**2022**

**CIVIL SERVICE**

**PERFORMANCE MANAGEMENT**

**HEADS OF DEPARTMENTS (HODS)**

**PERFORMANCE AGREEMENT AND GUIDANCE NOTES**



|  |  |
| --- | --- |
| **NAME OF HOD:** |  |
| **DEPARTMENT:** |  |

**2022**

**PERFORMANCE AGREEMENT**

**FOR**

**HEADS OF DEPARTMENT**

# LIST OF ABBREVIATIONS

**AC** - Audit Committee

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

**CSU** - Client Services Unit

**ETC -** Entity Tender Committee

**FA** - Focus Area

**HCS**  - Head of the Civil Service

**HoD**  - Head of Department

**HR**  - Human Resource

**MSD -** Management Services Department

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

**OVI**  - Objective Verifiable Indicator

**PNDCL -** Provisional National Defence Council Law

**PRAAD** - Public Records and Archives Administration Department

# 1.0 PREAMBLE

This Performance Agreement dated …....…… day of ........................……….. in the year Two Thousand and Twenty-Two, effective 1st January, 2022 – 31st December, 2022, is 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 performance of the Head of Department 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 4th January, 2022 – 30th December, 2022. This Agreement is entered into by both parties in good faith.

# 3.0 STRATEGIC PATH OF THE DEPARTMENT

3.1 Vision:

3.2 Mission:

3.3 Policy Objectives:

3.4 Key Functions:

# 4.0 KEY DELIVERABLES IN THE 2022 PERFORMANCE AGREEMENT

The Performance Agreement covers the following Focus Areas:

* 1. S**chedule 1: Institution-Specific Outputs and Deliverables (Focus Areas)**
* **Focus Area 1** *- Policy Formulation/Implementation, (Cabinet Memos, Legislation, Standards, Guidelines, Regulations) Coordination, Monitoring and Evaluation*
* **Focus Area 2 *-*** *Service Delivery (Operationalization of the Client Service Charter)*
* **Focus Area 3** *- Research and Information Management*
* **Focus Area 4 *-*** *Innovation (Initiative to improve service delivery and work processes)*
* **Focus Area 5 *-*** *Ministers’ Priorities /Additional Government Priority Programmes and*

*Projects*

* 4.2 **Key Outputs and Deliverables common to all Heads of Department**
* Performance Reporting
* Financial Management
* HR Management
* Client Service Initiatives
* Work Improvement Initiatives

**4.3 Individual Learning Plan for the HoD**

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 Head of Department 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 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 the 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 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.

# 7.0 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.

# 8.0 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 to meet the Head of Department to review progress or may arrange for an Evaluation Team to meet the Head of Department to 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.

# 9.0 PERFORMANCE INCENTIVES AND SANCTIONS

The Head of Department is expected to achieve at least 65% of the deliverables in the Agreement to attain the minimum pass mark. Merit awards will be considered for the Head of Department if 95% and above of the deliverables are achieved. Appropriate sanctions may be applied on the Head of Department who obtains a score of below 65%. The sanctions will be in accordance with Section (78) sub section (1) of the Civil Service Act, 1993 (PNDCL 327).

# 10.0 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. Note that the initiator of the dispute will bear the cost of arbitration.

# SCHEDULE 1:

**DEPARTMENT-SPECIFIC OUTPUTS AND DELIVERABLES TO BE ACHIEVED IN 2022**

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

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **DEPARTMENT’S**  **STRATEGIC OBJECTIVES** | **FOCUS AREAS** | **BASELINE AS AT DEC 2021** | **TARGETS FOR THE YEAR & HoDs ROLE (2022)** | **IMPLEMENTATION SCHEDULE** | | | | **KEY OUTPUT** | **OUTCOME** | **COLLABORATING DIRECTORATES/UNITS/**  **DEPARTMENTS** |
| **1STQtr**  **Jan.- Mar.** | **2ndQtr**  **Apr.- June** | **3rdQtr**  **July- Sept.** | **4thQtr**  **Oct.- Dec.** |
|  | *Policy Formulation/Implementation, (Cabinet Memos, Legislation, Standards, Guidelines, Regulations) Coordination, Monitoring and Evaluation* | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |  |
|  | *Service Delivery (Operationalisation of the Client Service Charter)* | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |  |
|  | *Research and Information Management* | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |  |
|  | *Innovation (Initiatives to improve service delivery and work processes)* | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |  |
|  | *Ministers’ Priorities /Additional Government Priority Programmes and Projects* | | | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |  |

