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|  | **2017** |
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**REPUBLIC OF GHANA**



OFFICE OF THE HEAD OF CIVIL SERVICE

**CHIEF DIRECTORS’ PERFORMANCE AGREEMENT**

**NAME OF ORGANISATION……………**

Contents

[LIST OF ABBREVIATIONS 4](#_Toc476290261)

[1.0 PREAMBLE 5](#_Toc476290262)

[2.0 CONDITIONS OF AGREEMENT 5](#_Toc476290263)

[3.0 STRATEGIC DIRECTION OF THE MINISTRY 5](#_Toc476290264)

[4.0 KEY DELIVERABLES IN THE 2017 PERFORMANCE AGREEMENT 5](#_Toc476290265)

[5.0 ASSUMPTIONS 6](#_Toc476290266)

[6.0 OBLIGATIONS OF THE CHIEF DIRECTOR TO THE GOVERNMENT 6](#_Toc476290267)

[7.0 OBLIGATIONS OF THE GOVERNMENT TO THE CHIEF DIRECTOR 7](#_Toc476290268)

[8.0 PERFORMANCE EVALUATION UNDER THE AGREEMENT 7](#_Toc476290269)

[9.0 REWARDS AND SANCTIONS 7](#_Toc476290270)

[10.0 ARBITRATION AND SETTLEMENT OF DISPUTES 8](#_Toc476290271)

[SCHEDULE 1-INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES 9](#_Toc476290272)

[SCHEDULE 2-GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES 10](#_Toc476290274)

[SCHEDULE 3-CHIEF DIRECTOR’S PERSONAL CAPACITY DEVELOPMENT PLAN 14](#_Toc476290276)

[ANNEX 1- DISTRIBUTION & TIMELINES OF PERFORMANCE AGREEMENT 16](#_Toc476290278)

[1. DISTRIBUTION 16](#_Toc476290279)

[2. SCHEDULED TIME FRAMES 16](#_Toc476290280)

[(a) Completion and Signing of the 2017 Performance Agreement 16](#_Toc476290281)

[(b) Performance Reporting and Assessment 16](#_Toc476290282)

[ANNEX 2- TEMPLATES FOR REPORTING PERFORMANCE 17](#_Toc476290283)

[(a) INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES 17](#_Toc476290284)

[(b) GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES 17](#_Toc476290285)

[(c) PERSONAL CAPACITY DEVELOPMENT PLAN 18](#_Toc476290286)

[ANNEX 3- ASSESSMENT 19](#_Toc476290287)

[(a) SCHEDULE 1 - SCORE GUIDE – INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES 19](#_Toc476290288)

[(b) SCHEDULE 2 - SCORE GUIDE - GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES 19](#_Toc476290289)

[(c) SCHEDULE 3 - SCORE GUIDE - PERSONAL CAPACITY DEVELOPMENT PLAN 20](#_Toc476290290)

[(d) OVERALL PERFORMANCE 20](#_Toc476290291)

[ANNEX 4 - PERFORMANCE RATINGS, REWARDS AND SANCTIONS 21](#_Toc476290292)

[(a) RATING OVERALL PERFORMANCE 21](#_Toc476290293)

[(b) MERIT AWARDS, RECOGNITIONS AND SANCTIONS 21](#_Toc476290294)

[1. MERIT AWARDS 21](#_Toc476290295)

[2. RECOGNITIONS 22](#_Toc476290296)

[3. SANCTIONS - DISCIPLINARY ACTION FOR NON-PERFORMANCE 22](#_Toc476290297)

# LIST OF ABBREVIATIONS

**ARIC** - Audit Report Implementation Committee

**C/S** - Competencies/skills

**CAGD** - Controller and Accountant General’s Department

**CSU** - Client Services Unit

**GoG** - Government of Ghana

**GSGDA** - Ghana Shared Growth and Development Agenda II

**HCS**  - Head of Civil Service

**HoD**  - Head of Department

**HR**  - Human Resource

**KRA**  - Key Results Area

**M&E** - Monitoring and Evaluation

**MDA**  - Ministries, Departments and Agencies

**MoF** - Ministry of Finance

**OHCS** -Office of the Head of Civil Service

**OVI**  - Objective Verifiable Indicator

**PSC**  - Public Services Commission

**SPARs** - Staff Performance Appraisal Reports

# 1.0 PREAMBLE

This Agreement dated …....…… day of ........................……….. in the year Two Thousand and Seventeen, effective 1st January, 2017 - 31st December, 2017, is between the Government of Ghana acting by its lawful Agent (the Head of the Civil Service) “hereinafter called the Employer” on the one part and the Chief Director “hereinafter called the Employee” on the other part.

