



THE PERFORMANCE MANAGEMENT SYSTEM: *STAFF PERFORMANCE APPRAISAL*

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- The performance management system
- Implementation
 - ✓ The Performance Appraisal Instrument
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INTRODUCTION

If you fail to plan, you are planning to fail!”

◦ *by Benjamin Franklin*



OBJECTIVES OF THE PERFORMANCE MANAGEMENT (PM) SYSTEM

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



LEGAL BASIS FOR PM SYSTEM

1. Civil Service Act 1993 (PNDCL 327)

Section 7: Function of HCS

- ☐ Ensure General Efficiency

Section 88: Recognition & Award system

- ☐ Instituting Awards for Meritorious Performance - (Sub-section 1&2)

2. Public Sector PM policy - Accountability



PM PERIOD

Begins when
a job is
defined as
needed.

Ends when set
targets for the
year had been
executed.

Assessment Period – 1st January to 31st December



PERFORMANCE MEASUREMENT TOOLS

- The two types of performance assessment tools used in the Civil Service.
 - ✓ **Performance Agreements** – (CDs and Directors/HoDs)
 - ✓ **Staff Performance Appraisals** – (Deputy Director, Analogous Grades and below)



PERFORMANCE MANAGEMENT MODULE

National Strategy

- National Budget
- State of the Nation's Address
- Sustainable Development Goals (SDGs)
- Sector Medium Term Development Plan
- Public Sector Reforms Strategy
- The Coordinated Programme of Economic & Social Development
- Government Results Framework for High Priorities (2018-2021)

Institutional Goals / Objectives

Chief Directors Performance Agreement

HoDs/Directors Performance Agreement

Staff Performance Appraisal



THE STAFF PERFORMANCE APPRAISAL PROCESS

Stages of the Staff Appraisal Process

Performance Planning

- Carried out in **January** each year

Mid-Year Review

- Carried out in **July** each year

End of Year Assessment

- Carried out in **December** each year

Management Decision

- Rewards
- Sanction



SECTIONS OF THE STAFF PERFORMANCE APPRAISAL

SECTION 1 - A: APPRAISEE'S PERSONAL INFORMATION

SECTION 1 - B: APPRAISER'S INFORMATION

SECTION 2: PERFORMANCE PLANNING

SECTION 3: MID-YEAR REVIEW

SECTION 4: END OF YEAR APPRAISEE'S SELF ASSESSMENT

SECTION 5: END OF YEAR ASSESSMENT

SECTION 6: OVERALL ASSESSMENT

SECTION 7: APPRAISER'S COMMENTS ON PERFORMANCE

SECTION 8: CARRIER DEVELOPMENT

SECTION 9: APPRAISEE'S COMMENTS

SECTION 10: CHIEF DIRECTORS/DIRECTORS AND HEAD OF DEPARTMENT'S (HOD) COMMENTS



SECTION 1 - A: Appraisee Personal Information

Title: Mr. Mrs. Ms. Other (Pls. specify): -----
Surname: ----- First Name: -----
Other Name (s): -----
Sex: Male Female
Job Title: ----- (for Officers in acting positions/heading Divisions)
Present Grade: -----
Salary Level: -----
Ministry/Department: -----
Directorate/Division/Unit: -----
Date of Appointment to Present Grade (dd/mm/yyyy): -----



SECTION 1 - B: Appraiser Information



SECTION 2: Performance Planning

To be agreed between the Appraiser and the Appraisee at the start of the annual appraisal cycle or when a new Appraisee is engaged.

FOCUS AREAS	TARGET	RESOURCES REQUIRED
(Not more than 5 - To be drawn from Appraisees Job Schedule)	Minimum of 5 Targets for Sub-professional Officers and 6 Targets for Professional Officers (Results to be achieved, should be specific, measurable, realistic and time-framed)	



Performance Planning cont.

COMPETENCIES

NO	COMPETENCIES	DESCRIPTION	SCORE
1.	Professionalism	<ul style="list-style-type: none"> ▪ Demonstrates professional competence and mastery of subject matter. ▪ Shows persistence when faced with difficult problems or challenges and remains calm in stressful situations.. ▪ Assumes responsibility and accountability for successfully completing assignments or tasks; 	<ul style="list-style-type: none"> ▪ 2 ▪ 2 ▪ 2
2.	Integrity	<ul style="list-style-type: none"> ▪ Demonstrates the values of the Civil Service in daily activities and behaviours. ▪ Acts without consideration of personal gain. ▪ Resists undue pressure in decision-making. 	<ul style="list-style-type: none"> ▪ 2 ▪ 2 ▪ 2



Performance Planning cont.

TRAINING REQUIRED			
Training Gap identified	Programme/Recommended Training	Recommended Institution	Date/Duration



Performance Planning cont.

Staff Learning Plan – The Officer should indicate learning programmes to be pursued during the reporting year in consultation with the Supervisor. These should include Academic, Scheme of Service related courses, participation in workshops, conferences, on the job training, knowledge sharing fora, personal readings, book reviews, webinars, coaching, mentoring etc.

TRAINING REQUIRED			
Training Gap identified	Programme/Recommended Training	Recommended Institution	Date/Duration



SECTION 3 – Mid Year Review

This is to be completed in July by the Appraiser and Appraisee. Progress has been discussed and agreements have been reached as detailed below. Progress review means the status of implementation or delivery.

NO.	TARGET	STATUS OF WORK Brief description of status of work should be provided. Phrases such as Ongoing/Target met” are NOT acceptable	REMARKS/WAY FORWARD
1.			
2.			

NO.	COMPETENCY	PROGRESS REVIEW	REMARKS
1.			

STATUS OF PLANNED TRAINING				
Programme	Institution	Date/Duration	Competency skills demonstrated after training	



SECTION 4: End Of Year Assessment

This section provides a summary of an Appraisee's score during the End of Year Assessment and how it is to be computed. 60% of the Total Score is to be awarded based on the performance of the Appraisee on all targets. The remaining 40% is allocated based on Competencies demonstrated and Training undertaken.

PERFORMANCE ASSESSMENT (TARGETS)

The scoring of this section is 60% of the total

(Q) PERFORMANCE ASSESSMENT (60%)				
NO	TARGETS	PERFORMANCE ASSESSMENT	SCORE AWARDED	SUMMARY OF KEY ISSUES IDENTIFIED & NEXT STEPS
1.				
2.				

NO.	COMPETENCY (40%)	SCORES AWARDED
1.		



CHALLENGES

- Identification/couching of Focus Areas
- Setting of SMART Targets
- Implementing the 4th phase of the Instrument (Decision)
 - ✓ Rewards
 - ✓ Sanctions



THANK YOU