**\*Implementation Schedule for Targets and roles should be broken down into quarters**

**\*Where Department has no strategic objective, the parent Institution’s Strategic Objective can be used.**

# 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 RESULTS AREA 1: PERFORMANCE REPORTING**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| 2022 Departmental Annual Action Plan developed | Annual Action Plan broken down into quarters and linked to the 2022 Sector Budget and soft copy of cash plan forwarded to the Sector Ministry | January, 2022 |
| 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 2022  August 2022 |
| 2022 Annual Performance Report produced | 2022 Annual Performance Report and copy of forwarding letter to Sector Ministry | January 2023 |

**KEY RESULTS AREA 2: FINANCIAL MANAGEMENT**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| Departmental 2022 Annual Procurement Plan approved | * Annual Procurement Plan and evidence of approval by the ETC * Minutes of Entity Tender Committee Meetings | January 2022  December 2022 |
| Assets Register updated | Updated Assets Register signed and dated by Estates Officer and authenticated by Internal/External Auditor | December 2022 |

**KEY RESULTS AREA 3: HR MANAGEMENT**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| Organisation manual which is not more than 4 years developed with evidence of review by MSD | Dated Organisation Manual available with evidence of implementation   * Updated staff list as at 31st Dec 2022 * Individualised job schedules for all staff * Establishment levels available/updated and copy of forwarding letter to Ministry/OHCS | November, 2022 |
| 2022 Staff Appraisal Instrument operationalized | * Complete the planning, mid-year and end-of-year phases of the appraisal instrument for all staff | Jan, July 2022 & January 2023 |
| Training programmes | * 2021 Training Plan linked to training needs identified through the appraisal process * Mid and end year reports on the implementation of the 2021 Training Plan and copy forwarded to Ministry | March 2022  July & December 2022 |
| Management of discipline | * Monthly reports on daily staff attendance indicating trends & actions taken * Report on efforts to enforce discipline (including preventive measures) | Monthly  December 2022 |
| Report on staff movements | * Composite analysed reports on staff movements (recruitments, replacements, promotions, postings, retirements and resignations) in 2021 with implications for the effective functioning of the Department. * 2023 Promotion Register available and copy forwarded to Sector Ministry | December 2022  November 2022 |

**KEY RESULTS 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 Department available and copy forwarded to Sector Ministry and OHCS | December 2022 |
| Functional Client Service Unit (CSU) | * Designated office space for CSU and basic office equipment provided * Evidence of exposure for capacity development for CSU Contact Officers (formal training, internship with other corporate institutions etc) * 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 efforts at sensitizing the public about the CSU, and copies forwarded to Sector Ministry and OHCS | July 2022  July 2022  July, 2022 & Jan 2023 |
| Public Information Dissemination Mechanisms | * Functional interactive website/social media platforms * Reports on quarterly updates of website * Newsletters, brochures and flyers * Evidence of tracking and analysis of public opinion/media reports and follow-up actions | December 2022  Quarterly  December 2022  December 2022 |

**KEY RESULTS AREA 5: WORK IMPROVEMENT INITIATIVES**

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| Departmental activities as they impact on operations at the sub-national level | * Measures undertaken to ensure effectiveness of sector polices, programmes and activities at the regional and district levels and the involvement of stakeholders (with evidence of data and analysis) | December 2022 |
| Management/Staff engagements | * Minutes of monthly Management Meetings * Minutes of quarterly Staff durbars/meetings * Report on measures to promote gender inclusiveness * Report on measures on health and well-being of staff | Monthly  Quarterly  December 2022  December 2022 |
| Records Management Improvement Initiatives | * Evidence of inspection by PRAAD * Evidence of actions taken to improve records management | December, 2022  December, 2022 |
| 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 2022 |

