

GUIDE TO

Performance Management

In The

Civil Service

ACRONYMS

AP	Appeal Panel
HRM	Human Resource Management
KPI	Key Performance Indicator
KRA	Key Result Area
MC	Monitoring/Moderating Committee
PA	Performance Agreement
PAF	Performance Appraisal Form
PM	Performance Management
PMF	Performance Management Framework
PMS	Performance Management System
PRB	Pay Research Bureau

GLOSSARY OF TERMS

Appraisee: The employee whose performance is being appraised

Appraiser: The immediate supervisor of the appraisee. An officer responsible for the allocation of work, monitoring of activities, discussing performance and development and the performance review and assessment of an employee.

Competencies: An element of knowledge, skill, or attribute that is directly related to effective performance in a job.

Customers: People internal or external to the department with whom employees interact to provide a service.

Development: Training and development activities to enhance the employee's competencies and to improve performance.

Feedback: Objective and timely information by the appraiser on the appraisee's performance against set expectations and standards, understood by the staff member, and aimed at improving performance.

Key Result Area (KRA): An area of a job in which performance is critical for making an effective contribution to the achievement of organizational strategies, goals and objectives.

Key Task: The main task to be performed to achieve the Section/Unit's objectives.

Performance agreement: A document agreed upon and signed by an appraisee and his/her appraiser, which includes a description of the job, selected KRAs, Key Tasks and Performance Standards, the appraisee's personal development plan and competencies.

Performance cycle: A 12-month period for which performance is planned, managed and assessed. It must be aligned to the same period as the Organisation's annual plan.

Personal development plan (PDP): A plan whereby the important competencies and other developmental needs of the appraisee are documented, together with the means by which these needs are to be satisfied and which includes time lines and accountabilities.

GLOSSARY OF TERMS

Performance management: A purposeful, continuous process aimed at positively influencing employee behaviour for the achievement of the organization's strategic goals; the determination of the correct activities as well as the evaluation and recognition of the execution of tasks/duties with the aim of enhancing their efficiency and effectiveness; and a means of improving results from the Organisation, teams and individuals by understanding and managing performance within an agreed framework of planned goals, objectives, standards and support incentives.

Performance standard: Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity, quality, timelines and cost.

Strategic planning: This is the process by which top management determines the overall strategic direction and priorities, as well as the organizational purpose and objectives and how they are to be achieved.

Strategic plan: The end product of strategic planning - setting out the mission and vision statements and the medium and long-term strategic objectives of the Organisation.

Table of Contents

Acronyms	1
Glossary of Terms	2
1.0 Introduction	6
1.1 Background on Performance Management System	6
1.2 About this Document	6
2.0 Purpose of Performance Management System	7
3.0 Scope and Application	7
4.0 Integration of the Performance Management System with other HRM practices and management systems	7
5.0 The Institutional Framework	8
5.1 The Supervising Officer of Ministries/Departments	8
5.2 Heads of Sections/Units	8
5.3 Appraisers	8
5.4 Appraisees	8
5.5 The Head of Personnel Section	9
5.6 The Monitoring Committee	10
5.7 The Moderating Committee	10
5.8 The Appeal Panel	11
6.0 PMS – Key Features	12
6.1 Overview	12
6.1.1 Organisational level	13
6.1.2 Section/Unit level	13
6.1.3 Individual level	13
6.2 Requirements of the PMS	13
6.3 PMS at organisation level	13
6.3.1 Overview	13
6.3.2 Procedure	14
6.4 PMS at section/unit level	14
6.4.1 Overview	14

6.4.2	Procedure	14
6.5	PMS at individual level	15
6.5.1	Overview	15
6.5.2	Procedures	16
	A. Phase I – Pre-appraisal	16
	B. Phase II – Mid-appraisal	16
	C. Phase III – Final Appraisal	17
6.6	Appeal	18
6.7	Moderation	18
6.8	Procedures for assessing and scoring KRAs	19
6.9	Procedures for assessing and scoring competencies	19
6.10	Rating for overall performance	19
6.11	Feedback on performance	20
6.12	Reward	20
7.0	Confidentiality	20
8.0	Records maintenance	20
9.0	Inclusion of new officers in the PMS	21
10.0	Dealing with poor performance	21
11.0	Training	21
12.0	Evaluation	21
	Annex A (Performance Appraisal Forms - PAF)	22
	Annex B (Understanding the PAF)	48
	Annex C (Ratings KRAs & Overall Performance)	50
	Annex D (List of Competencies)	52
	Annex E (Appeal Form)	67

1. Introduction

1.1 Background on Performance Management System

The impetus for a new Performance Management System (PMS) emerged from the need to build a modern and efficient civil service in Mauritius whereby the main focus would be on results and improvement in the delivery of services.

Against this background, the Task Force on Performance Management set up in the context of Civil Service Reforms produced a Draft Performance Management Framework. The Framework made it compulsory for all Ministries/Departments to adopt corporate strategic planning and measure achievement of organizational objectives and divisional work targets against established performance indicators. Additionally, the Draft Performance Management Framework stipulated that the appraisal of employees should start with a performance agreement based on predetermined work plan, continued with regular reviews and completed with a general review of performance, assessment of development needs and recognition of performance.

In line with the recommendations of the Task Force on Performance Management, the Pay Research Bureau (PRB) recommended inter alia that:-

- (i) Ministries/Departments should evaluate and review periodically their performance in relation to established targets;
- (ii) They should adopt and implement a Performance Review Scheme as an integral part of Performance Management on a continuous basis; and
- (iii) The Ministry of Civil Service and Administrative Reforms should act as a coordinating Ministry, responsible to spearhead the introduction of the Performance Management System and inculcate a Performance oriented culture in the Public Service.

1.2 About this document

The aim of this document is to provide a standardized and integrated framework to guide how performance is managed at both organizational and individual levels. The proposed framework is aligned with the recommendations of the 2003 PRB Report. More specifically, the purposes of this manual are to:

- ✚ State and clarify policies;
- ✚ Devise a PMS model for the civil service;
- ✚ Set out the institutional framework for PMS;
- ✚ Define responsibilities of all key players; and
- ✚ Identify the forms which must be completed as part of PM at individual level.

2.0 Purpose of Performance Management System

- The primary aim of the Performance Management System at Ministries/Departments is to improve performance by focusing on key areas of activity, which are identified through strategic planning processes.
- It seeks to establish clear links between organizational development, the delivery of quality services and the development of employees at work.
- It also purports to create a common bond of ownership among all employees as well as an environment where all individuals are developed, motivated and inspired to deliver a quality performance.
- In short, the main purpose of the new system is to manage and improve performance at all levels in the Ministries/ Departments

3.0 Scope and Application

The Performance Management System is applicable to all employees of the Ministries/Departments, regardless of seniority and occupation.

The performance cycle is a 12-month period during which organizational, unit and individual performance is planned, practised and assessed. The performance cycle must correspond with the Ministries/Departments' annual plan. However, planning for performance at all levels in the department must necessarily start before the appraisal period.

4.0 Integration of the Performance Management System with other HRM practices and management systems

The Performance Management System requires that the management of performance at individual level integrates with the management of performance at organizational and unit levels. To ensure that the system is effective, it must be seen as part of an integrated HRM system and not as an isolated event or tool and should take the following into consideration:-

- ✚ Ministry vision, mission and values
- ✚ Departmental medium term strategic plans as well as annual plans and budgets
- ✚ Service delivery improvement plans
- ✚ Job descriptions
- ✚ Induction and orientation
- ✚ Job rotation
- ✚ Recognition programmes (non monetary)
- ✚ Employee personal development plans
- ✚ Workplace skills plan

5.0 The Institutional Framework

To facilitate the implementation and sustainance of the PMS, the following key role players will assume the responsibilities outlined.

