

PERFORMANCE MANAGEMENT IMPLEMENTATION GUIDELINES

Details of Employee (Appraisee)	Details of Immediate Supervisor (Appraiser)
Employment Number:	Employment Number:
Full Name:	Full Name:
Position:	Position:
Grade:	Grade:
Date Appointed to Current Position:	Date Appointed to Current Position:
Ministry:	Ministry:
Department /Section:	Department /Section:
<u>List of Goals / Objectives / Key Activities (Deliverables) both parties agreed on:</u>	
1. 2. 3. 4. 5.	
<u>Employee Signature:</u>	<u>Supervisor Signature:</u>
<u>Instructions:</u> a) This form should be filled at the beginning of the financial year / when employee start the new position and closed at the end of the financial year. b) When the supervisor changes, the outgoing supervisor must sign off the appraisal and the employee negotiate the deliverables with the new supervisor. c) The immediate supervisor must make sure that the agreed goals / objectives / key activities are correctly aligned to the overall Ministerial Strategic goals, objectives and/ or strategic plan. d) It is the responsibility of the employee to delegate and align the agreed deliverable with the workplans of his/her immediate subordinates or departmental /sectional employee (if applicable). <u>NB: list additional instructions /guidelines</u>	

PERFORMANCE MANAGEMENT IMPLEMENTATION GUIDELINES

FIRST SEMESTER WORKPLAN AND RATINGS GRADES I AND ABOVE

Period from: _____ to _____

FIRST SEMESTER [April-September]								
Planning /Goal Setting <small>[BEGINNING OF THE FINANCIAL YEAR]</small>				First Semester Evaluation <small>[END OF SEPTEMBER]</small>				
Departmental Key Activities	Sub Activities	Key Performance Indicator (KPI)	Performance Standards / Targets	Actual Performance	Level of Achievement Rating			Comments on review (If any)
Key activities based on the job and agreed objectives	Sub activities for achieving key activities	State performance indicators which verify performance	An agreed minimum level of performance	Progress or actual work done.	How has the employee performed in the Key Tasks/objectives			
					Self	Sup	Joint	
AVERAGE WORK PLAN JOINT SCORE								

LEVEL OF ACHIEVEMENT RATINGS SCALE: 4= Exceeded 3= Fully Met 2 = Partly Met 1 = Did Not Meet

NB: AVERAGE WORKPLAN JOINT SCORE: (Total Joint Score / Total Number of Key Activities) NB: Round number to the nearest whole Number)

WORKPLAN AND EVALUATION APPROVALS					
Goal Setting <small>[Beginning of Financial Year / 1st Semester]</small>			Evaluation <small>[End of 1st Semester]</small>		
Appraisee Signature	Sign:	Date:	Appraisee signature	Sign:	Date:
Appraiser's Signature	Sign:	Date:	Appraiser's Signature	Sign:	Date:

PERFORMANCE MANAGEMENT IMPLEMENTATION GUIDELINES

SECOND SEMESTER [October-March]								
Planning /Goal Setting <i>[BEGINNING OF THE 2nd Semester]</i>				First Semester Evaluation <i>[END OF 2nd Semester]</i>				
Departmental Key Activities	Sub Activities	Key Performance Indicator (KPI)	Performance Standards / Targets	Actual Performance	Level of Achievement Rating			Comments on review (If any)
Key activities based on the job and agreed objectives	Sub activities for achieving key activities	State performance indicators which verify performance	An agreed minimum level of performance	Progress or actual work done.	How has the employee performed in the Key Tasks/objectives			
					Self	Sup	Joint	
AVERAGE WORK PLAN JOINT SCORE								

LEVEL OF ACHIEVEMENT RATINGS SCALE: 4= Exceeded 3= Fully Met 2 = Partly Met 1 = Did Not Meet

NB: AVERAGE WORKPLAN JOINT SCORE: (Total Joint Score / Total Number of Key Activities) NB: Round number to the nearest whole Number)