# 2.0 CONDITIONS OF AGREEMENT

The performance of the Chief Director shall be assessed on the basis of the achievement of specific key outputs/deliverables set out under Schedules 1-3 over the agreed Performance period of 1st January, 2017 - 31st December, 2017. This Agreement is entered into by both parties in good faith.

# 3.0 STRATEGIC DIRECTION OF THE MINISTRY

3.1 Vision:

3.2 Mission:

3.3 Objectives:

3.4 Key Functions:

# 4.0 KEY DELIVERABLES IN THE 2017 PERFORMANCE AGREEMENT

The Performance Agreement covers the following areas:

* 1. Institution-Specific Outputs and Deliverables (Top Priority Areas)
	2. General Operational and Administrative Deliverables
	+ Performance Reporting
	+ Financial Management
	+ Human Resource Management
	+ Operationalising Ministerial Advisory Boards
	+ Customer Service Initiatives
	+ Work Environment Improvement Initiatives

* 1. Chief Director’s Personal Capacity Enhancement Deliverables

The details of these Deliverables are spelt out in Schedules 1 - 3 of this Agreement.

# 5.0 ASSUMPTIONS

The deliverables agreed on in Sections 4.1 and 4.3 and detailed out in the accompanying Schedules would only be revised based on the under-listed conditions:

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

***(In the event of the last condition occurring, the outgoing Chief Director 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 OBLIGATIONS OF THE CHIEF DIRECTOR TO THE GOVERNMENT

The Chief Director accepts responsibility for the overall performance of the Ministry as a whole and undertakes to:

1. Adopt and apply appropriate management techniques in conducting the affairs of the Ministry and in supervising its Directorates/Departments/Agencies.
2. Ensure that Civil Service core values such as client sensitivity, cost effectiveness in service delivery, gender sensitivity, discipline and performance orientation, are upheld by the staff of the Ministry.
3. Ensure that the assets within the Ministry are maintained in the most efficient manner and safeguarded against loss or abuse.
4. Notify the Head of the Civil Service promptly of any conditions, which may interfere with or threaten the achievement of the performance targets, listed herein.

# 7.0 OBLIGATIONS OF THE GOVERNMENT TO THE CHIEF DIRECTOR

The Government, through the Minister and the Head of the Civil Service, accepts responsibility to provide the requisite leadership support and resources to the Chief Director to ensure that the Ministry achieves the desired level of performance indicated in this Agreement.

# 8.0 PERFORMANCE EVALUATION UNDER THE AGREEMENT

An assessment of the performance of the Chief Director shall be conducted at the end of the year. The evaluation shall be based on the key outputs and deliverables established under this Performance Agreement between the Head of the Civil Service and the Chief Director.

The performance evaluation shall be conducted not later than February 2018. Upon the conclusion of the evaluation, the OHCS shall, upon the approval of the Civil Service Council, communicate the results of the evaluation to the Chief Director in writing.

# 9.0 REWARDS AND SANCTIONS

The Chief Director is expected to produce at least 70% of the deliverables. This is deemed to be the minimum satisfactory level of performance.

Rewards, recognitions, warnings or sanctions would be applied on the basis of results of the performance evaluation. The Head of the Civil Service shall, in this regard, recommend to the Civil Service Council the following:

* Merit Awards for a Chief Director who attains a performance ranking of ‘Excellent’ i.e. achieves 90% and above of the stated deliverables.
* Recognition to the Chief Director who attains a performance ranking of ‘Very Good’ or ‘Good’ i.e. achieves a score of 80% - 89% or 70% - 79% of the stated deliverables.
* Warnings or sanctions to the Chief Director who attains a performance ranking of ‘Unsatisfactory’ i.e. does not achieve the minimum required score of 70% of the stated deliverables.

The Civil Service Council may institute disciplinary action against a Chief Director in the case of unsatisfactory performance. The sanctions will be in accordance with Section (78) sub section (1) of the Civil Service Act (PNDCL 327) 1993.

The details of the Performance Rankings and the accompanying rewards, recognitions or sanctions are provided in Annex 4.