5.1 The Supervising Officer of Ministries/Departments (SO)

- ✚ The SO identifies the Key Result Areas (KRAs) in line with its strategic plan and the priorities that the Ministry/Department should deliver to its customers.
- ✚ The SO is responsible for the development and adoption of the strategic priorities of the Ministry/Department through the annual plans.
- ✚ The SO is responsible for ensuring that each section/unit of the department is assigned Key Performance Indicators (KPIs) drawn out of the department's strategic and annual business plans.
- ✚ The SO appoints the Monitoring Committee and the Moderating Committee in consultation with senior management, employee representatives and Head of Personnel Section.
- ✚ The SO ensures the implementation of the PMS at the Ministry/Department.
- ✚ The SO appoints the Appeal Panel in cases of appeal.

5.2 Heads of Sections/Units (HOS)

- ✚ The HOS are responsible for the achievement of objectives of the section/unit under their supervision.
- ✚ The HOS ensure that all members of staff have valid and up-to-date job descriptions and that all Appraisers discuss and agree upon a Performance Agreement (PA) with every appraisee under their supervision.

5.3 Appraisers

- ✚ The Appraiser ensures that they explain the development of a PA to all appraisees under their supervision. They will then develop a PA jointly with each Appraisee.
- ✚ The Appraiser will clarify for Appraisees the objectives of the section/unit, the customers of the unit, the Appraisee's job description, the Appraisee's customers, agreed KRAs and competencies, Performance Standards and the actual rating on appraisal. They will also assist Appraisees to identify and incorporate training needs into their PAs.
- ✚ The Appraiser will also ensure that all forms are completed properly, accurately and in a timely manner.

5.4 Appraisees

- ✚ All Appraisees of the Ministry/Department are responsible for clarifying with their immediate supervisors the dates and process for developing and submitting their PAs.
- ✚ Each Appraisee is responsible for developing a draft PA, based on the required objectives, KRAs and other aspects of their job that have been previously clarified by the Appraiser. The Appraisee is responsible for presenting the draft PA to the Appraiser for joint development of the final PA. To achieve this the Appraisee must ensure the following:
 - Participate in performance planning at team and individual levels.
 - Enter into performance agreement with his/her Appraiser.
 - Execute tasks to achieve KRAs and competencies criteria.
 - Keep personal records of successful achievements of outputs, as well as shortfalls, to facilitate meaningful communication/feedback when required.
 - Seek support and guidance, if necessary.
 - Be available and prepared for performance feedback and performance appraisal interview discussions.
 - Communicate career, developmental and recognition aspirations to his/her supervisor/team leader.
 - Identify customers, both fellow Appraisees in the department as well as others outside the department, establish their service requirements and obtain customer feedback on service provided.
 - Take responsibility for own work plan and participation in the Performance Appraisal discussion.

5.5 The Head of Personnel Section (HOP)

This position is responsible for ensuring that all necessary support is provided in respect of the PMS:

- ✚ Distribute information on the PMS to all employees.
- ✚ Provide necessary instructions and forms to Appraisers.
- ✚ PAs and the schedule of duties/scheme of service of relevant staff are reconciled where necessary.
- ✚ Ensure that dates and process for submission of PA work plans, mid term reports and appraisal are adhered to.
- ✚ Maintain Personal Files where official Performance appraisals are kept.
- ✚ Provide the Moderating Committee and the Appeal Panel with data on PA development, progress reviews and appraisal.
- ✚ Provide on-going technical support to units and staff of the Ministry/Department.

- ✚ Provide assistance to sort out divergence between the Appraiser and Appraisee.
- ✚ Follow up on recommendations made in the PAF.
- ✚ Assist the Monitoring Committee to conduct an audit of the PMS at the end of the Performance Cycle.

5.6 The Monitoring Committee

The Monitoring Committee is chaired by the Head of Ministry/Department or a senior officer delegated by him/her and includes, among others the Head of Reforms Unit. Its main function is to ensure the smooth implementation and sustenance of PMS.

The Monitoring Committee has the following responsibilities:

- ✚ Obtain feedback on the functioning of the PMS with a view to detecting potential problems and identifying areas for improvement in the system and its procedures.
- ✚ Provide all logistic support and resources for improving system effectiveness and give appropriate instructions for corrective measures in problem areas.
- ✚ Periodically measure the performance of the organisation through identified performance indicators and review strategic priorities and annual plans on regular basis.
- ✚ Report to the Central Performance Management Monitoring Committee.

5.7 The Moderating Committee

The Moderating Committee, consisting of at least 3 members is appointed by the Supervising Officer in consultation with senior management and employee representatives, and should be chaired by the Head of Reforms Unit of the Ministry/Department.

The Moderating Committee has the following responsibilities:

- ✚ Monitor the PM process to ensure that performance standards are set and applied consistently and realistically to employees on the same level in the Ministry/Department. In cases where deviations from norms and standards are identified, they must refer these back to the relevant Appraiser for review.
- ✚ Detect potential problems in the system through the Personnel Section, report on PA development and progress reviews and make recommendations for corrective action.
- ✚ Review overall assessment ratings, based on report by the HOP.

- ✚ Ensure procedures for appraisal are consistently adhered to and are equitable.
- ✚ Deal with resolution of conflicts.

5.8 The Appeal Panel (AP)

The Appeal Panel is appointed by the Supervising Officer in cases of appeal made by Appraisees who are not satisfied with the ratings/recommendations regarding their performance. The Panel would be made of 3 members, selected with due regard to the status of the appraisee and comprising one Union representative. Members should not be directly or indirectly involved in the appraisal of the officer. The appraisee may be accompanied by an officer of his/her choice or his/her union representative.

The AP has the following responsibilities:

- ✚ Investigate into cases referred to the Panel.
- ✚ Inform the Supervising Officer and the Monitoring/Moderating Committee of the findings of the enquiry.
- ✚ Submit findings/reports within 30 days of the setting up of the Panel.

The findings of the Panel should be final.

6.0 PMS – Key Features

6.1 Overview

The PMS integrates all levels of the organisation starting from the Head where planning is performed down to the individuals who conduct the day-to-day tasks.

As can be seen from Figure 1, there are three main levels that make up the PMS – organisation, section/unit and individual.