WORKPLAN AND EVALUATION APPROVALS					
Goal Setting <i>[Beginning of the Financial Year / 2nd Semester]</i>			Evaluation <i>[End of Financial Year / 2nd Semester]</i>		
Appraisee Signature	Sign:	Date:	Appraisee signature	Sign:	Date:
Appraiser's Signature	Sign:	Date:	Appraiser's Signature	Sign:	Date:

PERFORMANCE MANAGEMENT IMPLEMENTATION GUIDELINES

COMPETENCES					
CORE COMPETENCES	DESCRIPTION	REQUIREMENTS	Self-Rating	Manager Rating	Joint Rating
1. Strategic Management and Leadership	<i>Sets the direction for Department/Section/Unit and inspire staff to achieve Ministry Strategic Plan, Goals and Strategic Objectives in line with National Strategic Development Plan (NSDP) Strategic Plan and other national development programs and Cabinet directives.</i>	<ul style="list-style-type: none"> ➤ <i>Guides Department/Section/Unit staff to contribute to Ministry Strategic Planning Process.</i> ➤ <i>Actively participates in Ministry Strategic Planning Process beyond own Department/Section/Unit boundaries.</i> ➤ <i>Assists in defining performance measures to evaluate the success of strategies;</i> ➤ <i>Achieves Departmental/Section/Unit strategic objectives against specified performance measures;</i> ➤ <i>Demonstrates commitment to meeting the set targets, observing deadlines to special assignments and Cabinet directives</i> ➤ <i>Translates strategies into action plans;</i> ➤ <i>Communicates strategic plan to the Department/Section/Unit staff and other stakeholders;</i> ➤ <i>Utilizes strategic planning methods and tools;</i> 			
2. Employee Leadership and Empowerment	<i>Leads and encourages staff, optimises their outputs and effectively manages relationships in order to achieve Departmental/Section/Unit goals</i>	<ul style="list-style-type: none"> ➤ <i>Seeks opportunities to increase personal contribution and level of responsibility;</i> ➤ <i>Delegates, empowers and motivate team(s) to increase contribution, level of responsibility and accountability;</i> ➤ <i>Uniformly applies rules and regulations governing the public service;</i> ➤ <i>Facilitates team goal setting and problem solving;</i> 			

PERFORMANCE MANAGEMENT IMPLEMENTATION GUIDELINES

<p>3. Financial Management</p>	<p><i>Manages budgets, revenue, and Departmental/Sectional/Unit expenditure flow and administers/assist to administer tender procurement processes in accordance with Financial and other Regulations and procedures to ensure the achievement of strategic objectives.</i></p>	<ul style="list-style-type: none"> ➤ <i>Allocates resources to established goals and objectives;</i> ➤ <i>Ensures effective utilisation of financial resources;</i> ➤ <i>Ensures adherence to control environment standards and regulations.</i> ➤ <i>Prepares financial reports;</i> 			
<p>4. Performance Management</p>	<p><i>Takes ownership of Departmental/Section/Unit strategic objectives, sets a sense of direction by explaining performance requirements to staff members. Keeps teams focussed on key objectives through regular reviews on individuals and team performance and progress.</i></p>	<ul style="list-style-type: none"> ➤ <i>Leads team to set their own performance objectives.</i> ➤ <i>Undertakes assessment and appraisal activities in accordance with PMS manual/guidelines</i> ➤ <i>Proactively works with individuals and teams to assess development in line with workplans, organisational objectives and personal requirements;</i> ➤ <i>Gives constructive feedback and proactively deals with issues concerning performance;</i> ➤ <i>Recognises individuals and team(s) and provides developmental feedback in accordance with performance management principles;</i> 			
<p>5. Communication</p>	<p><i>Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.</i></p>	<ul style="list-style-type: none"> ➤ <i>Delivers messages in a manner that gains support, commitment and agreement;</i> ➤ <i>Communicates controversial sensitive messages to stakeholders tactfully;</i> ➤ <i>Listens well and is receptive to all alternative viewpoints;</i> ➤ <i>Writes well structured documents;</i> ➤ <i>Shares relevant information openly but respects the principle of confidentiality;</i> 			