# 10.0 ARBITRATION AND SETTLEMENT OF DISPUTES

In the event of a disagreement between the parties to this Agreement, either party may apply to the Public Services Commission (PSC) for settlement. The Public Services Commission shall constitute an arbitration panel which shall consult with both parties and make a ruling within one month of the application. The ruling of the Public Services Commission shall be binding on both parties.

# SCHEDULE 1

# INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES

The Institution Specific Outputs and Deliverables are detailed in the Table below:

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **TOP PRIORITY AREAS**  | **STRATEGIC OBJECTIVES** | **BASELINE AS AT DEC 2016** | **TARGETS FOR THE YEAR (2017)** | **TARGET****START DATE** | **TARGET****END DATE** | **MEANS OF VERIFICATION** | **RISKS/****ASSUMPTIONS** |
|  |  |  |  |  |  |  |  |
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# SCHEDULE 2

# GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES

The Chief Director shall deliver the following generic key operational and administrativeoutputs as per the timelines indicated:

**KEY RESULT AREA 1: PERFORMANCE REPORTING**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| 2017 MDA Annual Action Plan developed | Annual Action Plan broken down into quarters and linked to the 2017 Budget and Chief Directors Agreement and soft copy forwarded to the OHCS  | February 2017 |
| Draft 2018-2021 Sector Medium Term Plan prepared | Draft 2018-2021 Sector Medium Term Plan and copy forwarded to the NDPC | May 2017 |
| Mid-Year Performance Report on the implementation of the Annual Action Plan. | * Mid-Year Performance report and soft copy forwarded to the OHCS
* Report on follow up actions on issues identified in the Performance Report.
 | * August 2017
* September 2017
 |
| 2017 Annual Performance Report produced | 2017 Annual Performance Report and copy of forwarding letter to OHCS  | January 2018 |

**KEY RESULT AREA 2: FINANCIAL MANAGEMENT**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| Audit Report Implementation Committee (ARIC) meetings & actions taken to redress audit queries.  | * Minutes of quarterly ARIC Meetings
* Summary of actions taken by Management on decisions taken by ARIC
 | * April, July, October, December 2017
* December 2017
 |
| MDA’s 2016 Annual Procurement Plan approved. | * Annual Procurement Plan and evidence of submission to the PPA
* Minutes of Entity Tender Committee Meetings
 | * January 2017
* December 2017
 |
| Assets Register updated | Updated Assets Register signed and dated by Estates Officer and authenticated by Internal/External Auditor | December 2017 |
| **2016** Final accounts submitted  | Copy of expenditure returns for end year 2016 and forwarding letter to CAGD | March 2017 |

**KEY RESULT AREA 3: HR MANAGEMENT**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| Organisation manual developed | Dated Organisation Manual available with evidence of review by MSD  | December 2017 |
| Job schedules available | * Staff list
* Individual job schedules for all staff
 | * February 2017
 |
| Approved Establishment levels | Establishment levels available/updated and copy of forwarding letter to OHCS | June 2017 |
| Report on 2016 Staff Appraisal | Composite analysed report on 2016 Appraisals and forwarding copy to OHCS | January 2017 |
| 2017 Staff Appraisal Instrument operationalized  | Complete the planning, mid-year and end-of-year phases of the appraisal instrument for all staff  | Jan, July & Dec 2017 |
| Performance Agreements (PAs) with Heads of Departments (HoDs) and Directors/Analogous Grades  | * Composite report on the signing of Agreements indicating TPAs of the various HoDs/Directors/Analogous Grades and a copy sent to OHCS
* Composite evaluation report and a copy sent to OHCS
 | * March 2017
* January 2017
 |
| Training programmes | * 2017 Training Plan
* Quarterly reports on the implementation of the 2017 Training Plan and copy forwarded to OHCS
 | * March 2017
* April, July, October & Dec 2017
 |
| Management of discipline | * Monthly reports on daily staff attendance indicating trends & actions taken
* Report on efforts to enforce discipline
 | * Monthly
* December 2017
 |
| Report on staff movements  | * Composite analysed reports on staff movements (recruitments, replacements, promotions, postings, retirements and resignations) in 2017 with implications for the effective functioning of the Organisation
* 2018 Promotion register available and copy forwarded to OHCS
 | * December 2017
* November 2017
 |

