Percentage of IT innovations implemented to improve efficiency: Target >50%.
- Number of new IT solutions implemented: Target >2 per year.

LX. Director of Information Technology (IT) Division

a) Strategic IT Management:
- Percentage of IT projects aligned with organizational goals: Target >90%.
- Number of strategic IT initiatives implemented: Target >3 per year.

b) System Reliability:
- Percentage of uptime for critical IT systems: Target >99%.
- Number of major incidents causing system downtime: Target <2 per quarter.

c) Cybersecurity:
- Percentage of security incidents detected and mitigated: Target >95%.
- Number of successful cyber attacks prevented: Target >90%.

d) Team Development:
- Percentage of IT staff completing relevant training and certifications: Target >90%.
- Number of IT staff participating in cross-training: Target >50%.

e) Cost Management:
- Percentage of IT projects completed within budget: Target >95%.
- Percentage reduction in IT operating costs: Target >5% per year.

f) Customer Satisfaction:
- Percentage of internal customers satisfied with IT services: Target >90%.
- Number of customer feedback responses indicating satisfaction: Target >5 per quarter.

g) Project Delivery:
- Percentage of IT projects completed on time: Target >90%.
- Number of successful IT implementations: Target >3 per year.

h) Innovation:
- Percentage of IT budget allocated to innovation projects: Target >10%.
- Number of new technologies or methodologies adopted: Target >2 per year.

i) Compliance:
- Percentage of IT systems compliant with relevant regulations: Target 100%.
- Number of compliance audits passed: Target >1 per year.

j) System Performance:
- Percentage of IT systems meeting performance metrics: Target >95%.
- Number of system performance improvements implemented: Target >3 per year.

LXI. Legal Officer

a) Legal Compliance:
- Percentage of legal compliance checks completed: Target 100%.
- Number of compliance issues resolved: Target >90%.

b) Contract Management:
- Percentage of contracts reviewed within specified time frame: Target >95%.
- Number of contracts negotiated or drafted: Target >20 per year.

c) Legal Support:
- Percentage of legal advice provided to departments: Target >90%.
- Number of legal training sessions conducted for staff: Target >4 per year.

d) Litigation Management:
- Percentage of litigation cases managed effectively: Target >90%.
- Number of successful litigation outcomes: Target >75%.

e) Risk Management:
- Percentage of risk assessments conducted: Target 100%.
- Number of risk mitigation strategies implemented: Target >5 per year.

f) Policy Development:
- Percentage of policies reviewed or developed: Target >90%.
- Number of new policies implemented: Target >2 per year.

g) Professional Development:
- Percentage of legal staff completing relevant training: Target 100%.
- Number of new legal skills or knowledge areas acquired: Target >2 per year.

h) Cost Management:
- Percentage of legal budget spent within allocated limits: Target >95%.
- Percentage reduction in legal costs: Target >5% per year.

i) Efficiency and Timeliness:
- Percentage of legal tasks completed on time: Target >95%.
- Number of legal backlog items cleared: Target >90%.

j) Client Satisfaction:
- Percentage of internal clients satisfied with legal services: Target >90%.
- Number of client feedback responses indicating satisfaction: Target >5 per quarter.

LXII. Director of Office of Legal Advisor

a) Legal Advice Quality:
- Percentage of legal advice rated as high quality by clients: Target >90%.
- Number of successful legal outcomes for the organization: Target >80%.

b) Legal Compliance:
- Percentage of legal compliance checks completed: Target 100%.
- Number of compliance issues resolved: Target >90%.

c) Risk Management:
- Percentage of risk assessments conducted: Target 100%.
- Number of risk mitigation strategies implemented: Target >5 per year.

d) Litigation Management:
- Percentage of litigation cases managed effectively: Target >90%.
- Number of successful litigation outcomes: Target >75%.

e) Contract Management:
- Percentage of contracts reviewed within specified time frame: Target >95%.
- Number of contracts negotiated or drafted: Target >20 per year.

f) Policy Development:
- Percentage of policies reviewed or developed: Target >90%.
- Number of new policies implemented: Target >2 per year.

g) Professional Development:
- Percentage of legal staff completing relevant training: Target 100%.
- Number of new legal skills or knowledge areas acquired: Target >2 per year.

h) Cost Management:
- Percentage of legal budget spent within allocated limits: Target >95%.
- Percentage reduction in legal costs: Target >5% per year.

i) Efficiency and Timeliness:
- Percentage of legal tasks completed on time: Target >95%.
- Number of legal backlog items cleared: Target >90%.

j) Client Satisfaction:
- Percentage of internal clients satisfied with legal services: Target >90%.
- Number of client feedback responses indicating satisfaction: Target >5 per quarter.