PERFORMANCE MANAGEMENT IMPLEMENTATION GUIDELINES

<p>6. Service delivery orientation</p>	<p><i>Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service into practice.</i></p>	<ul style="list-style-type: none"> ➤ <i>Develops clear and implementable service delivery improvement initiatives;</i> ➤ <i>Consults other Ministries/Departments and other stakeholders on ways to improve service delivery;</i> ➤ <i>Adds value to the Ministry by providing exemplary customer service;</i> 			
<p>7. Honesty, Integrity and Trust</p>	<p><i>Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service</i></p>	<ul style="list-style-type: none"> ➤ <i>Conducts self in accordance with code of conduct;</i> ➤ <i>Honours the confidentiality of matters and does not use it for personal gain or the gain of others;</i> ➤ <i>Establishes trust and shows confidence in others;</i> ➤ <i>Treats all employees with equal respect;</i> ➤ <i>Uses work time for GOL matters and not for personal matters;</i> 			
<p>8. Problem Solving and Analysis</p>	<p><i>Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner</i></p>	<ul style="list-style-type: none"> ➤ <i>Determines root causes of problems, evaluates whether solutions address root causes and provides rationale for proposed solutions;</i> ➤ <i>Adopts systematic approach when analysing information for decision making (consults colleagues, relevant stakeholders)</i> ➤ <i>Demonstrates the ability to break down complex problems into manageable parts and identify solutions.</i> ➤ <i>Demonstrates ability to handle and resolve disputes and conflicts;</i> ➤ <i>Identifies the relative values of hard data, and other factors;</i> 			

PERFORMANCE MANAGEMENT IMPLEMENTATION GUIDELINES

<p>9. Programme and Project Management</p>	<p><i>Plans, Manages, Monitors and evaluates Programmes and Projects</i></p>	<ul style="list-style-type: none"> ➤ <i>Establishes broad stakeholder involvement and communicates the project status, and key outcomes;</i> ➤ <i>Defines roles and responsibilities for project team members and clearly communicates expectations;</i> ➤ <i>Controls project resources to ensure quality of work with deadlines and budget;</i> ➤ <i>Conducts regular project review meetings to ensure appropriate corrective measures where necessary;</i> 			
<p>10. Risk and Conduct</p>	<p><i>Identifies risks that can potentially impact on the Ministry's delivery of strategic plan and mandate and devises mitigating measures to minimise the risks.</i></p>	<ul style="list-style-type: none"> ➤ <i>Uses systematic approaches to identification of risks and develop risk register to track progress on risk management.</i> ➤ <i>Builds a culture of risk management within Ministry management and builds capacity.</i> 			
<p>11. Knowledge Management</p>	<p><i>Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the Department/Section/Unit.</i></p>	<ul style="list-style-type: none"> ➤ <i>Uses appropriate information systems to manage organisational knowledge;</i> ➤ <i>Identifies key sources of information (libraries, Research/Consultancy Reports, proper files) relevant to the management function;</i> ➤ <i>Openly shares relevant information with staff, colleagues and own principals;</i> ➤ <i>Evaluates information from multiple sources and uses information to influence decisions;</i> ➤ <i>Creates and maintains mechanisms and structures for sharing knowledge in the Ministry;</i> 			

PERFORMANCE MANAGEMENT IMPLEMENTATION GUIDELINES

12. Change Management	<i>Initiates, supports and champions transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments</i>	<ul style="list-style-type: none"> ➤ <i>Challenges established ways of working and suggest new and more effective alternatives;</i> ➤ <i>Coaches colleagues on how to manage change;</i> ➤ <i>Supports all team members through the process of change, responding quickly to individual concerns;</i> ➤ <i>Ensures all team members have the opportunity to learn new skills to help them work in a changed environment;</i> ➤ <i>Uses legislative and regulatory processes of the Public Service to drive and implement change efforts;</i> 			
AVERAGE COMPETENCY JOINT SCORE					

LEVEL OF COMPETENCY RATING: 4 = Excellent 3 = Above average 2 = Average 1 = Below average

Supervisor's (Mookameli) Signature Date.....

