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**2016**

**PERFORMANCE AGREEMENT**

**FOR**

**HEADS OF DEPARTMENT AND DIRECTORS/ANALOGOUS GRADES**

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# 1.0 PREAMBLE

This PERFORMANCE AGREEMENT is made on ……………………….. 20…. between the Ministry represented by the CHIEF DIRECTOR, on the one part, and the **\***DIRECTOR**\***/HEAD OF DEPARTMENT on the other part.

The term **\***Director**\*** refers to Officers on the Director, Administration grade and Analogous grades.

# 2.0 CONDITIONS OF AGREEMENT

The condition of the Agreement is that, the performance of the Director/Head of Department shall be assessed on the level of achievement of specified key outputs/deliverables set out under schedules 1 to 3 and the obligations of Government in respect of operations specified over the agreed performance appraisal period of 1st January **20…** to 31st December **20….** This Agreement is entered into by both parties in good faith.

# 3.0 STRATEGIC PATH OF THE DIRECTORATE/DEPARTMENT

3.1 Mission:

3.2 Objectives:

3.3 Functions:

3.4 Main Priorities of the Director/Head of Department for the period of the Agreement:

The Director/Head of Department shall be expected to deliver the outputs and deliverables listed in Schedules 1 - 3 of this Agreement. The main priorities agreed with the Chief Director for the period of the Agreement (Jan. 2016 - Dec. 2016) are as follows: (DIRECTOR/HEAD OF DEPARTMENT to insert at least **FIVE** priorities).

# 4.0 UNDERTAKINGS OF THE DIRECTOR/HEAD OF DEPARTMENT

The Director/Head of Department accepts responsibility for the overall performance of the Directorate/Department as a whole and undertakes to:

1. adopt and apply appropriate management techniques in conducting the affairs of the Directorate/Department and exercising oversight responsibility for its subordinate Units/Divisions;
2. ensure that core values such as client sensitivity, cost-effectiveness, quality service delivery, gender sensitivity, discipline and performance orientation, are upheld by in the staff of the Directorate/Department;
3. ensure that the tangible assets within the Directorate/Department are maintained in the most efficient manner and safeguarded against loss or abuse; and
4. notify the Chief Director promptly of any conditions, which may interfere with or threaten the achievement of the performance targets listed herein.

# 5.0 UNDERTAKINGS OF THE GOVERNMENT TO THE DIRECTOR/HEAD OF DEPARTMENT

It is incumbent on the Government, through the Chief Director/Minister/Head of the Civil Service to provide leadership and support to the Director/Head of Department to ensure that the Officer achieves the level of performance indicated in this Agreement.

5.1 **Major Assumptions**

The agreed deliverables will only be revised based on the under-listed conditions:

* Issues raised in mid-year review report
* Change in government priorities
* Change in administrative leadership

***(In the event of a change in the posting of the Director*/Head of Department, *the outgoing Officer shall be held accountable for the period of stewardship at the previous station, and therefore be expected to generate a detailed performance report covering the period before assuming duty at the new station.)***

# 6.0 MONITORING AND EVALUATION OF THE AGREEMENT

The Chief Director shall be responsible for monitoring of the implementation of this Agreement.

The Director/Head of Department would be expected to submit quarterly reports on work progress. At the end of the Agreement period, the Chief Director will arrange for an Evaluation Team to meet the Director/Head of Departmentto review progress. The Team will be expected to submit a report to the Chief Director/Sector Minister/Head of the Civil Service on the performance of the Director/Head of Department.

# 7.0 PERFORMANCE INCENTIVES AND SANCTIONS

The Director/Head of Department is expected to achieve at least 60% of the deliverables in the Agreement to attain the minimum pass mark. Merit awards will be considered for the Director/Head of Department if over 80% of the deliverables are achieved. Appropriate sanctions may be applied on the Director/Head of Department who obtains a score of below 60%. The sanctions will be in accordance with Section (78) sub section (1) of the Civil Service Act, 1993 (PNDCL 327).

# 8.0 ARBITRATION AND SETTLEMENT OF DISPUTES

In the event of a disagreement between the parties to this Agreement, the Head of the Civil Service shall appoint an arbitrator who should be acceptable to both parties and shall make a ruling within one month of the application and the ruling shall be binding on both parties.