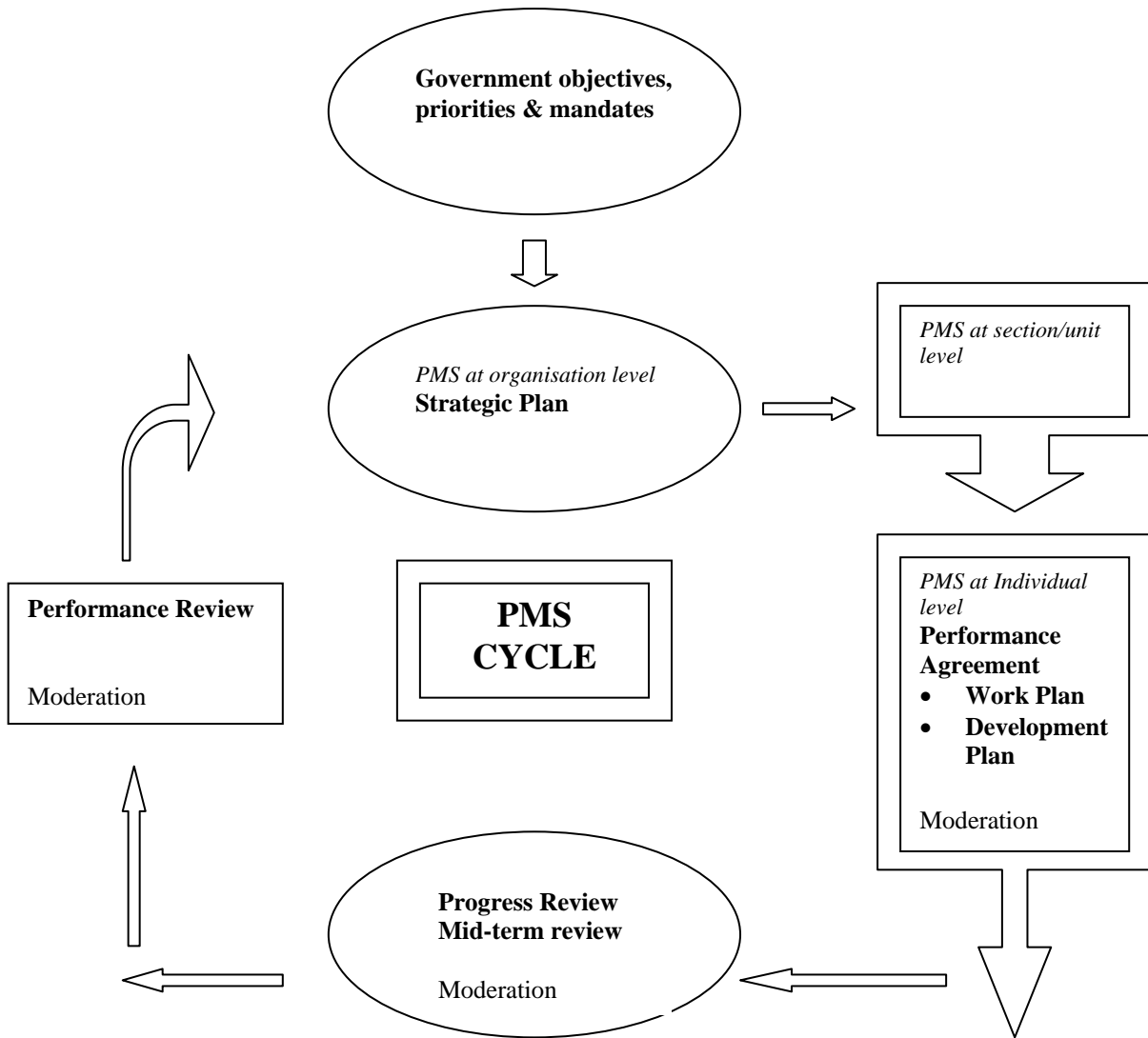


Figure 1: PMS Cycle

6.1.1 Organisational level

The Supervising Officer determines the strategic priorities, and the overall KRAs and KPIs for each of the priorities for the Ministry/Department. He/She then assigns KRAs and KPIs for each section/units. Based on the latter, Section/Unit plans are developed by the sections/units.

6.1.2 Section/Unit level

The different sections/units help in the achievement of their plans by undertaking specific activities.

6.1.3 Individual level

Each appraisee develops a PA with his/her appraiser and his/her performance is appraised at the end of the performance cycle.

6.2 Requirements of the PMS

The key requirements for the implementation of the system are:

✚ Institutional Framework

The roles of the different key players are defined.

✚ Strategic Plan

Based on its vision, mission and strategic objectives, priorities and specific objectives of the sections/units of the organisation are set out.

✚ Section/Unit Plan

This enables the sections/units to determine their KPIs.

✚ Performance Agreements

These enable the assignment of the work plan and Performance Standards to individuals.

6.3 PMS at organisation level

6.3.1 Overview

The PMS helps the organisation to translate overall strategic priorities and its strategic plan (vision, mission and strategic objectives) into performance indicators to measure the overall organisational performance. They focus on long-term outcomes rather than short-term outputs.

The strategic plan enables the definition of:

- Objectives for the KRAs of the Ministry/Department; and
- KPIs for the department which show the achievement of the priorities identified in the strategic plan.

6.3.2 Procedure

The Supervising Officer and senior management will develop the objectives and measurement at organisation level as follows:

- + Develop objectives and KRAs for the Ministry/Department.
- + Develop KPIs for each KRA.
- + Develop process and time frames for incorporation of Performance Standards into PA of officers at senior management level.
- + Develop process and time frames for development of plans for the section/unit or senior management team members.
- + Develop a monitoring system.
- + Conduct monitoring and measurement of Performance against KPIs and Performance Standards at least every 6 months.
- + Evaluate Performance for each objective.
- + Evaluate Performance for overall objectives of the Ministry/Department.
- + Insert overall Performance into the Supervising Officer's performance contract.
- + Review achievement/non-achievement of objectives of the department.
- + Document issues for incorporation into the revision of the strategic plan.

6.4 PMS at section/unit level

6.4.1 Overview

PM at section/unit level focuses on outputs and activities that lead to achievement of overall outcomes of the Ministry/Department. The Heads of Section set out the objectives at the sections/units which are derived from the Section/Unit plan.

6.4.2 Procedure

- + Develop KPI for each KRA/objective.
- + Indicate constraints of some of the KPIs.
- + Incorporate responsibilities into PA of Heads of Sections/Units.
- + Conduct monitoring and measurement of performance against KPIs and Performance Standards at least every 6 months.
- + Evaluate performance for each objective.

- ✚ Evaluate performance for overall objectives of Sections/Units.
- ✚ Review achievement/non-achievement of objectives of Sections/Units.

6.5 PMS at individual level

6.5.1 Overview

PM at the individual level is an on-going interactive process between an employee and his/her supervisor. As shown at Figure 2, the performance appraisal process, covering a twelve month period consists of 3 phases:

- ✚ Pre-appraisal – Planning and agreeing on Performance
- ✚ Mid-appraisal – Managing Performance
- ✚ Final-appraisal – Appraising/reviewing Performance

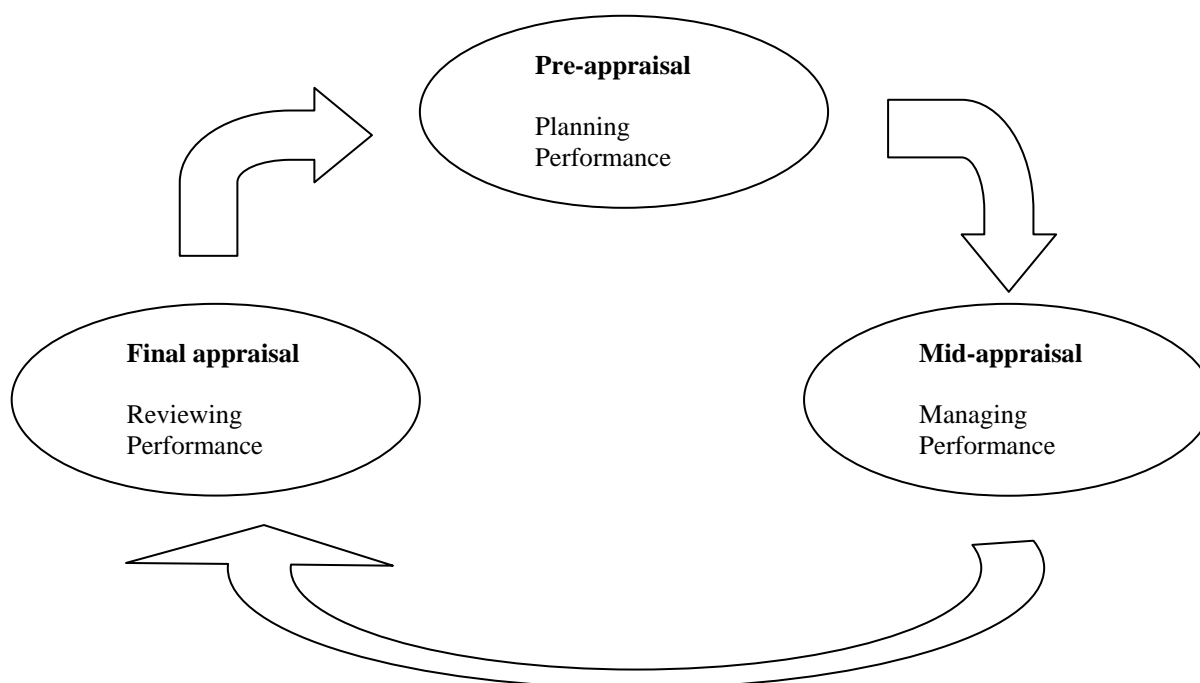


Figure 2: Performance Appraisal Process

All relevant information pertaining to the Performance of the individual are recorded on a Performance Appraisal Form (PAF) (Annex A & A1 (Worksmen Group)). At Annex B is a guide to the PAF.