# SCHEDULE 3

**HEAD OF DEPARTMENT’S PERSONAL CAPACITY DEVELOPMENT PLAN**

The HoD is required to indicate three (3) personal capacity development activities to be undertaken during the year 2022: (Actions could include; participation in workshops/conferences; seminars, webinars, book review, peer reviews, executive coaching and readings; etc)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **COMPETENCIES/SKILLS GAPS** | **ACTIONS & DATES** | **KEY OUTPUT** | **EXPECTED OUTCOME** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

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: ……………………….……………**

**HON. SECTOR MINISTER**

OR

**CHIEF OF STAFF**

OR

**HEAD OF CIVIL SERVICE**

**DATE: ……………………………………………**

# ANNEX 1

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

1. **Completion and Signing of the 2022 Performance Agreement**

March, 2022 - Circular and Template on 2022 Performance Agreement

for Heads of Department issued to Chief Directors

March, 2022 - Signing of 2022 Performance Agreements

March, 2022 - Copies of Performance Agreements submitted to

relevant persons

1. **Performance Reporting and Assessment**

June, 2022 - Mid-year self-assessment reports submitted to CD and copy

forwarded to OHCS

July, 2022 - Mid-year monitoring by OHCS Team

December 2022 - End-of-year self-assessment reports submitted to CD and copy

forwarded to OHCS

December, 2022 - Verification and collection of data on HoD’s deliverables by OHCS

team and report submitted to Chief Director for evaluation

January, 2023 - Feedback provided to Head of Department

January, 2023 - Composite Report on evaluation prepared and

Submitted to Sector Minister/Head of Civil Service

January, 2023 - Chief Director administers Rewards 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- TEMPLATE FOR PERFORMANCE REPORTING

***(Kindly note that the Annex 2 is to be completed by the Head of Department during the*** ***mid-year and end of year self-assessment report)***

**1.0 INTRODUCTION**

**2.0 OBJECTIVES**

1. **STATUS OF IMPLEMENTATION AS ATMID-YEAR / END OF YEAR, 2022)**

**SCHEDULE 1**

| **DEPARTMENT STRATEGIC OBJECTIVE** | **FOCUS AREA** | **TARGETS FOR THE YEAR** | **HoDs ROLE** | **ACHIEVEMENT STAT US** | **OUTCOME** | **REMARKS** |
| --- | --- | --- | --- | --- | --- | --- |
| ***FA 1* - *Policy Formulation/Implementation, (Cabinet Memos, Legislation, Standards, Guidelines, Regulations), Coordination, Monitoring and Evaluation*** | | | | | | |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| ***FA 2 - Service Delivery Standards (Operationalisation of the Client Service Charter)*** | | | | | | |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| ***FA 3 - Research and Information Management*** | | | | | | |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **FA 4 - *Innovation (Initiatives to improve service delivery and work processes)*** | | | | | | |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| ***FA 5 - Ministers’ Priorities /Additional Government Priority Programmes and Projects*** | | | | | | |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

**NB: All key outputs and relevant documents used as a means of verifying OUTPUT deliverables and CDs roles performed should be logged in the table below and should have the following features captured**

* **Type of document – letter, memo, report, contract documents etc.**
* **From: …… to: ……**
* **Date and subject**

|  |  |  |
| --- | --- | --- |
| **No.** | **Target** | **Means of Output Verification** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**SCHEDULE 2**

Please provide status reports on all five (5) Key Results Areas as per the template below:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **KEY RESULT AREAS** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATES** | **ACTUAL RESULTS** | **REMARKS** |
| KRA 1 - Performance Reporting |  |  |  |  |
| KRA 2 – Financial Management |  |  |  |  |
| KRA 3 – HR Management |  |  |  |  |
| KRA 4 – Client Service Initiative |  |  |  |  |
| KRA 5 – Work Improvement Initiatives |  |  |  |  |