Employee's (Mohlanka) Signature Date.....

OVERALL PERFORMANCE ASSESSMENT SCORE	
OVERALL PERFORMANCE ASSESSMENT SCORE= <u>WORKPLAN SCORE + AVERAGE COMPETENCY SCORE</u>	
4. Exceed Expectations	Consistently exceeding targets than targets and competency above
3. Fully Met Expectations	Consistently meeting targets and competency at average level
2. Partially Met Expectations	Most targets partially met and competency at average
1. Did Not Meet Expectations	Performance less than required and competency below average

PERFORMANCE MANAGEMENT IMPLEMENTATION GUIDELINES

GOAL ADJUSTMENTS FORM

To be completed during the review year (**Mid-year review**) as per the Performance Management Calendar. For Goals / Objectives / key activities / activities / KPI requiring adjustment due to unforeseen circumstances. If additional space required add an extra page.

Proposed Adjustment(s)	Progress to-date	Rationale for Adjustment
<u>Pillar /Goal / Objective:</u> 1. 2. 3.		
<u>Key Activity:</u> 1. 2. 3.		
<u>Activity:</u> 1. 2. 3.	Supervisor’s Comment proposed adjustment(s)	Employee’s Comment on proposed adjustment (s)
<u>Key Performance Indicator (KPI):</u> 1. 2. 3.	<hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/>
Employee’s Signature: _____		Date: _____
Supervisor’s Signature: _____		Date: _____
Head of Department/Section Concurrence: _____		Date: _____

PERFORMANCE MANAGEMENT IMPLEMENTATION GUIDELINES

TRAINING AND DEVELOPMENT NEEDS

Period: From To

<i>Development Planning (this portion of the Appraisal Form will be copied and forwarded (by HR) to the Training Section and used as the basis for the following year's training needs analysis).</i>	
Name:	Personal No:
Designation:	Grade:
Ministry:	Department/Section:
DEVELOPMENT NEEDS	DEVELOPMENT SUGGESTIONS
(a) <u>Technical Skills (Specify):</u> 1. 2.	
(b) <u>Leadership Skills (Specify):</u> (Coaching on the job, course, study tour) 1. 2.	
c) <u>Other (Specify)</u>	

Employee's Signature.....

Supervisor's Signature

Date.....

Date.....

PERFORMANCE MANAGEMENT IMPLEMENTATION GUIDELINES

PERFORMANCE REVIEW

To be completed bi-annually at **Mid-Year review and Final Year** review or when an employee leaves a position.

First Semester (End of September)	Second Semester (End of March)
Details of additional contributions made to Ministry and elsewhere: (To be filled-in by the Appraiser) <hr/> <hr/> <hr/> <hr/>	Details of additional contributions made to Ministry and elsewhere: (To be filled-in by the Appraiser) <hr/> <hr/> <hr/> <hr/>

Overall Remarks/Comments

Employee: <hr/> <hr/> <hr/> <hr/>	Employee: <hr/> <hr/> <hr/> <hr/>
Signature:.....Date:.....	Signature:.....Date:.....
Supervisor: <hr/> <hr/> <hr/> <hr/>	Supervisor: <hr/> <hr/> <hr/> <hr/>
Signature:.....Date:.....	Signature:.....Date:.....
Head of Department /Sections	Head of Department /Sections

PERFORMANCE MANAGEMENT IMPLEMENTATION GUIDELINES

<hr/> <hr/> <hr/> <p>Signature:.....Date:.....</p>	<hr/> <hr/> <hr/> <p>Signature:.....Date:.....</p>
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