This is a record of an officer's individual performance and contribution to the achievement of the Ministry/Department's strategic goals and objectives for a given period. The original of the form should be kept by the Appraiser and handed over to the Personnel Section after the final appraisal phase. A copy of the form is kept by the Appraisee.

If an employee changes job at the same level during the Performance Cycle, a new PA must be entered for the new role and the performance appraisal would take both periods of work into consideration.

6.5.2 Procedures

A. Phase I – Pre-appraisal

This is the starting point of the process. It is the Appraiser's responsibility to ensure that his/her staff is clear about what is involved. Both the Appraiser and the Appraisee have to sit down and identify objectives for the performance period. This will increase commitment to achieving the objectives. At this stage, the officer being appraised and the Appraiser sort out anything that they feel may get in the way towards achievement of the objectives that will be agreed upon.

The pre-appraisal session denotes two-way communication. It is important to answer any questions the employee might have about the appraisal process in general or in the specific post. The Appraiser should clearly indicate the priorities on different aspects of the Appraisee's job, essential job functions and the criticality of expected results. This is a time where the Appraiser and the Appraisee should discuss performance.

Steps

- ✚ Appraisee fills in section 1 of the PAF
- ✚ Appraisee and Appraiser discuss the work plan for the period. The work plan consists of the job's KRAs/Key tasks and the Performance Standards. The workplan also provides for the identification of the competencies required for the effective performance of the job
- ✚ Appraisee and Appraiser agree on the workplan and fill in section 2.

B. Phase II – Mid-appraisal

The mid-appraisal period is the time during which the Appraisee performs assigned work responsibilities. Part of the Appraiser's responsibility is to observe, document and monitor performance.

If an Appraisee's Key Tasks change during the course of a mid-appraisal period, the changes should be noted on the Performance Appraisal Form. Any new Key Tasks should be added to the form with the corresponding date. Any Key Tasks that are no longer being performed should be highlighted and a date added as to when the Key Task was no longer performed by the Appraisee. Any modification to the Performance Appraisal Form should be initialled by the Appraiser and Appraisee. **Three months of performance is the minimal period of time sufficient to observe an employee for a reliable evaluation.** The Appraiser should use good judgment of timing when modifying, adding or deleting Key Tasks.

Informal communication and feedback should take place between the Appraiser and Appraisee.

Activities

- ✚ There is on going documentation and monitoring of performance of Appraisee by Appraiser.
- ✚ Continuous informal communication and feedback flows between Appraiser and Appraisee.
- ✚ Appraiser coaches Appraisee as and when required.
- ✚ At mid-term of the phase, the Appraiser conducts a formal interview with the Appraisee to review and record progress made on the performance agreement. The purpose of the review is to motivate and reveal to the Appraisee areas that need improvement and if required, to modify the PA.

Steps

- Appraiser fixes the mid-term appraisal meeting and informs the Appraisee well in advance (preferably 2 weeks before).
- Appraisee fills in sections 3.1 & 3.2 and submits the original PAF to Appraiser.
- During the mid-term meeting, Appraiser and Appraisee discuss on progress achieved on PA and fill in sections 3.3 and 3.4 of PAF.
- Identified weaknesses are monitored in order to help the employee to improve.
- Achievements to be recognized where appropriate.

C. Phase III – Final Appraisal

The final appraisal period is considered the end result of the appraisal process. At this point the Appraiser reviews, evaluates and documents the performance of the appraisee during the appraisal period. The Appraiser considers the appraisee's performance of KRA/Key Tasks while reviewing documentation and seeking input from other appropriate sources as the case may be. Then the performance is to be compared to what was listed during the pre-appraisal. The KRA/Key Tasks are rated based on the performance level as discussed in the pre-appraisal phase.

The final Appraisal interview is designed to give the Appraisee specific performance information in regard to good performance and to provide any pertinent suggestions for improvement.

The Appraiser prepares thoroughly for the appraisal session and has the form and factual information ready to present at the proper time during the

appraisal feedback session. The Appraiser must be ready to respond to any questions regarding the reasons for the ratings.

Action plans are developed for deficient areas. This action plan may be developed by the Appraiser with the Appraisee during the final appraisal session. An action plan identifies the following factors:

1. The improvement required and the time frame for same.
2. The explanation of expected results or work conduct.
3. A follow-up date at the end of the set time frame to discuss progress.
4. Any assistance that will be provided by the Appraiser.

This type of communication and documentation allows ample opportunity for an appraisee to adhere to the expected results for the post during the next appraisal year.

An action plan can be used anytime during the year to help correct performance but is beneficial at final appraisal also. It is extremely important to allow sufficient time for the employee to ask questions and discuss any performance topics.

Steps

- ✚ Appraiser fixes the final appraisal meeting and informs the Appraisee well in advance (preferably 2 weeks before).
- ✚ Appraisee fills in sections 4.1 & 4.2 and submits the original PAF to Appraiser.
- ✚ During the final appraisal session, Appraiser and Appraisee discuss on achievements of PA and fill in sections 4.3, 4.4, 5 and 6 of PAF.

6.6 Appeal

An Appraisee who is not satisfied with the ratings/remarks given by the Appraiser makes a request for appeal to the Supervising Officer through the Appraiser within 5 working days of performance appraisal meeting by filling in the Appeal Form (Annex E). The Appraiser submits the request for Appeal to the Supervising Officer together with his/her comments within 1 week of receiving the request. A copy of the request is forwarded to the Monitoring/ Moderating Committee.

The Supervising Officer sets up an Appeal Panel within one week to investigate into cases of appeal.

6.7 Moderation

The Supervising Officer is required to appoint a Moderation Committee made up of senior officers that can assist in ensuring that there is equity and consistency in the application of the Performance Appraisal at all levels.

The moderation process operates at two different levels of performance management. At the “systems” level the Moderation Committee must satisfy itself that organization and section objectives are developed in a consistent manner and that the PMS systems and procedures are being adhered to. At the individual employee level the role of the Moderation Committee is primarily to ensure that Appraisers are setting and agreeing workplans and are appraising Performance in a realistic, consistent and fair way across the organization.

The Moderation Committee is required to meet at least thrice per performance cycle at the start of the pre-appraisal phase to moderate and approve the results of the performance planning and performance agreement activities, in the middle of the appraisal cycle to sort out any divergence and at the end of the final stage to moderate and approve the outcomes of the appraisal process.

6.8 Procedures for assessing and scoring KRAs

The Appraisers should:

- ✚ Address each individual KRA/Key task in terms of the requirement, with emphasis on the outputs and their measures and the actual achievement against these outputs.
- ✚ Read the descriptive statements associated with each of the five levels of performance as set out at Annex C. The number associated with the statement that best describes the achievement of the job holder is chosen. The number associated with the statement is the score that is assigned to the KRA for overall appraisal score calculations.

6.9 Procedures for assessing and scoring competencies

The procedure for scoring competencies is similar to that for scoring KRAs/Key Tasks.

Only those competencies selected for the inclusion in the PA are assessed. However, a minimum quantum of competencies that best fit the requirements of the job is chosen (at least 10 competencies for the Professional, Technical and Administrative Groups and 5 for the Workmen’s Group). The standard rating scale for competencies is at Annex D.

