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|  | **2018** |



OFFICE OF THE HEAD OF CIVIL SERVICE

**2018**

**PERFORMANCE AGREEMENT**

**FOR**

**HEADS OF DEPARTMENT**

**NAME OF Department** ………………………………………………………

**NAME OF HEAD** ……………………………………………………………………...

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# 1.0 PREAMBLE

This PERFORMANCE AGREEMENT is made on ……………………….. 2018 between the Ministry represented by the CHIEF DIRECTOR, on the one part, and the HEAD OF DEPARTMENT on the other part.

# 2.0 CONDITIONS OF AGREEMENT

The condition of the Agreement is that, the performance of the 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 2nd January, 2018to 28th December 2018. This Agreement is entered into by both parties in good faith.

# 3.0 STRATEGIC PATH OF THE DEPARTMENT

3.1 Mission:

3.2 Objectives:

3.3 Functions:

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

The 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. 2018 - Dec. 2018) are as follows: (HEAD OF DEPARTMENT to insert at least **FIVE** priorities).

# 4.0 UNDERTAKINGS OF THE HEAD OF DEPARTMENT

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

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

# 7.0 PERFORMANCE INCENTIVES AND SANCTIONS

The 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 Head of Department if over 80% of the deliverables are achieved. Appropriate sanctions may be applied on the 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:

**DEPARTMENT-SPECIFIC OUTPUTS AND DELIVERABLES TO BE ACHIEVED IN 2018**

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

**MATRIX FOR DEPARTMENT SPECIFIC OUTPUTS**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **PRIORITY AREA** | **KEY STRATEGIC OBJECTIVE** | **TARGETS FOR THE 2018 YEAR** | **IMPLEMENTATION PERIOD** | | | | MEANS OF VERIFICATION |
| 1ST QTR | 2ND QTR | 3RD QTR | 4TH QTR |
|  |  |  |  |  |  |  |  |
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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 2018 Performance Agreement.*

# SCHEDULE 2

**KEY OUTPUTS AND DELIVERABLES COMMON TO ALL HEADS OF DEPARTMENT**

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

**KEY RESULT AREA 1: PERFORMANCE REPORTING**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| 2018 Departmental Annual Action Plan developed | Annual Action Plan broken down into quarters and linked to the 2018 Sector and soft copy forwarded to the Sector Ministry | February 2018 |
| **Inputs into the draft 2018-2021 Sector Medium Term Plan prepared** | **Draft inputs for the 2018-2021 Sector Medium Term Plan and copy forwarded to the Sector Ministry** | **May 2018** |
| Mid-Year Performance Report on the implementation of the Annual Action Plan. | * Mid-Year Performance report and soft copy forwarded to the Sector Ministry * Report on follow up actions on issues identified in the Performance Report | * July 2018 * August 2018 |
| 2018 Annual Performance Report produced | 2018 Annual Performance Report and copy of forwarding letter to Sector Ministry | January 2019 |

**KEY RESULT AREA 2: FINANCIAL MANAGEMENT**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| Departmental 2018 Annual Procurement Plan approved | * Annual Procurement Plan and evidence of submission to the PPA/Sector Ministry * Minutes of Entity Tender Committee Meetings | * January 2018 * December 2018 |
| Assets Register updated | Updated Assets Register signed and dated by Estates Officer and authenticated by Internal/External Auditor | December 2018 |
| **2017** Final accounts submitted | Copy of expenditure returns for end year 2017 and forwarding letter to Sector Ministry | March 2018 |