LXIII.　Assistant Sports Officer

a) Administrative Efficiency:
- Percentage of administrative tasks completed accurately and on time: Target >95%.
- Number of documents processed per day/week/month: Target >50.

b) Event Coordination:
- Percentage of events coordinated successfully: Target >90%.
- Number of events organized or supported: Target >10 per year.

c) Youth and Sports Program Support:
- Percentage of program support tasks completed: Target >95%.
- Number of youth or sports program participants registered: Target >100 per program.

d) Customer Service:
- Percentage of customer queries responded to within 24 hours: Target >90%.
- Number of positive feedback received from participants: Target >5 per quarter.

e) Data Management:
- Percentage of data entry tasks completed accurately: Target >98%.
- Number of data records managed or updated: Target >500 per month.

f) Communication Skills:
- Percentage of communications (emails, calls) responded to promptly: Target >90%.
- Number of communications channels managed (email, phone): Target >2.

g) Team Collaboration:
- Percentage of successful collaboration with team members: Target >90%.
- Number of team meetings attended or organized: Target >10 per quarter.

h) Professional Development:
- Percentage of completed training and development activities: Target >100% per year.
- Number of new skills or knowledge areas acquired: Target >2 per year.

i) **Efficiency in Resource Management:**
  • Percentage of resources (equipment, materials) managed effectively: Target >95%.
  • Number of resource requests processed: Target >50 per month.

j) **Adherence to Policies and Procedures:**
  • Percentage of compliance with departmental policies and procedures: Target >95%.
  • Number of policy or procedure updates implemented: Target >2 per year.

LXIV. **Sports Assistant**

a) **Administrative Support:**
  • Percentage of administrative tasks completed accurately and on time: Target >95%.
  • Number of documents processed per day/week/month: Target >50.

b) **Event Coordination:**
  • Percentage of events coordinated successfully: Target >90%.
  • Number of events organized or supported: Target >10 per year.

c) **Communication Skills:**
  • Percentage of communications (emails, calls) responded to promptly: Target >90%.
  • Number of communications channels managed (email, phone): Target >2.

d) **Team Collaboration:**
  • Percentage of successful collaboration with team members: Target >90%.
  • Number of team meetings attended or organized: Target >10 per quarter.

e) **Customer Service:**
  • Percentage of customer queries responded to within 24 hours: Target >90%.
  • Number of positive feedback received from participants: Target >5 per quarter.

f) **Data Management:**
  • Percentage of data entry tasks completed accurately: Target >98%.
  • Number of data records managed or updated: Target >500 per month.

g) **Professional Development:**
- Percentage of completed training and development activities: Target >100% per year.
- Number of new skills or knowledge areas acquired: Target >2 per year.

h) **Efficiency in Resource Management:**
- Percentage of resources (equipment, materials) managed effectively: Target >95%.
- Number of resource requests processed: Target >50 per month.

i) **Adherence to Policies and Procedures:**
- Percentage of compliance with departmental policies and procedures: Target >95%.
- Number of policy or procedure updates implemented: Target >2 per year.

LXV. **Security Assistant**

a) **Administrative Efficiency:**
- Percentage of administrative tasks completed accurately and on time: Target >95%.
- Number of security-related documents processed per day/week/month: Target >50.

b) **Security Documentation Management:**
- Percentage of security reports and logs maintained and updated: Target >95%.
- Number of security incidents reported and documented: Target >10 per month.

c) **Communication Skills:**
- Percentage of communications (emails, calls) responded to promptly: Target >90%.
- Number of communications channels managed (email, phone): Target >2.

d) **Team Collaboration:**
- Percentage of successful collaboration with security team members: Target >90%.
- Number of team meetings attended or organized: Target >10 per quarter.

e) **Customer Service:**
- Percentage of customer queries responded to within 24 hours: Target >90%.
- Number of positive feedback received from clients or visitors: Target >5 per quarter.

f) **Data Management:**
- Percentage of data entry tasks completed accurately: Target >98%.
- Number of data records managed or updated: Target >500 per month.

g) **Professional Development:**
- Percentage of completed training and development activities: Target >100% per year.
- Number of new skills or knowledge areas acquired: Target >2 per year.

h) **Efficiency in Resource Management:**
- Percentage of resources (equipment, materials) managed effectively: Target >95%.
- Number of resource requests processed: Target >50 per month.

i) **Adherence to Security Policies and Procedures:**
- Percentage of compliance with security policies and procedures: Target >95%.
- Number of security policy or procedure updates implemented: Target >2 per year.