6.10 Rating for overall performance

The overall performance rating is the combination of the average KRA score and the average competencies score.

KRAs are weighted at 70% and competencies at 30% of the overall score.

Overall Performance rating: $\text{Average score for KRAs} \times 0.7$
 $+ \text{Average score for competencies} \times 0.3$

6.11 Feedback on performance

The phases of the PM cycle at individual level should be conducted in a participative and transparent manner.

All signatures on the PAF are mandatory. The signature of the Appraisee acknowledges the fact that the appraisal has been discussed but does not necessarily denote agreement.

The Appraiser maintains the original PAF to use in completing the employee performance appraisal.

Moderation of the outcomes of the appraisal system may result in assessment scores being altered. The Appraisee should be informed accordingly.

6.12 Reward

The PRB Report 2003 mentioned that rewards would be linked to performance but the issue would be finalised at a later stage.

7.0 Confidentiality

The information contained in a PAF is confidential and care should be taken to protect the Appraisee's right to privacy.

8.0 Records maintenance

(a) At individual level

- ✚ Each employee should receive a copy of the PAF.
- ✚ The rating appraiser maintains the appraisee PAF until completion of the final appraisal phase.
- ✚ After the final appraisal phase, the original PAF is forwarded to the Personnel Section. A copy is kept by the rating appraiser and the appraisee.

(b) At Organisational Level

- ✚ Records pertaining to PMS at organisational and section/unit is maintained by the Supervising Officer or to a senior officer delegated by him/her. A copy is kept by Heads of Sections/units.

9.0 Inclusion of new officers in the PMS

All new members are required to sign a PA within 1 month of joining the department.

The Personnel Section is required to ensure that all new employees are given an appropriate training on the PMS.

10.0 Dealing with poor performance

The PMS monitoring and review stages enable the early identification and resolution of poor performance.

Some of the options open to the Appraiser for overcoming poor performance are:

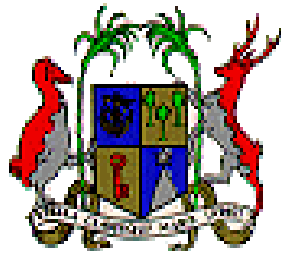
- ✚ Personal counselling.
- ✚ On-the-job coaching.
- ✚ Training.
- ✚ Redefining the PA.
- ✚ Work environment audits to establish whether there are other factors affecting performance.
- ✚ Should the employee not respond to such initiatives, action may be taken according to existing rules and regulations.

11.0 Training

The PMS enables to define individual training and developmental needs and to evaluate the impact of training on performance. The Supervising Officer should ensure that training and developmental needs of all officers identified during the PM exercise are included in the training plan of the Ministry/Department.

12.0 Evaluation

An evaluation exercise should be carried out at the end of the PMS Cycle to determine the effectiveness of the system. This should be done by the Head of Personnel Section in consultation with the Monitoring/Moderating Committee.



MINISTRY/DEPARTMENT

.....

**PERFORMANCE APPRAISAL
FORM**

(PERIOD: FROM TO)

Section 1: Personal Data

(To be filled in by officer whose performance is being appraised)

NAME:.....
(SURNAME IN BLOCK LETTERS)

DATE OF BIRTH:..... **NID NO**.....

PRESENT APPOINTMENT:

POSTING: DIVISION: **Date:**.....

UNIT: **Date**

SALARY: Rs **SALARY SCALE: Rs**

QUALIFICATIONS	YEAR
S. C./GCE:
H.S.C/GCE:
DIPLOMA:
DEGREE:
OTHERS:

TRAINING/SEMINAR/WORKSHOP ATTENDED (last 3 years)	DATES
.....
.....
.....
.....
.....
.....
.....

Section 2: Performance Agreement & Identification of Competencies

2.1 Performance Agreement

(to be agreed between the appraiser and appraisee at the start of the appraisal cycle or on the effective date of assumption of duty following a change in posting, new appointment, etc;)

<u>Key Result Area</u>	<u>Key Tasks</u>	<u>Performance Standards</u>

Appraisee's Signature: **Appraiser's Name :**

Date:..... **Appraiser's Signature:**.....

2.2 Competencies required for the job

(to tick where applicable – a minimum of 10 Competencies)

- 1. Ability to work in a team
- 2. Analytical Skills
- 3. Attendance & Punctuality
- 4. Change Management
- 5. Coaching and Counselling
- 6. Communication Skills
- 7. Customer Focus
- 8. Decisiveness
- 9. Ethical conduct
- 10. Focus on results
- 11. Initiative and Creativity
- 12. Leadership
- 13. Planning
- 14. Problem Solving Skills
- 15. Reliability
- 16. Responsibility
- 17. Strategic Thinking
- 18. Technical Knowledge and Skills
- 19. Versatility

Others:

Appraisee's Signature:

Appraiser's Signature:

Date:

Date:.....

Section 3: Mid-Term Appraisal

3.1 Self Assessment:

(summarise briefly your achievements against the concrete evidence of performance wherever possible. Explain performance gaps of KRAs/key tasks and suggest steps to be taken to address them)

<u>KRA/ Key Tasks</u>	<u>Achievements</u>	<u>Performance Gaps</u>	<u>Remedial Steps</u>

Appraisee's Signature:

Date:

3.2 Personal Development Plan:

(Identify your strengths/areas for development, specially in respect to competencies (Section 2.2) and suggest possible ways on how to address the latter)

<u>Strengths</u>	<u>Areas for Development</u>	<u>Proposed Action</u>

Appraisee's Signature:

Date:

Section 4: End-of-Year Appraisal

4.1 Self Assessment:

(summarise briefly your achievements against the concrete evidence of performance wherever possible. Explain performance gaps of KRAs/key tasks and suggest steps to be taken to address them)

<u>KRA/ Key Tasks</u>	<u>Achievements</u>	<u>Performance Gaps</u>	<u>Remedial Action</u>

Appraisee's Signature:

Date:

4.2 Personal Development Plan:

(Identify your strengths/areas for development, specially in respect to competencies, (Section 2.2) and suggest possible ways on how to address the latter)

<u>Strengths</u>	<u>Areas for Development</u>	<u>Proposed Action</u>

Appraisee's Signature:

Date:

Section 6: Assessment of Overall Performance

To be completed by the appraiser

Overall rating and observations on Appraisee's overall performance for the year under review

Overall score: average score for KRAs X 0.7 + average score for competencies X 0.3

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Overall Performance:

Major Strengths: (Officer's major strengths and abilities and how they relate to the job requirements)

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Areas requiring remedial action: (Describe the specific areas in which you feel the officer needs to improve, the specific actions that need to be taken to address these areas, training, if required and the agreed timeframe)

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Appraisee's Comments

(optional):.....

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Appraisee's Signature: **Appraiser's Signature:**

Date: **Date:**.....

Section 7: Monitoring/ Moderating Committee

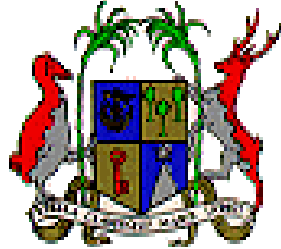
Comments:

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Recommendations:

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<u>Chairperson</u>	<u>Member</u>	<u>Member</u>
Name:	Name:.....	Name:
Grade:	Grade:.....	Grade:
Signature:	Signature:.....	Signature:
Date:	Date:.....	Date:



MINISTRY/DEPARTMENT

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**PERFORMANCE APPRAISAL
FORM
(Workmen's Group)**

(PERIOD: FROM TO)

Section 1: Personal Data

(To be filled in by officer whose performance is being appraised)

NAME:.....
(SURNAME IN BLOCK LETTERS)

DATE OF BIRTH:..... **NID NO:**

POSTING : DIVISION: **Date:**.....