**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 2018 |
| Job schedules available | * Staff list * Individual job schedules for all staff | February 2018 |
| Approved Establishment levels | Establishment levels available/updated and copy of forwarding letter to Sector Ministry | June 2018 |
| Report on 2017 Staff Appraisal | Composite analysed report on 2017 Appraisals and forwarding copy to Sector Ministry | January 2018 |
| 2018 Staff Appraisal Instrument operationalized | Complete the planning, mid-year and end-of-year phases of the appraisal instrument for all staff | Jan, July & Dec 2018 |
| Training programmes | * 2018 Training Plan * Quarterly reports on the implementation of the 2018 Training Plan and copy forwarded to Sector Ministry | * March 2018 * April, July, October & Dec 2018 |
| Management of discipline | * Monthly reports on daily staff attendance indicating trends & actions taken * Report on efforts to enforce discipline | * Monthly * December 2018 |
| Report on staff movements | * Composite analysed reports on staff movements (recruitments, replacements, promotions, postings, retirements and resignations) in 2018 with implications for the effective functioning of the Dept. * 2018 Promotion register available and copy forwarded to Sector Ministry | * December 2018 * November 2018 |

**KEY RESULT AREA 4: CLIENT SERVICE INITIATIVES**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| Service Delivery Standards and brochures of the Organisation | * Service Charter of Sector Departments available and copy forwarded to Sector Ministry and OHCS | * December 2018 |
| Functional Client Service Unit (CSU) | * Designated office space for CSU and basic office equipment provided * Names & contacts of schedule officers forwarded to Sector Ministry and OHCS * Mid & end of year reports on operations of the CSU as well as the Department’s compliance with the service delivery standards in the Charter and copies forwarded to Sector Ministry and OHCS | * March 2018 * March 2018 * July & Dec 2018 |
| Public Information Dissemination Mechanisms | * Functional interactive website/social media platforms * Reports on quarterly updates of website * Newsletters and brochures | * December 2018 * Quarterly * December 2018 |

**KEY RESULT AREA 5: 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 2018 * December 2018 |
| 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 2018 * December 2018 |
| Records Management Improvement Initiatives | * Evidence of inspection by PRAAD * Evidence of actions taken to improve records management | * May 2018 * October 2018 |
| 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 2018 |

# SCHEDULE 3

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

The Head of Department should indicate a learning programme to pursue during the 2018 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: ..………………..……………………**

**NAME OF HEAD OF DEPARTMENT**

**DATE:…………………….…………………………**

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

**CHIEF DIRECTOR**

**DATE :………………………….…………………**

**ENDORSED BY:**

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

**SECTOR MINISTER**

**DATE: ……………………………………………**

# ANNEX 1

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

1. **Completion and Signing of the 2018 Performance Agreement**

March, 2018 - Circular and Template on 2018 Performance Agreement

for Heads of Department issued to Chief Directors

April, 2018 - Signing of 2018 Performance Agreements

April, 2018 - Copies of Performance Agreements submitted to

relevant persons

1. **Performance Reporting and Assessment**

December, 2018 - Chief Director evaluates Head of Department

January, 2019 - Feedback provided to Head of Department

January, 2019 - Composite Report on evaluation prepared and

submitted to Sector Minister/Head of Civil Service

January, 2019 - Chief Director administersRewards and Sanctions

1. **Distribution**

Signed copies of the Performance Agreement and Evaluation Report will be 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 Head of Department
4. One (1) Copy on file

# ANNEX 2

**ASSESSMENT OF 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 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** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **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** | **ASSIGNED MARKS** | **SCORES AWARDED** |
| **KRA 1 -** Performance Reporting |  | 6 |  |
| **KRA 2 -** Financial Management |  | 5 |  |
| **KRA 3 -** HR Management |  | 12 |  |
| **KRA 4 -** Customer Service Initiatives |  | 3 |  |
| **KRA 5**  **-** Work Improvement Initiatives |  | 4 |  |
| **TOTAL MARKS 30** | | | |

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

|  |  |  |  |
| --- | --- | --- | --- |
| **SCHEDULE 3 - PERSONAL CAPACITY DEVELOPMENT PLAN - 10 MARKS** | | | |
| **COMPETENCIES/SKILLS GAPS** | **ACTIONS** | **ACTUAL RESULTS** | **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 Head of Department’s concluding comments.   --------------------------------------------------------------------- ----------------------------------------------  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 Head of Department shall include but not be limited to: -

* Dismissal
* Removal
* Reduction of salary
* Reprimand