**SCHEDULE 3**

|  |  |  |  |
| --- | --- | --- | --- |
| **COMPETENCIES/SKILLS GAPS** | **ACTIONS & DATES** | **VERIFIABLE INDICATOR** | **OUTCOME** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**4.0 CHALLENGES AND MITIGATING STRATEGIES**

|  |  |  |
| --- | --- | --- |
| **NO.** | **CHALLENGES** | **MITIGATING STRATEGY** |
|  |  |  |
|  |  |  |

**5.0 RECOMMENDATIONS**

**6.0 CONCLUSION**

# ANNEX 3 - ASSESSMENT

***Kindly note that the Annex 3 has been provided for INFORMATION PURPOSES ONLY. It is NOT for the Heads of Departments to complete,***

**PROPOSED SCORES FOR THE THREE (3) SCHEDULES**

|  |  |
| --- | --- |
| **SCHEDULES** | **WEIGHT** |
| **SCHEDULE 1** | |
| *Policy Formulation/Implementation, (Cabinet Memos, Legislation, Standards, Guidelines, Regulations) Coordination, Monitoring and Evaluation* | 15 |
| *Service Delivery (Operationalisation of the Client Service Charter)* | 15 |
| *Research and Information Management* | 15 |
| *Innovation (Initiatives to improve service delivery and work processes)* | 15 |
| *Ministers’ Priorities /Additional Government Priority Programmes and Projects* | 10 |
| ***SUB-TOTAL*** | **70** |
| **SCHEDULE 2** | |
| *Key Results Area 1 - Performance Reporting* | 4 |
| *Key Results Area 2 - Financial Management* | 4 |
| *Key Results Area 3 - Human Resource Management* | 8 |
| *Key Results Area 4 – Client Service Compliance* | 4 |
| *Key Results Area 5 – Work Improvement Initiatives* | 4 |
| ***SUB-TOTAL*** | **24** |
| **SCHEDULE 3** | **6** |
| **GRAND TOTAL** | **100** |
|  |  |

**ASSESSMENT OF HEADS OF DEPARTMENT**

***(Kindly note that the Annex 3 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 - 70MARKS** | | | |
| **DEPARTMENT-SPECIFIC FOCUS AREAS** | **TARGETS** | **KEY OUTPUT** | **MARKS** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **TOTAL MARKS 70** | | | |

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **SCHEDULE 2- KEY RESULT AREAS - 24 MARKS** | | | | |
| **KEY RESULTS AREA** | **OUTPUT DELIVERABLES** | **ASSIGNED MARKS** | **SCORES AWARDED** |
| **KRA 1 -** Performance Reporting |  | 4 |  |
| **KRA 2 -** Financial Management |  | 4 |  |
| **KRA 3 -** HR Management |  | 8 |  |
| **KRA 4 -** Customer Service Initiatives |  | 4 |  |
| **KRA 5 -** Work Improvement Initiatives |  | 4 |  |
| **TOTAL MARKS 24** | | | | |

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

|  |  |  |  |
| --- | --- | --- | --- |
| **SCHEDULE 3 - PERSONAL CAPACITY DEVELOPMENT PLAN - 6 MARKS** | | | |
| **COMPETENCIES/SKILLS GAPS** | **ACTIONS & DATES** | **KEY OUTPUT** | **MARKS** |
|  |  |  | 2 |
|  |  |  | 2 |
|  |  |  | 2 |
| **TOTAL MARKS 6** | | | |

1. **OVERALL ASSESSMENT**

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

|  |  |  |  |
| --- | --- | --- | --- |
| **TOTAL MARKS** | **SCHEDULE 1 (70)** | **SCHEDULE 2 (24)** | **SCHEDULE 3 (6)** |
| **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 HoD on the basis of the total score obtained in the three schedules:

**Excellent (5): 95-100%**

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 (4): 85-94%**

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

**Good (3): 75-84%**

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

**Satisfactory (2): 65-74%**

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): 64% and Below**

Officer’s performance has not met the expected minimum standard for the job

**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:

1. Merit Awards for a HoD who attains a performance ranking of ‘Excellent’ i.e. achieves 95% and above of the stated deliverables.
2. Recognition to the HoD who attains a performance ranking of ‘Very Good’ i.e. achieves a score of 85% - 94% of the stated deliverables.
3. Recognition to the HoD who attains a performance ranking of ‘Good’ i.e. achieves a score of 75% - 84% of the stated deliverables.
4. Recognition to the HoD who attains a performance ranking of ‘Satisfactory i.e. achieves a score of 65% - 74% of the stated deliverables.
5. Warnings or sanctions to the HoD who attains a performance ranking of ‘Unsatisfactory’ i.e. does not achieve the minimum required score of 65% of the stated deliverables.