UNIT: **Date:**.....

JOB TITLE :
.....

QUALIFICATIONS:
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TRAINING/COURSES ATTENDED (relevant to job for the past 3 years)	DATES
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Section 2: Performance Agreement

2.1 Performance Agreement

(To be agreed between the Appraiser and the Appraisee at the start of the annual appraisal cycle or on the effective date of assumption of duty following a change in posting, new appointment, etc. A copy of the Performance Agreement will be kept by the Appraisee)

<u>Key Tasks</u>	<u>Performance Standards</u>

Appraisee's Signature:

Appraiser's Name :

Date:

Appraiser's Signature:

2.2 Competencies required for the job

Competencies

Tick

1. Attendance & Punctuality

2. Communication Skills

3. Ethical Conduct

4. Job Knowledge

5. Leadership

6. Responsibility

7. Team Work

Others:

Appraisee's Signature:

Appraiser's Signature:.....

Date:

Date:

3.3 Assessment of Competencies:
(To be completed by the appraiser)

Competencies	<u>Comments</u>
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General Comments (if any):

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Appraisee's Signature:

Appraiser's Signature:

Date:

Date:

Section 6: Assessment of Overall Performance

To be completed by the appraiser

Overall rating and observations on Appraisee's overall performance for the year under review.

Overall Score: average score for KRAs X 0.7 + average score for competencies X 0.3

:.....

Overall Performance:.....

Major strengths: (Officer's major strengths and abilities and how they relate to the job requirements)

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Areas requiring remedial action : *(Describe the specific areas in which you feel the officer needs to improve. Also describe the specific actions that need to be taken to address these areas, training, if required and the agreed timeframe)*

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Appraisee's comments (optional):.....

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Appraisee's Signature: **Appraiser's Signature:**

Date:

Section 7: Monitoring/ Moderating Committee

Comments:

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Recommendations:

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Chairperson

Member

Member

Name: Name: Name:

Grade: Grade: Grade:

Signature: Signature: Signature:

Date: Date: Date:

Understanding the PAF

The purpose of the PAF is to document the facts, events and circumstances of an officer's appraisal process. This process involves the defining of performance expectations and the appraisal of the officer based on these expectations.

The PAF comprises seven sections as outlined below:

Section I – Personal Data

This section relates to personal data and is filled in by the officer being appraised.

Section 2 – The Performance Agreement and Identification of Competencies

In this section the Key Result Areas, Key Tasks of the Appraisee and the Performance Standards together with the competencies required to perform the tasks effectively are listed after deliberations between the Appraiser and the Appraisee.

Section 3.1, 3.2, 4.1, 4.2 – Mid-Term Appraisal and End of year Appraisal

These sections are completed by the Appraisee if he/she is willing to provide input regarding his/her performance in the performance appraisal exercise.

Section 3.3 and 4.3 – Assessment of KRAs/Key Tasks

These sections are completed by the Appraiser in the presence of the Appraisee at mid-term and end of year appraisal period.

Section 3.4 and Section 5 – Assessment of Competencies

In these sections of the form the Appraiser indicates the degree to which the individual being appraised possesses the desired competencies as listed out at Annex D.

Section 6 – Overall Performance of Appraisee

At the end of the exercise, the Appraiser records the overall ratings and makes recommendations, following the annual performance appraisal in this section.

Section 7 – Adjustments following recommendations by the Monitoring Committee or Moderating Committee or Appeal Panel

In this section, the Appraiser records all modifications that have been made to the PA or ratings following recommendations made by the Monitoring/ Moderating Committee or Appeal Panel. He/she ensures that the Appraisee is aware of the modifications by making the latter sign.

RATINGS – KEY RESULT AREAS AND OVERALL PERFORMANCE

SECTION 4 OF PAF – KEY RESULT AREAS/KEY TASKS

Rating 1	Unsatisfactory Performance and results achieved consistently do not meet the standards and expectations of the job requirements and objectives.
Rating 2	Needs improvement Performance and results achieved frequently to not meet the standards and expectations of the job requirements and objectives.
Rating 3	Good Performance and results achieved generally meet the standards and expectations of the job requirements and objectives.
Rating 4	Very Good Performance and results achieved often exceed the standards and expectations of the job requirements and objectives.
Rating 5	Outstanding Performance and results achieved always exceed the standards and expectations of the job requirements and objectives.

SECTION 6 OF PAF – OVERALL PERFORMANCE

		combined average rating
Rating 1	Unsatisfactory	1 and under 2
Rating 2	Needs improvement	2 and under 3
Rating 3	Good	3 and under 4
Rating 4	Very Good	4 and under 5
Rating 5	Outstanding	5

Note: Overall Performance is derived from the combination of average ratings for Key Result Areas and Competencies.

SECTION 2.2 OF PAF– LIST OF COMPETENCIES

A Competency is defined as an element of knowledge, skill or attribute that is directly related to effective performance in a job.

1. ABILITY TO WORK IN A TEAM

Rating 1 Unsatisfactory

Unwilling or unable to co-operate with others. Demonstrates lack of commitment to teamwork.

Rating 2 Needs improvement

Able to demonstrate a level of co-operation with immediate colleagues but needs assistance in communicating and relating to others.

Rating 3 Good

Generally gets on well with colleagues. Communicates well as part of a team and works to achieve team objectives. Requires normal level of supervision and guidance.

Rating 4 Very Good

Often demonstrates good motivation and communication skills, is able to produce better than expected results for team. Requires minimal guidance or counseling.

Rating 5 Outstanding

Always demonstrates exceptional abilities to work as member of a team and high level of cooperation communication skills to achieve team and individual targets. Motivates other team members to achieve better results. Little or no guidance ever required.

2. ANALYTICAL SKILLS

Rating 1 Unsatisfactory

Experiences great difficulty in analyzing cases. Unable and unwilling to make quality work related decisions. Demonstrates a lack of ability to develop and analyze alternative courses of action.

Rating 2 Needs improvement

Experiences some difficulty in analyzing cases in a competent way. Shows some willingness to make quality work related decisions. Demonstrates some ability to develop and analyze alternative courses of action.

Rating 3 Good

Generally analyses cases in a competent way. Shows willingness to make quality work related decisions. Able to develop and analyze alternative courses of action.

Rating 4 Very Good

Able to analyze cases in a very competent way. Regularly makes quality work related decisions based on sound judgment and occasionally exceeds normal expectation to develop and analyze alternative courses of action.

Rating 5 Outstanding

Constantly demonstrates exceptional knowledge and skills to analyze cases. Always makes quality work related decisions based on sound judgment. Often exceeds normal expectation to develop and analyze alternative courses of action.

3. ATTENDANCE AND PUNCTUALITY

Rating 1 Unsatisfactory

Makes no attempt to attend duty on time. Fails to ensure that work responsibilities are covered when absent. Unwilling or unable to begin work on time.

Rating 2 Needs improvement

Needs to be reminded to attend duty on time. Sometimes ensures that work responsibilities are covered when absent. Occasionally begins work on time.

Rating 3 Good

Regularly attends duty on time. Manages his/her time effectively. Ensures that work responsibilities are covered when absent.

Rating 4 Very Good

Attends duty on time and demonstrates good time management skills. Ensures that work is completed before proceeding on leave and work responsibilities are covered when absent without being reminded. Always begins work on time.

Rating 5 Outstanding

Always attends duty on time and is available whenever required. Demonstrates excellent time management skills.

4. CHANGE MANAGEMENT

Rating 1 Unsatisfactory

Unable to maintain effectiveness when experiencing major changes in the work environment. Fails to show willingness to adapt to job or organizational changes. Demonstrates no effort to adjust to work within new work structures, processes, requirements or cultures.