LXVI. **Public Health Assistant**

a) **Cleanliness and Sanitation:**
- Percentage of cleaning tasks completed daily: Target >95%.
- Number of sanitation inspections passed: Target >12 per year.

b) **Support for Healthcare Professionals:**
- Percentage of tasks completed to support healthcare professionals: Target >95%.
- Number of medical supplies restocked per day/week/month: Target >50.

c) **Patient Assistance:**
- Percentage of patients assisted with mobility or transportation: Target >90%.
- Number of patients supported with basic needs (food, water, etc.): Target >10 per day.

d) Safety and Security:
- Percentage of safety protocols followed: Target >95%.
- Number of safety hazards reported and resolved: Target >5 per month.

e) Communication Skills:
- Percentage of communications (with patients, staff) responded to promptly: Target >90%.
- Number of communication incidents managed effectively: Target >5 per month.

f) Team Collaboration:
- Percentage of successful collaboration with healthcare team: Target >90%.
- Number of team meetings attended or organized: Target >10 per quarter.

g) Customer Service:
- Percentage of positive feedback received from patients or visitors: Target >90%.
- Number of customer service incidents resolved satisfactorily: Target >5 per month.

h) Professional Development:
- Percentage of completed training and development activities: Target >100% per year.
- Number of new skills or knowledge areas acquired: Target >2 per year.

i) Efficiency in Resource Management:
- Percentage of resources (medical supplies, equipment) managed effectively: Target >95%.
- Number of resource requests processed: Target >50 per month.

LXVII. Dental Surgery Assistant

a) Patient Care:
- Percentage of patients greeted and assisted promptly: Target >90%.
- Number of patients educated on post-operative care: Target >5 per day.

b) Assistance in Dental Procedures:
- Percentage of dental procedures assisted in without errors: Target >95%.
- Number of instruments prepared and sterilized per day: Target >50.

c) Administrative Support:
- Percentage of patient records updated accurately and on time: Target >95%.
- Number of appointments scheduled and managed per day: Target >10.

d) Infection Control:
- Percentage of adherence to infection control protocols: Target >95%.
- Number of infection control audits passed: Target >4 per year.

e) Communication Skills:
- Percentage of communications (with patients, staff) responded to promptly: Target >90%.
- Number of patient inquiries addressed satisfactorily: Target >5 per day.

f) Team Collaboration:
- Percentage of successful collaboration with dental team: Target >90%.
- Number of team meetings attended or organized: Target >10 per quarter.

g) Customer Service:
- Percentage of positive feedback received from patients: Target >90%.
- Number of patient complaints resolved satisfactorily: Target >5 per month.

h) Professional Development:
- Percentage of completed training and development activities: Target >100% per year.
- Number of new skills or knowledge areas acquired: Target >2 per year.

i) Efficiency in Resource Management:
- Percentage of resources (instruments, materials) managed effectively: Target >95%.
- Number of supply orders placed accurately and on time: Target >10 per month.

LXVIII. Designer

a) Creativity and Innovation:
- Number of original design concepts proposed: Target >10 per project.
- Percentage of designs considered innovative by peers or clients: Target >80%.

b) Quality of Work:
- Percentage of designs meeting or exceeding client expectations: Target >90%.
- Number of design revisions requested by clients: Target <2 per project.

c) Project Management:
- Percentage of projects completed on time: Target >95%.
- Number of projects successfully managed concurrently: Target >3.

d) Client Satisfaction:
- Percentage of clients rating design work as satisfactory or excellent: Target >90%.
- Number of repeat clients or referrals: Target >50% of new clients.

e) Communication Skills:
- Percentage of communications (with clients, team members) responded to promptly: Target >90%.
- Number of client meetings attended or organized: Target >5 per project.

f) Collaboration and Teamwork:
- Percentage of successful collaboration with team members: Target >90%.
- Number of team projects completed: Target >3 per quarter.

g) Professional Development:
- Percentage of completed training and development activities: Target >100% per year.
- Number of new design techniques or software mastered: Target >2 per year.

h) Efficiency in Workflow:
- Percentage of time spent on productive design work: Target >80%.
- Number of design tasks completed per day: Target >5.

LXIX. Computer Programmers

a) Code Quality:
- Percentage of code reviews passed without major issues: Target >90%.
- Number of bugs per 1,000 lines of code: Target <5.

b) Project Delivery:
- Percentage of projects completed on time: Target >95%.
- Number of lines of code written per day: Target >200.

c) **Collaboration:**
   • Percentage of successful collaboration with team members: Target >90%.
   • Number of team projects completed: Target >3 per quarter.

d) **Customer Satisfaction:**
   • Percentage of clients rating code quality as satisfactory or excellent: Target >90%.
   • Number of client issues resolved within 24 hours: Target >90%.

e) **Communication Skills:**
   • Percentage of communications (with clients, team members) responded to promptly: Target >90%.
   • Number of client meetings attended or organized: Target >5 per project.

f) **Professional Development:**
   • Percentage of completed training and development activities: Target >100% per year.
   • Number of new programming languages or technologies learned: Target >2 per year.

g) **Efficiency in Workflow:**
   • Percentage of time spent on productive coding work: Target >80%.
   • Number of lines of code refactored per week: Target >500.

h) **Bug Fixing:**
   • Percentage of bugs fixed within the designated time frame: Target >95%.
   • Number of critical bugs identified and fixed: Target <3 per month.

MANAGEMENT SERVICES DIVISION (MSD)
INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA
P.O. BOX 10, 50728 KUALA LUMPUR

PHONE : (+603) 6421 6421
FAX : (+603) 6421 4053
EMAIL : WEBMASTER@IIUM.EDU.MY

OFFICIAL IIUM