***Note:***

***The overall assessment of performance shall be derived by adding the marks for the three (3) schedules.***

|  |
| --- |
| ANNEX 4 **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:   1. Follow-up Actions Recommended |

# ANNEX 5

**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: -

* Warning/Reprimand
* Forfeit yearly increment
* Demotion
* Removal from Office for 3 years of unsatisfactory performance
* Non-renewal/Non-award of contract for Retired Officers

**GUIDANCE NOTES FOR THE COMPLETION OF THE 2022 PERFORMANCE AGREEMENT TEMPLATE FOR HEADS OF DEPARTMENT**

|  |  |
| --- | --- |
| **SECTIONS OF THE PERFORMANCE AGREEMENT** | |
| **1.0** **PREAMBLE**  Heads of Department are required to write in this section the date of the **signing** of the Agreement with the Chief Director. It is not to be left uncompleted. | |
| **2.0 CONDITIONS OF AGREEMENT**  Heads of Department are expected to complete all three (3) schedules of the Agreement. The assessment would be based on the achievement of the deliverables in the document. | |
| **3.0 STRATEGIC DIRECTION OF THE DEPARTMENT**  This section requires Heads of Department to state the Vision & Mission, Policy Objectives and Key Functions of their respective Departments. | |
| **4.0 KEY DELIVERABLES IN THE 2021 PERFORMANCE AGREEMENT**  This Section is to be completed as follows: | |
| **4.1 SCHEDULE 1**  Institution-Specific Outputs and Deliverables | *The following Focus Areas (FAs) have been defined for adoption by all Heads of Department to guide target setting:*   * *Policy Formulation/Implementation, (Cabinet Memos, Legislation, Standards, Guidelines, Regulations) Coordination, Monitoring and Evaluation* * *Service Delivery (Operationalisation of the Client Service Charter and initiative for improved service delivery)* * *Research and Information Management* * *Innovation (Initiative to improve service delivery and work processes)* * *Ministers’Priorities /Additional Government Priority Programmes and Projects*   Heads of Departments are expected to couch a minimum of five (5) and a maximum of ten (10) Department Specific Focus Areas with a maximum of five (5) targets for each Department Specific Focus Area. These are to be derived from the 2018-2021 Sector Medium Term Plan, the 2021 State of the Nation’s address and the Priority Areas of the Minister. |
| **4.2 SCHEDULE 2**  Key Outputs and Deliverables Common to all Heads of Department | It comprises of service-wide Operational and Administrative deliverables that are common to all Heads of Department. All deliverables under these KRAs are rooted in the Legislative framework that governs the operations of the Civil Service and have been grouped into five (5) broad FAs.  The Heads of Department shall deliver all generic outputs under the following Focus Areas:   * Performance Reporting * Financial Management * HR Management * Client Service Initiatives * Work Improvement Initiatives |
| **4.3 SCHEDULE 3**  Individual Learning Plan for the Head of Department | Heads of Department are required to indicate three (3) Learning Programmes to be pursued in the course of the 2022 year.  *(The details of the Individual Learning Plan are to be spelt out in Schedule 3 of the Agreement)* |
| **SCHEDULE 1:**  **INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES**  ***Heads of Department are to complete ALL the fields in the table in the order provided.*** | |
| ***Department’s Strategic Objectives:***  These relate to the major focus areas for the Department. They are to be derived from the 2022-2025 Sector Medium-Term Development Plan. | |
