

THE GHANA CIVIL SERVICE



PRESENTATION ON **PERFORMANCE MANAGEMENT** **SYSTEM IN THE CIVIL SERVICE**

OUTLINE OF PRESENTATION

- ❖ Introduction
- ❖ What and Why Perf. Management
- ❖ Objectives
- ❖ Perf. Management Tools in the Service
- ❖ Stages of the Staff Appraisal System
- ❖ Lessons

INTRODUCTION

“If you fail to plan, you are planning to fail!” by Benjamin Franklin

- What is Performance Management?
- Why is Performance Management Important?

INTRODUCTION (Cont'd)

- The success of every organisation depends on its staff at all levels to work hard to achieve organisational goals and targets.
- It is therefore important to have a planned approach to managing people effectively for desired levels of performance.

WHAT IS PERFORMANCE MANAGEMENT

- A system for managing people and organizational resources
- A platform to create shared understanding of what is to be achieved and how it should be achieved
- A tool for meeting organizational goals

WHAT IS PERFORMANCE MANAGEMENT

System/Process to continuously:

- Ensure organisation and employee are focused on the same priorities
- Facilitate improvements in production and reduction of waste in an organisation.
- Improve the employee-manager relationship - work together to plan, monitor and review objectives and overall contribution to the organization
- Help close gaps in an employee's skill-set and make them more valuable through feedback and coaching

WHY PERFORMANCE MGT

- The Civil Service is judged by the extent to which it meets expectations of stakeholders
 - the government of the day;
 - the public;
 - public sector institutions;
 - business enterprises; and
 - development partners.
- This requires that the ways for measuring/ managing performance should be given critical attention/examination

OBJECTIVES OF THE PERFORMANCE MANAGEMENT SYSTEM

- Strengthen the performance management culture in the Civil Service
- Increase transparency and accountability in the delivery of public services;
- Provide transparent, reliable, dispassionate means of assessing the level and quality of work done by Staff/ Officers in the Service within a given reporting period
- Confirm competencies and identify capacity gaps for redress
- Provide an opportunity to learn lessons for the way forward and effect continuous change and improvement

PERFORMANCE MEASUREMENT TOOLS

- Assessment Period – 1st January to 31st December
- There are two types of performance assessment tools used in the Service.
 - ✓ Performance Agreements – (CDs and Directors/HoDs)
 - ✓ Staff Performance Appraisals – (Deputy Director, Analogous Grades and below)

THE STAFF PERFORMANCE APPRAISAL PROCESS

Stages of the Staff Appraisal Process

❖ **Planning**

- To be carried out in **January** of each year
- Requires supervisor and staff to outline key result areas, specific targets, expected competencies and resources required to carry out work for the year
- Copy of page on planning section to be deposited with personnel

Performance Planning Template

To be agreed between the appraiser and the employee at the start of the annual appraisal cycle or when a new employee is engaged

KEY RESULT AREAS (Not more than 5 - To be drawn from employees Job Description)	TARGETS (Results to be achieved, should be specific, measurable, realistic and time-framed)	RESOURCES REQUIRED
Preparation of 2015 Annual Performance Report	<ol style="list-style-type: none"> 1. Prepare and submit initial comments/observations on APRs of assigned Ministries within 2 days upon receipt 2. Analyse Annual Performance Reports of assigned ministries and prepare summaries by 29th January, 2016. 	<ul style="list-style-type: none"> • Computer • Stationery • Internet access
Sector Medium Term Development Plan	<ol style="list-style-type: none"> 1. Collect, analyse and submit quarterly data on the status of SMTDP indicators from assigned directorates by 7th April, 6th July, 7th Oct and 29th December 2016 2. Prepare draft 4th quarter report on the implementation of OHCS SMTDP by 31st December, 2016 	

2nd Stage of the Appraisal Process

❖ **Mid-year review**

- To be carried out in the month of **July** each year
- Supervisor & staff sit to discuss half-year performance
- May result in revision of targets
- Copy of page on mid-year review to be deposited with personnel

Template for Mid-Year Review

Progress has been discussed and agreements reached as detailed below

NO.	TARGET	PROGRESS REVIEW	REMARKS
1	Prepare and submit initial comments/observations on APRs of assigned Ministries within 2 days upon receipt	Target fully met	
2	Analyse Annual Performance Reports of assigned ministries and prepare summaries by 29 th January, 2016	Target fully met	
3	Collect, analyse and submit quarterly data on the status of SMTDP indicators from assigned directorates by 7 th April, 6 th July, 7 th Oct and 29 th December 2016	Target fully met for first quarter	
4	Prepare draft 4 th quarter report on the implementation of OHCS SMTDP by 31 st December, 2016	Target not due	

Template for Mid-Year Review

NO.	COMPETENCY	PROGRESS REVIEW	REMARKS
1	Research skills	satisfactory	
2	Communication skills (oral, written & electronic)	good	
3	Report writing skills	good	
4	Analytical skills	satisfactory	

3rd Stage of the Appraisal Process



End-of-year Assessment

- To be carried out in the month of **December** each year
- Supervisor & staff sit to discuss full-year performance
- Objective scores are awarded
- Comments on performance by supervisor and staff are written
- Decisions on overall performance communicated to HR

3rd Stage of the Appraisal Process

- What is evaluated?
 - Targets
 - Core Competencies
 - Non-Core Competencies
- Ratings are assigned
- Total scores computed

SOME LESSONS TO KEEP

- Ensure early completion of planning stage of process
- Set SMART objectives/targets and ensure they fall within the reporting year
- Ensure to document key indicators/deliverables to facilitate verification of work and tracking of events
- Prompt your supervisors to hold mid-year review sessions and feed outcomes into review of targets and timelines



THANK YOU FOR LISTENING

Questions/Discussions