**KEY RESULT AREA 4: FUNCTIONAL MINISTERIAL ADVISORY BOARD**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| Ministerial Advisory Board Set up | List of Board members | May 2017 |
| Quarterly meetings organised | Minutes of meetings  | April, July, October & Dec, 2017 |

**KEY RESULT AREA 5: CLIENT SERVICE INITIATIVES**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| Service Delivery Standards and brochures of the Organisation | * Service Charter available and copies forwarded to OHCS
* Service Charter of Sector Departments available and copy forwarded to OHCS
 | * August 2017
* December 2017
 |
| Functional Client Service Unit (CSU) | * Designated office space for CSU and basic office equipment provided
* Names & contacts of schedule officers forwarded to OHCS
* Mid & end of year reports on operations of the CSU as well as MDAs compliance with the service delivery standards in the Charter and copies forwarded to OHCS
 | * March 2017
* March 2017
* July & Dec 2017
 |
| Public Information Dissemination Mechanisms | * Functional interactive website/social media platforms
* Reports on quarterly updates of website
* Newsletters and brochures
 | * December 2017
* Quarterly
* December 2017
 |

**KEY RESULT AREA 6: WORK IMPROVEMENT INITIATIVES**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| Efficiency gains in organisational operations | * List of internal e-services introduced
* Innovations in organisational operations
 | * December 2017
* December 2017
 |
| Headquarters of Decentralised Departments mainstreamed into structure and operations of the Ministry | * Monitoring and evaluation reports and ministerial reviews
 | * December 2017
 |
| Management/Staff engagements  | * Minutes of monthly Management Meetings
* Minutes of quarterly Staff durbars/meetings
* Report on measures to promote gender inclusiveness as well as the health and well-being of staff
* Internal newsletters/catalogue of information posted on notice boards
 | * Monthly
* Quarterly
* December 2017
* December 2017
 |
| Records Management Improvement Initiatives | * Evidence of inspection by PRAAD
* Evidence of actions taken to improve records management
 | * May 2017
* October 2017
 |
| Management of physical environment | * Verification of:
* Cleanliness of office environment
* Quality of washrooms
* Beautification of the work environment
* Disability-friendly accesses
* Security of offices
* Safety measures (e.g. electrical connections, installation of fire fighting devices and signage at entry/exit points)
 | * December 2017
 |

#  SCHEDULE 3

# CHIEF DIRECTOR’S PERSONAL CAPACITY DEVELOPMENT PLAN

The personal capacity development activities to be pursued during the 2017 year are as follows:

|  |  |
| --- | --- |
| What competencies would you require to improve your performance  | How do you plan to attain these competencies (e.g. through attendance at workshops, conferences, seminars, webinars, peer reviews, executive coaching and readings, etc.) |
| **COMPETENCIES/SKILLS GAPS** | **ACTIONS** | **DATES** | **VERIFIABLE INDICATOR** |
|  |  |  |  |
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|  |  |  |  |

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

**…………………………………………… ………………………………………….……**

**CHIEF DIRECTOR SIGNATURE**

**DATE………………………….……………**

**…………………………………………… ……………………………….………………**

**HEAD OF CIVIL SERVICE SIGNATURE**

**DATE…………………………….…………**

**ENDORSED BY:**

**……………………………………………… ……………………………………….….**

**HON. MINISTER SIGNATURE**

 **DATE:………………………………….**

# ANNEX 1- DISTRIBUTION & TIMELINES OF PERFORMANCE AGREEMENT

## DISTRIBUTION

Five 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 Civil Service Council
3. One (1) copy for Head of Civil Service (HCS)
4. One (1) copy for the Chief Director

## SCHEDULED TIME FRAMES

## Completion and Signing of the 2017 Performance Agreement

March 2017 - Circular and Template on 2017 Performance Agreement issued to Chief Directors

March 2017 - Chief Director’s present draft 2017 Performance Agreement at the CDs Hearing for review and feedback

March 2017 - Chief Directors finalise 2017 Performance Agreements

March 2017 - CDs to sign agreement with Directors and submit composite report to OHCS

April 2017 - Chief Directors sign 2017 Performance Agreements

April 2017 - OHCS sends copies of Performance Agreements sent to relevant

Offices

## Performance Reporting and Assessment

August 2017 - Mid-year monitoring by OHCS Team

August 2017 - One-on-one meeting with HCS

November 2017 - Circular issued for preparation of CDs self-assessment reports

Jan-Feb 2018 - Evaluation of 2017 Performance Agreements

March 2018 - Results of Performance assessment communicated to relevant

stakeholders

March/April 2018-Rewards and sanctions administered

# ANNEX 2- TEMPLATES FOR REPORTING PERFORMANCE

***(Kindly note that the Annex 2 is to be completed by the Chief Director during the mid-year and end of year agreement assessments)***