Rating 2 Needs improvement

Demonstrates some ability to maintain effectiveness when experiencing major changes in the work environment. Shows some willingness to adapt to job or organizational changes. Makes some effort to adjust to work within new work structures, processes, requirements or cultures.

Rating 3 Good

Able to maintain effectiveness when experiencing major changes in the work environment. Willing to adapt to job or organizational changes. Makes effort to adjust to work within new work structures, processes, requirements or cultures and to facilitate the change process.

Rating 4 Very Good

Above average ability to maintain effectiveness when experiencing major changes in the work environment. Adapts to job or organizational changes. Eager to adjust to work within new work structures, processes, requirements or cultures and to facilitate the change process.

Rating 5 Outstanding

Demonstrates exceptional ability to maintain effectiveness when experiencing major changes in the work environment. Adapts to job or organizational changes very quickly and constantly facilitates the change process. Constantly adjusts to work within new work structures, processes, requirements or cultures.

5. COACHING AND COUNSELLING

Rating 1 Unsatisfactory

Unwilling and unable to coach subordinates.

Rating 2 Needs improvement

Indifferent to development needs of subordinates.

Rating 3 Good

Able to demonstrate ability to help develop the full potential of subordinates. Able to encourage, nurture and give appropriate feedback. Able to demonstrate empathy in his/her dealings with his/her staff.

Rating 4 Very Good

Very good ability to help develop the full potential of subordinates. Often encourages, nurtures and gives appropriate feedback. Often demonstrates empathy in his/her dealings with his/her staff.

Rating 5 Outstanding

Demonstrate exceptional ability to help develop the full potential of subordinates. Always encourages, nurtures and gives appropriate feedback. Always demonstrates empathy in his/her dealings with his/her staff.

6. COMMUNICATION SKILLS

Rating 1 Unsatisfactory

Demonstrates a lack of ability to express facts in a clear, concise and logical way.

Rating 2 Needs improvement

Demonstrates some ability to express facts and ideas orally or in writing in a clear and logical manner. Often requires guidance and editing.

Rating 3 Good

Organises and expresses facts and ideas orally or in writing in a clear and logical manner. Needs normal guidance and editing.

Rating 4 Very Good

Above average ability to organize and express facts in a clear, concise and logical way and to give constructive feedback.

Rating 5 Outstanding

Demonstrates an exceptional ability to organize and express facts in a clear, concise and logical way and to give constructive feedback.

7. CUSTOMER FOCUS

Rating 1 Unsatisfactory

Makes no effort to ensure the provision of prompt and efficient service to internal and external customers. Demonstrates little attention to listen and respond to customer requests and problems. Shows no commitment to increase customer satisfaction.

Rating 2 Needs improvement

Demonstrates some willingness to ensure the provision of prompt and efficient service to internal and external customers. Able to show attention to listen and respond to customer needs and problems. Shows some commitment to increase customer satisfaction.

Rating 3 Good

Expresses willingness to ensure the provision of prompt and efficient service to internal and external customers. Listens and responds to customer needs and problems. Is committed to increase customer satisfaction.

Rating 4 Very Good

Regularly demonstrates willingness to ensure the provision of prompt and efficient service to internal and external customers. Listens and responds eagerly to customer needs and problems. Demonstrates high level of commitment to increase customer satisfaction.

Rating 5 Outstanding

Consistently exceeds normal expectations to ensure the provision of prompt and efficient service to internal and external customers. Demonstrates an exceptional ability to listen and respond to customer needs and problems. Maintains very high standards of commitment to increase customer satisfaction.

8. DECISIVENESS

Rating 1 Unsatisfactory

Fails to show ability to make decisions, judgements and commitments.
Fails to make decisions within the time limits required by the situations.
Makes no attempt to make good and sound decisions.

Rating 2 Needs improvement

Demonstrates little ability to make decisions, judgements and commitments. Occasionally makes decisions within the time limits required by the situations. Makes some attempt to make good and sound decisions.

Rating 3 Good

Demonstrates ability to make decisions, judgements and commitments. Often makes decisions within the time limits required by the situations. Most decisions are good and sound.

Rating 4 Very Good

Demonstrates very good ability to make decisions, judgements and commitments. Makes decisions within the time limits required by the situations. All decisions are good and sound.

Rating 5 Outstanding

Demonstrates exceptional ability to make decisions, judgements and commitments. Always makes decisions before the time limits required by the situations. All decisions are sound and good beyond expectations.

9. ETHICAL CONDUCT

Rating 1 Unsatisfactory

Fails to take care not to jeopardize the reputation of the Organisation.
Demonstrates lack of commitment in terms of honesty, loyalty and integrity. Unwilling or unable to act consistently with the core values of the organisation and to be equitable and ethical in the treatment of others.

Rating 2 Needs improvement

Sometimes takes care not to jeopardize the reputation of the Organisation. Demonstrates some commitment in terms of honesty, loyalty and integrity. Willing to act consistently with the core values of the organisation and to be equitable and ethical in the treatment of others but not too often.

Rating 3 Good

Often takes care not to jeopardize the reputation of the Organisation. Shows commitment in terms of honesty, loyalty and integrity. Acts consistently with the core values of the organisation and is equitable and ethical in the treatment of others in most cases.

Rating 4 Very Good

Always takes care not to jeopardize the reputation of the Organisation. Shows high level of commitment in terms of honesty, loyalty and integrity exceeding expectations sometimes. Always upholds to the core values of the organisation and is always equitable and ethical in the treatment of others.

Rating 5 Outstanding

Always takes utmost care not to jeopardize the reputation of the Organisation. Shows a very high level of commitment in terms of honesty, loyalty and integrity always exceeding expectations. Goes out of his /her way to be equitable and ethical in the treatment of others. Goes out of his/her way to uphold the core values of the organisation.

10. FOCUS ON RESULTS

Rating 1 Unsatisfactory

Unwilling or unable to achieve targeted results. Refuses to accept responsibility for own actions. Requires very high level of supervision.

Rating 2 Needs improvement

Seldom takes time to organize work so as to achieve goals. Demonstrates some ability to set goals that are aligned with unit objectives. Requires close supervision.

Rating 3 Good

Able to achieve targeted results. Demonstrates ability to set goals in alignment with unit objectives. Accomplishes agreed upon workload under normal level of supervision.

Rating 4 Very Good

Eagerly achieves targeted results. Shows very good ability to set goals in alignment with unit and organisational objectives. Demonstrates ability to consistently identify and solve problems. Little guidance/counseling required.

Rating 5 Outstanding

Demonstrates exceptional ability to achieve targeted results. Constantly sets goals in alignment with unit and organisational objectives. Accepts responsibility very competently for own actions. Normally no guidance/counseling required.

11. INITIATIVE AND CREATIVITY

Rating 1 Unsatisfactory

Demonstrates little or no initiative and creativity at work, seeking out repetitive or routine work. Consequently requires very high level of supervision and instruction. Lack of creativity is detrimental to the workgroup/component.

Rating 2 Needs improvement

Performance of routine work satisfactory. Occasionally shows initiative and creativity, but not at expected level.

Rating 3 Good

Works out own programmes/approaches to overcome problems and competently performs to expectations where general principles are not adequate to determine procedure or decisions to be taken. Requires normal level of supervision and counseling.

Rating 4 Very Good

Shows high level of initiative and creative work, even in absence of guiding principles and precedents. Only limited guidance or counseling required. Volunteers for additional responsibilities.

Rating 5 Outstanding

Constantly shows a high level of initiative and creativity. Always seeks out additional responsibilities. Normally no guidance or counseling necessary.

12. LEADERSHIP

Rating 1 Unsatisfactory

Makes no attempt to motivate or control subordinates. Lack of leadership is having detrimental effects on the workgroup.

Rating 2 Needs improvement

Motivation and control of subordinates is deficient and there is room for improvement and personal development.