| ***Focus Areas (FAs):***  Heads of Department are required to adopt the five (5) standard FAs provided which is common to all Heads of Department to guide their target setting. Heads of Department are to list a minimum of five (5) and a maximum of ten (10) Department-Specific Focus Areas to be pursued in the course of the reporting year. This must be couched from **all** the five (5) standard FAs. The FAs are to correspond with Section 4.1 of the Agreement. Depending on the scope of a FA, more than one corresponding Department-Specific FA may be indicated. | |
| ***Baseline as at December, 2021:***  Heads of Department are required to indicate what has been done in the previous year in relation to the Target set for 2021. | |
| ***Targets for the Year (2022)***  In this column, Heads of Department are to spell out the main targets to be carried out during the year. The identified targets should be linked to the achievement of the Department Specific FAs. This should be stated in both qualitative and quantitative terms and meet the criteria of ‘SMART’ i.e. Specific, Measurable, Achievable, Realistic and Time bound.  Heads of Department are also advised to state targets within their control and to refrain from indicating targets that are difficult to measure (e.g. Commence/ Ensure/Initiate work on….)  Heads of Department are further required to state the specific roles that they are expected to play to enable the achievement of the indicated targets (e,g, Policy Implementation, coordination, monitoring and evaluation).  These may include tasks such as:   * Review of Workshop Reports/Annual Performance Report/Monitoring Report * Convening meetings to operationalize and track implementation of key activities * Facilitate the release of approved funding and sourcing funds from external sources   **Heads of Department** **are to note that they would be evaluated on the extent to which they achieve the targets (output)**  **Note:** Working backwards, the completion of work on set targets should facilitate the achievement of Institution’s Strategic Objectives, which should in turn lead to the attainment of the Department/Ministry Specific Focus Area (FA). | |
| **Implementation Schedule**  Under this column, Heads of Department are to indicate the timelines (broken down into quarters) by which the specific targets are expected to be carried out **during the year*.*** | |
| **Key Output and Impact**  Under this column, Heads of Department are to indicate the final product to be generated for the various targets indicated. This will be verified during the end of year evaluation. In case the target is not fully achieved, evidence for the current status of achievement will be verified.  The Impact should also indicate the changes you expect from the achieved target. These changes can be in individuals, systems, policies or institutions. They may reflect shift in relationships, knowledge, awareness, capabilities, attitudes and or behaviours.  **Output *e.g 1:*** *Copy of Composite Annual Performance Report*.  ***Impact e.g 1:*** *Internal policy reviews, directives issued and feedback received based on the information provided in the Report. Documentary evidence in relation to these will be verified.*  \*\*Kindly note that all detailed documentation on internal processing such as various memos, letters, e-mails and draft documents etc. **will not be verified during mid-year monitoring and end of year evaluation**. Only **key** documentation will be verified.  Heads of Department are to note that these output indicators would constitute the basis on which targets undertaken would be assessed during the evaluation exercise. | |
| **Collaborating Institutions**  Heads of Department are to indicate the Directorates/Units/Departments they would partner with in the delivery of their targets. This may enable the Chief Director to establish linkages and synergies in targets set by other Directorates/Units/Departments. This is to help improve internal coordination. | |