# SCHEDULE 1:

**DIRECTORATE/DEPARTMENT-SPECIFIC OUTPUTS AND DELIVERABLES**

**TO BE ACHIEVED IN 2016**

A **minimum of FIVE** Directorate/Department-specific outputs and deliverables are to be detailed by the Director/Head of Department using the format below.

**MATRIX FOR DIRECTORATE/DEPARTMENT SPECIFIC OUTPUTS**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **PRIORITY AREA** | **KEY STRATEGIC OBJECTIVE** | **TARGETS FOR THE 2016 YEAR** | **TARGET START DATE** | **TARGET END DATE** | MEANS OF VERIFICATION |
|  |  |  |  |  |  |
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***NOTE:*** *The priorities are to be derived from the Sector Ministry’s Strategic/Medium-Term Plan and also linked to the deliverables in the Chief Director’s 2016 Performance Agreement.*

# SCHEDULE 2

**KEY OUTPUTS AND DELIVERABLES COMMON**

**TO ALL DIRECTORS/HEADS OF DEPARTMENT**

The Director/Head of Department shall deliver the following generic outputs deemed to be mandatory for the smooth operation of the Directorate/Department:

**Key Results Area 1: Performance Reporting:**

1. Action Plan of the Directorate/Department - 15th January 2016
2. First Quarter Reports of the Directorate/Department - 15th April 2016
3. Mid-Year Performance Report of the Directorate/Department - 15th July 2016
4. Third Quarter Reports of the Directorate/Department - 14th October, 2016
5. Annual Report of the Directorate/Department for 2016 - 29th December 2016

**Key Results Area 2: Human Resource Management:**

1. Establishment levels and list of staff in the Directorate/Department

 and assigned job schedules - 29th January, 2016.

1. Planning Phase of the New Staff Appraisal

Instrument completed - 15th February, 2016.

1. 2016 Training Programme for the Directorate/Department - 29th February 2016.
2. Mid-year Assessment of Staff using the New Staff

Appraisal Instrument - 15th July, 2016.

1. End of year assessment of staff using the New Staff

Appraisal Instrument - 29th December, 2016

1. Back-to-office training reports from staff

# SCHEDULE 3

**INDIVIDUAL LEARNING PLAN FOR THE DIRECTOR/HEAD OF DEPARTMENT**

The Director/Head of Department should indicate a learning programme to pursue during the 2016 year. (A minimum of three programmes should be listed. These could include Scheme of Service related courses; participation in workshops/conferences; or facilitation at training programmes; etc.)

|  |  |  |  |
| --- | --- | --- | --- |
| **No.** | **TITLE OF PROGRAMME** | **INSTITUTION** | **PERIOD** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

I hereby agree to all the terms and conditions stated in this Performance document.

**…………………………………………….……. SIGNATURE: ..………………..……………………**

**DIRECTOR/HEAD OF DEPARTMENT**

**DATE:………………………………………**

**…………………………………………….. SIGNATURE:……………………………………..**

 **CHIEF DIRECTOR**

**DATE :………………………………………**

**ENDORSED BY:**

**…………………………………………….**

**SECTOR MINISTER SIGNATURE: ………………………………**

**DATE: ……………………………………………**

# ANNEX 1

**DISTRIBUTION & TIMELINES OF THE PERFORMANCE AGREEMENT FOR THE DIRECTOR/HEAD OF DEPARTMENT**

1. **Completion and Signing of the 2016 Performance Agreement**

3rd March, 2016 - Circular and Template on 2016 Performance Agreement

for Directors/Heads of Department issued to Chief Directors

4th -18th March, 2016 - Signing of 2016 Performance Agreements

22nd March, 2016 - Copies of Performance Agreements submitted to

relevant persons

1. **Performance Reporting and Assessment**

6th December 2016 - OHCS issues circular to Chief Directors to evaluate

Directors/Heads of Department

26th-30th Dec. 2016 - Chief Directors evaluate Heads of

Departments/Directors and Analogous Grade

16th January 2017 - Feedback provided to Officers assessed

18th January, 2017 - Composite Report on evaluation prepared and

submitted to OHCS

31st January 2017 - Chief Directors administerRewards and sanctions

1. **Distribution**

Four copies of the Performance Agreement will be signed and distributed as follows:

1. One (1) copy for the Sector Minister
2. One (1) copy for the Chief Director
3. One (1) copy for the Director
4. One (1) Copy on file

# ANNEX 2

**ASSESSMENT OF DIRECTORS/HEADS OF DEPARTMENT**

***(Kindly note that the Annex 2 has been provided for information purposes only. It will be used by the Evaluation Team during the end of year assessment and is not for the Director/Head of Department to complete.)***

1. **SCHEDULE 1- SCORE GUIDE – INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES**

|  |
| --- |
| **SCHEDULE 1 - 60 MARKS** |
| **TOP PRIORITY AREAS** | **TARGETS** | **ACTUAL RESULTS** | **MARKS** |
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|  |  |  |  |
|  |  |  |  |
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| **TOTAL MARKS 60** |

1. **SCHEDULE 2- SCORE GUIDE – GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES**

|  |
| --- |
| **SCHEDULE 2- KEY RESULT AREAS - 30 MARKS** |
| **KEY RESULT AREA** | **OUTPUT DELIVERABLES** | **DUE DATE** | **MARKS** |
| **KRA 1 -** Performance Reporting |  |  |  |
| **KRA 2 -** HR Management |  |  |  |
| **TOTAL MARKS 30** |

1. **SCHEDULE 3- SCORE GUIDE – PERSONAL CAPACITY DEVELOPMENT PLAN**

|  |
| --- |
| **SCHEDULE 3 - PERSONAL CAPACITY DEVELOPMENT PLAN - 10 MARKS** |
| **COMPETENCIES/SKILLS GAPS** | **ACTIONS** | **DATES** | **MARKS** |
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|  |  |  |  |
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| **TOTAL MARKS 10** |

1. **OVERALL ASSESSMENT**

The overall assessment of performance shall be derived by adding the marks for each schedule.

|  |  |  |  |
| --- | --- | --- | --- |
| **TOTAL MARKS** | **SCHEDULE 1 (60)** | **SCHEDULE 2 (30)** | **SCHEDULE 3 (10)** |
| **SCORE…………** | **SCORE…………** | **SCORE…………** |
| **OVERALL MARKS** | **100** |

1. **CRITERIA FOR RATING OVERALL PERFORMANCE**

The following criteria will be used to rate the overall performance of the Officer:

**Excellent (4): 80-100%**

Officer has fully met the agreed targets and time lines and has produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved.

**Very good (3): 70-79%**

Officer has achieved most of the agreed targets and indicators and has produced results of good quality within agreed time lines.

**Good (2): 60-69%**

Officer has achieved the minimum number of agreed targets and provided adequate supporting rationale/reasons for not achieving all of the specified targets.

**Unsatisfactory (1): Below 60%**

Officer’s performance does not meet the standard expected for the job i.e. Officer has not achieved most of the agreed targets.

***Note:***

***The overall assessment of performance shall be derived by adding the marks for the three schedules.***

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| ANNEX 3 **OVERALL ASSESSMENT & COMMENTS FOR THE PERFORMANCE PERIOD** |
| 1. The Evaluation Panel’s concluding comments on the level of performance, including suggested next assignment, if appropriate.
2. The Director/Head of Department’s concluding comments.

 --------------------------------------------------------------------- ---------------------------------------------- Director/Head of Department’s Signature Date   3. Follow-up Actions Recommended  |

# ANNEX 4

 **REWARDS, RECOGNITIONS AND SANCTIONS**

1. **RECOGNITIONS** **& REWARDS**

These shall take the following forms: -

* Letter or Certificate of merit
* Study tours
* Provision of citations, mementos, trophies, badges etc.
* Formal public recognition e.g. hanging up photographs of best performers in public places.
1. **SANCTIONS - DISCIPLINARY ACTION FOR NON-PERFORMANCE**

Sanctions for the Chief Director shall include but not be limited to: -

* Dismissal
* Removal
* Reduction of salary
* Reprimand