Rating 3 Good

Demonstrates leadership qualities through motivation and guidance of subordinates. Workgroup produces good standard of work in terms of quality and quantity.

Rating 4 Very Good

Often inspires work group to develop and promote a shared vision of organisation's goals and objectives at all levels. Demonstrates leadership qualities of above normal acceptable level. Workgroup produces good to superior standard of work in terms of quality, quantity and timeliness.

Rating 5 Outstanding

Always inspires workgroup to develop and promote a shared vision of organisation's goals and objectives at all levels. Constantly maintains very high standards and manages to overcome problems of motivation and control with minimum guidance or counseling from above.

13. PLANNING

Rating 1 Unsatisfactory

Generally inadequate which results in wasteful expenditure in terms of energy, time, human resources, equipment and finances. Lacks ability to scope length and difficulty of work. No clear breakdown of the process steps. Development of work-plans weak.

Rating 2 Needs improvement

Some aspects of work result in fruitless expenditure. Very little contingency arrangements. Shows little ability to scope length and difficulty of work. No clear breakdown of the process steps. Development of work-plans weak.

Rating 3 Good

Demonstrates ability effectively and efficiently. Demonstrates the ability to scope length and difficulty of work. Clear breakdown of the process steps. Well thought out work-plans.

Rating 4 Very Good

Demonstrates ability to consistently be effective and efficient, and considers relevant information critically and thoroughly. Demonstrates the ability to scope length and difficulty of work well. Well thought out process steps. Well thought out work-plans.

Rating 5 Outstanding

Demonstrates an exceptional ability to scope length and difficulty of work. Clear sequencing of events/activities/process steps. Work-plans exceptionally well thought through and expressed. Achieves results on time and with required quality.

14. PROBLEM SOLVING SKILLS

Rating 1 Unsatisfactory

Makes no attempt to identify problems and relevant issues. Fails to break problem into components. Unwilling or unable to see relationships and alternative solutions. Demonstrates an inability to arrive at sound conclusion through a logical process. Abnormal amount of supervision and guidance is required.

Rating 2 Needs improvement

Attempts to identify problems and relevant issues. Makes some efforts to break problem into components. Try to see relationships and alternative solutions. Experiences some difficulty to arrive at sound conclusion through a logical process. Often requires close supervision and guidance.

Rating 3 Good

Able to identify problems and relevant issues. Able to break problem into components. Sees relationships and alternative solutions. Experiences little difficulty to arrive at sound conclusion through a logical process. Requires normal level of supervision and guidance.

Rating 4 Very Good

Very good ability to identify problems and relevant issues. Breaks problem into components. Demonstrates ability to see relationships and alternative solutions well. No difficulty to arrive at sound conclusion through a logical process. Only minimal supervision and guidance required.

Rating 5 Outstanding

Demonstrates exceptional ability to identify problems and relevant issues. Effective time management when breaking problem into components in a clear and logical manner. Demonstrates outstanding ability to see relationships and alternative solutions. Constantly arrives at sound conclusion through a logical process. Normally no supervision or guidance necessary.

15. RELIABILITY

Rating 1 Unsatisfactory

Fails to execute functions as instructed and within agreed upon time frames.

Rating 2 Needs improvement

Needs to be reminded of responsibilities continually. Usually make excuses.

Rating 3 Good

Shows commitment to work. Is seldom required to report progress about task.

Rating 4 Very Good

Takes on additional work eagerly and can be trusted to deliver.

Rating 5 Outstanding

Always exceeds normal expectations. Handles greater responsibility independently.

16. RESPONSIBILITY

Rating 1 Unsatisfactory

Declines all responsibility for own areas of work and that of subordinates, seriously impairing the work of workgroup/ component. Requires abnormal amount of supervision/instruction.

Rating 2 Needs improvement

Either needs assistance in the form of training/counseling, or cannot cope with the full range of responsibilities involved in the job, even though some training and/or counseling have been provided. Still room for improvement.

Rating 3 Good

Constantly accepts responsibility in a competent manner for own areas of work and those of subordinates. Can be relied upon to accept responsibility in respect of other employees in their absence when requested to do so. Normal level of supervision and counseling required.

Rating 4 Very Good

Occasionally exceeds normal expectations, accepts responsibility very competently for own areas of work, those of subordinates and of other employees in their absence. Only minimal guidance or counseling required.

Rating 5 Outstanding

Often exceeds all normal expectations and accepts responsibility very competently for own areas of work. Conduct may only be described as exceptional, the employee displaying outstanding qualities far exceeding the requirements of the job. Normally no guidance or counseling required.

17. STRATEGIC THINKING

Rating 1 Unsatisfactory

Unwilling or unable to set overall strategic direction and priorities. Experiences great difficulty to organize and achieve organizational objectives. Fails to provide the enabling requirements for the achievement of organizational objectives. Fails to ensure that strategic plan is transformed into specific targets.

Rating 2 Needs improvement

Shows some willingness to set overall strategic direction and priorities. Experiences some difficulty to organize and achieve organizational objectives. Provides to some extent the enabling requirements for the achievement of organizational objectives. Demonstrates some ability to ensure that strategic plan is transformed into specific targets.

Rating 3 Good

Shows willingness to set overall strategic direction and priorities. Experiences very little difficulty to organize and achieve organizational objectives. Provides the enabling requirements for the achievement of organizational objectives. Demonstrates ability to ensure that strategic plan is transformed into specific targets.

Rating 4 Very Good

Regularly sets overall strategic direction and priorities. Able to organize and achieve organizational objectives. Above average ability to provide the enabling requirements for the achievement of organizational objectives. Occasionally exceeds normal expectation to ensure that strategic plan is transformed into specific targets.

Rating 5 Outstanding

Always sets overall strategic direction and priorities. Demonstrates outstanding ability to transform mission vision of the organisation into organizational objectives. Demonstrates exceptional ability to provide the enabling environment for the achievement of organizational objectives. Often exceeds normal expectation to ensure that the mission vision of the organisation is transformed into strategic objectives and achievable goals.

18. TECHNICAL KNOWLEDGE AND SKILLS

Rating 1 Unsatisfactory

Fails to show willingness or lacks ability to apply technical/professional knowledge and skills. Abnormal amount of supervision is required. Performance of workgroup/component is being adversely affected.

Rating 2 Needs improvement

Requires close supervision and constant guidance in order to properly apply technical/professional knowledge and skills to task in hand.

- Rating 3 Good**
- Demonstrates ability to apply technical/professional knowledge and skills to immediate work situation. Normal level of supervision and guidance necessary.
- Rating 4 Very Good**
- Shows very good technical/professional knowledge and skills in immediate work area and wider work environment. Little guidance/counseling required.
- Rating 5 Outstanding**
- Consistently demonstrates exceptional technical/professional knowledge and skills in connection with immediate work areas and those of wider work environment. Normally no counseling or guidance necessary.

19. VERSATILITY

- Rating 1 Unsatisfactory**
- Unable and unwilling to manage multiple tasks. Unwilling to change.
- Rating 2 Needs improvement**
- Demonstrates little ability to manage multiple tasks. Indifferent to change.
- Rating 3 Good**
- Demonstrates ability to manage multiple tasks competently and shows an open and positive attitude to change and brings appropriate changes to processes and systems.
- Rating 4 Very Good**
- Demonstrates very good ability to manage multiple tasks competently and shows an open and positive attitude to change and often brings appropriate changes to processes and systems.
- Rating 5 Outstanding**
- Demonstrates exceptional ability to manage multiple tasks competently. Always shows an open and positive attitude to change and very enthusiastic to bring appropriate changes to processes and systems.

20. OTHERS

As regards other competencies, it may be worked out in collaboration with the PMS Coordinator at the Steering Committee and then finally submitted to the Central Monitoring Committee .

