|  |  |
| --- | --- |
|  | **2017** |



OFFICE OF THE HEAD OF CIVIL SERVICE

**2017**

**PERFORMANCE AGREEMENT**

**FOR**

**DIRECTORS/ANALOGOUS GRADES**

**NAME OF DIRECTOR** ………………………………………………………………

**NAME OF DIRECTORATE** ………………………………………………………

**TABLE OF CONTENTS**

Contents

[1.0 PREAMBLE 3](#_Toc477335947)

[2.0 CONDITIONS OF AGREEMENT 3](#_Toc477335948)

[3.0 STRATEGIC PATH OF THE DIRECTORATE 3](#_Toc477335949)

[4.0 UNDERTAKINGS OF THE DIRECTOR 4](#_Toc477335950)

[5.0 UNDERTAKINGS OF THE GOVERNMENT TO THE DIRECTOR 4](#_Toc477335951)

[6.0 MONITORING AND EVALUATION OF THE AGREEMENT 4](#_Toc477335952)

[7.0 PERFORMANCE INCENTIVES AND SANCTIONS 5](#_Toc477335953)

[8.0 ARBITRATION AND SETTLEMENT OF DISPUTES 5](#_Toc477335954)

[SCHEDULE 1: 6](#_Toc477335955)

[SCHEDULE 2 7](#_Toc477335956)

[SCHEDULE 3 8](#_Toc477335957)

[ANNEX 1 10](#_Toc477335958)

[ANNEX 2 11](#_Toc477335959)

[ANNEX 3 13](#_Toc477335960)

[ANNEX 4 14](#_Toc477335961)

# 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**\*** 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 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 2017 to 31st December 2017. This Agreement is entered into by both parties in good faith.

# 3.0 STRATEGIC PATH OF THE DIRECTORATE

3.1 Mission:

3.2 Objectives:

3.3 Functions:

3.4 Main Priorities of the Director for the period of the Agreement:

The Director 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. 2017 - Dec. 2017) are as follows: (DIRECTOR to insert at least **FIVE** priorities).

# 4.0 UNDERTAKINGS OF THE DIRECTOR

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

1. adopt and apply appropriate management techniques in conducting the affairs of the Directorate 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;
3. ensure that the tangible assets within the Directorate 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

It is incumbent on the Government, through the Chief Director/Minister/Head of the Civil Service to provide leadership and support to the Director 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*, *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 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 Directorto 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.

# 7.0 PERFORMANCE INCENTIVES AND SANCTIONS

The Director 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 if over 80% of the deliverables are achieved. Appropriate sanctions may be applied on the Director 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-SPECIFIC OUTPUTS AND DELIVERABLES TO BE ACHIEVED IN 2017**

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

**MATRIX FOR DIRECTORATE-SPECIFIC OUTPUTS**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **PRIORITY AREA** | **KEY STRATEGIC OBJECTIVE** | **TARGETS FOR THE 2017 YEAR** | **TARGET START DATE** | **TARGET END DATE** | MEANS OF VERIFICATION |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

***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 2017 Performance Agreement.*

# SCHEDULE 2

**KEY OUTPUTS AND DELIVERABLES COMMON**

**TO ALL DIRECTORS**

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

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

1. Action Plan of the Directorate - January 2017
2. First Quarter Report of the Directorate - April 2017
3. Mid-Year Performance Report of the Directorate - July 2017
4. Third Quarter Report of the Directorate - October, 2017
5. Annual Report of the Directorate for 2017 - December 2017

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

1. Establishment levels and list of staff in the Directorate

 and assigned job schedules - January, 2017

1. Planning Phase of the New Staff Appraisal

Instrument completed - February, 2017

1. 2017 Training Programme for the Directorate - February 2017
2. Mid-year Assessment of Staff using the New Staff

Appraisal Instrument - July, 2017

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

Appraisal Instrument - December, 2017

1. Back-to-office training reports from staff

# SCHEDULE 3

**INDIVIDUAL LEARNING PLAN FOR THE DIRECTOR**

The Director should indicate a learning programme to pursue during the 2017 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 Agreement document.

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

**NAME OF DIRECTOR**

**DATE:………………………………………**

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

 **CHIEF DIRECTOR**

**DATE :………………………………………**

**ENDORSED BY:**

**…………………………………………….**

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

**DATE: ……………………………………………**

# ANNEX 1

**DISTRIBUTION & TIMELINES OF THE PERFORMANCE AGREEMENT FOR THE DIRECTOR**

1. **Completion and Signing of the 2017 Performance Agreement**

April, 2017 - Circular and Template on 2017 Performance Agreement

for Directors issued to Chief Directors

April, 2017 - Signing of 2017 Performance Agreements

April, 2016 - Copies of Performance Agreements submitted to

relevant persons

1. **Performance Reporting and Assessment**

December 2017 - OHCS issues circular to Chief Directors to evaluate

Directors

December 2017 - Chief Directors evaluate Directors and Analogous Grade

January 2018 - Feedback provided to Officers assessed

January, 2018 - Composite Report on evaluation prepared and

submitted to OHCS

January 2018 - 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**

***(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 to complete.)***

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

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

|  |
| --- |
| 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 concluding comments.

 --------------------------------------------------------------------- ---------------------------------------------- Director’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 Director shall include but not be limited to: -

* Dismissal
* Removal
* Reduction of salary
* Reprimand