Outline your achievements in relation to the agreed key deliverables in Schedules 1- 3 for assessment

## INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **TOP PRIORITY AREAS FOR THE MINISTRY** | **STRATEGIC OBJECTIVES** | **TARGETS FOR THE YEAR (2017)** | **TARGET DATES** | **ACTUAL RESULTS** | **REMARKS** |
|  |  |  |  |  |  |
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|  |  |  |  |  |  |

## GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES

Please provide progress reports on all six (6) Key Results Areas as per the template below:

**KEY RESULT AREA ………….:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** | **ACTUAL RESULTS** | **REMARKS** |
|  |  |  |  |  |

## PERSONAL CAPACITY DEVELOPMENT PLAN

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **COMPETENCIES/SKILLS GAPS** | **ACTIONS UNDERTAKEN** | **DATES** | **VERIFIABLE INDICATOR** | **OUTCOMES** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
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# ANNEX 3- ASSESSMENT

***(Kindly note that the Annex 3 has been provided for INFORMATION PURPOSES ONLY. It is NOT for the Chief Director to complete.)***

## SCHEDULE 1 - SCORE GUIDE – INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES

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

## SCHEDULE 2 - SCORE GUIDE - GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES

|  |
| --- |
| **SCHEDULE 2- KEY RESULT AREAS (1-6) 30 MARKS** |
| **KEY RESULT AREA** | **OUTPUT DELIVERABLES** | **ACTUAL RESULTS** | **MARKS ASSIGNED** | **SCORE AWARDED** |
| **KRA 1 -** Performance Reporting |  |  | 5 |  |
| **KRA 2 -** Financial Management  |  |  | 5 |  |
| **KRA 3 -** HR Management |  |  | 11 |  |
| **KRA 4 -** FunctionalMinisterial Advisory Board  |  |  | 2 |  |
| **KRA 5 -** Customer Service Initiatives |  |  | 3 |  |
| **KRA 6 -** Work Improvement Initiatives |  |  | 4 |  |
| **TOTAL SCORE OBTAINED** | 30 |  |

## SCHEDULE 3 - SCORE GUIDE - PERSONAL CAPACITY DEVELOPMENT PLAN

|  |
| --- |
| **SCHEDULE 3 - PERSONAL CAPACITY DEVELOPMENT PLAN - 10 MARKS** |
| **COMPETENCIES/SKILLS GAPS** | **ACTIONS TAKEN** | **MARKS AWARDED** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **TOTAL SCORE OBTAINED** |  |

## OVERALL PERFORMANCE

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** |

# ANNEX 4 - PERFORMANCE RATINGS, REWARDS AND SANCTIONS

## RATING OVERALL PERFORMANCE

The following criteria will be used to rate the overall performance of the Chief Director on the basis of the total score obtained in the three schedules:

**Excellent (4): 90-100%**

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): 80-89%**

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

**Good (2): 70-79%**

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 70%**

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

## MERIT AWARDS, RECOGNITIONS AND SANCTIONS

On the basis of results of the performance evaluation, merit awards, recognitions, warnings or sanctions would be applied as follows:

* Merit Awards for a Chief Director who attains a performance ranking of ‘Excellent’ i.e. achieves 90% and above of the stated deliverables.
* Recognition to the Chief Director who attains a performance ranking of ‘Very Good’ or ‘Good’ i.e. achieves a score of 80% - 89% or 70% - 79% of the stated deliverables.
* Warnings or sanctions to the Chief Director who attains a performance ranking of ‘Unsatisfactory’ i.e. does not achieve the minimum required score of 70% of the stated deliverables.

## MERIT AWARDS

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

* Renewal of contract appointment
* Paid trips to professional conferences
* Study tours

## RECOGNITIONS

Recognitions may take the following forms: -

* Letter or Certificate of merit
* Provision of citations, mementos, trophies, badges etc.
* Formal public recognitions
* Lunch at the Presidency

## SANCTIONS - DISCIPLINARY ACTION FOR NON-PERFORMANCE

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

* Warning/Reprimand
* Removal/Non-renewal of Contract