| **SCHEDULE 2**  **(GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES)**  The Head of Department shall deliver the following generic outputs deemed to be mandatory for the smooth operation of the Department | | |
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| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| **KEY RESULTS AREA 1 : PERFORMANCE REPORTING** | | |
| 2022 Departmental Annual Action Plan developed | * Annual Action Plan broken down into quarters and linked to the 2021 Sector Budget and soft copy of cash plan forwarded to the Sector Ministry | January, 2022 |
| 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 2022  August 2022 |
| 2021 Annual Performance Report produced | * 2022 Annual Performance Report and copy of forwarding letter to Sector Ministry | January 2023 |
| **KEY RESULTS AREA 2 : FINANCIAL MANAGEMENT** | | |
| Departmental 2022 Annual Procurement Plan approved | * Annual Procurement Plan and evidence of approval by the ETC * Minutes of Entity Tender Committee Meetings | January 2022  December 2022 |
| Assets Register updated | * Updated Assets Register signed and dated by Estates Officer and authenticated by Internal/External Auditor | December 2022 |
| **KEY RESULTS AREA 3 : HR MANAGEMENT** | | |
| Organisation manual which is not more than 4 years developed with evidence of review by MSD | Dated Organisation Manual available with evidence of implementation   * Updated staff list as at 31st Jan 2022 * Individualised job schedules for all staff * Establishment levels available/updated and copy of forwarding letter to Ministry/OHCS | November, 2022 |
| 2022 Staff Appraisal Instrument operationalized | * Complete the planning, mid-year and end-of-year phases of the appraisal instrument for all staff | Jan, July & Dec 2022 |
| Training programmes | * 2022 Training Plan linked to training needs identified through the appraisal process * Mid and end year reports on the implementation of the 2022 Training Plan and copy forwarded to Ministry | March 2022  July & Dec 2022 |
| Management of discipline | * Monthly reports on daily staff attendance indicating trends & actions taken * Report on efforts to enforce discipline (including preventive measures) | Monthly  December 2022 |
| Report on staff movements | * Composite analysed reports on staff movements (recruitments, replacements, promotions, postings, retirements and resignations) in 2022 with implications for the effective functioning of the Dept. * 2023 Promotion register available and copy forwarded to Sector Ministry | December 2022  November 2022 |
| **KEY RESULTS AREA 4 : CLIENT SERVICE INITIATIVES** | | |
| Service Delivery Standards and brochures of the Organisation | * Service Charter of Department available and copy forwarded to Sector Ministry and OHCS | December 2022 |
| Functional Client Service Unit (CSU) | * Designated office space for CSU and basic office equipment provided * Evidence of exposure for capacity development for CSU Contact Officers (formal training, internship with other corporate institutions etc) * 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 efforts at sensitizing the public about the CSU, and copies forwarded to Sector Ministry and OHCS | July 2022  July 2022  July, 2022 & Jan 2023 |
| Public Information Dissemination Mechanisms | * Functional interactive website/social media platforms * Reports on quarterly updates of website * Newsletters, brochures and flyers * Evidence of tracking and analysis of public opinion/media reports and follow-up actions | December 2022  Quarterly  December 2022  December 2022 |
| **KEY RESULTS AREA 5: WORK IMPROVEMENT INITIATIVES** | | |
| Departmental activities as they impact on the sub-national level | * Measures undertaken to ensure effectiveness of sector polices, programmes and activities ant the regional and district levels and the involvement of stakeholders (with evidence of data and analysis) | December 2022 |
| Management/Staff engagements | * Minutes of monthly Management Meetings * Minutes of quarterly Staff durbars/meetings * Report on measures to promote gender inclusiveness * Report on measures on health and well-being of staff | Monthly  Quarterly  December 2022  December 2022 |
| Records Management Improvement Initiatives | * Evidence of inspection by PRAAD * Evidence of actions taken to improve records management | December, 2022  December, 2022 |
| 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 2022 |

**DEFINITION OF TERMS**

The definitions for the terms used in the Heads of Department’s Performance Agreementwere introduced in the template as follows;

**“Chief Director”** means the bureaucratic head of the institution.

**“Director”** means the Director/Analogous Grades officers occupying the position of a Directorate/Unit head in the Ministry.

**“Head of Department”** means the officer occupying the position of a Departmental head.

**“Focus Area”** means the broad thematic areas of Ministries; consistent with their mandate, plans, programmes and projects as well as emerging issues of the sector.

**“Target”** means activities to be undertaken within a particular period. The target set should be Specific, Measurable, Achievable, Realistic and Time bound (SMART). The target set should lead to the achievement of the Top Priority Areas. **Example:** Produce Civil Service Annual Performance Report. (how many copies and by what timeline?? Is it to be distributed to key stakeholders?) SMART Example: Forty (40) copies of the APR produced and distributed to key stakeholders by end of March 2022.

**“Output”** means the final or key information in the form of pictorial, video or documentary evidence to show that the target set by the institution has been achieved.