

THE GHANA CIVIL SERVICE



PRESENTATION ON **PERFORMANCE MANAGEMENT** **SYSTEM IN THE CIVIL SERVICE**

OUTLINE OF PRESENTATION

- ❖ Introduction
- ❖ What and Why Perf. Management
- ❖ Objectives
- ❖ Perf. Management Tools in the Service
- ❖ Stages of the Staff Appraisal System
- ❖ Lessons

INTRODUCTION

“If you fail to plan, you are planning to fail!” by Benjamin Franklin

- What is Performance Management?
- Why is Performance Management Important?

INTRODUCTION (cont'd)

- The success of every organisation depends on its staff at all levels to work hard to achieve organisational goals and targets.
- It is therefore important to have a planned approach to managing people effectively for desired levels of performance.

WHAT IS PERFORMANCE MANAGEMENT

- A process by which managers and staff work together to plan, monitor and review individual work objectives and their overall contribution to the organization
- A platform to create shared understanding of what is to be achieved and how it should be achieved
- A tool for meeting organizational goals

WHY PERFORMANCE MGT

- The Civil Service is judged by the extent to which it meets expectations of stakeholders
 - the government of the day;
 - the public;
 - public sector institutions;
 - business enterprises; and
 - development partners.
- This requires that the ways for measuring/ managing performance should be given critical attention/examination

WHY PERFORMANCE MANAGEMENT

- Ensure organisation and employee are focused on the same priorities
- Facilitate improvements in production and reduction of waste in an organisation.
- Improve the employee-manager relationship - work together to plan, monitor and review objectives and overall contribution to the organization
- Identify gaps in an employee's skill-set and put in place measures to address them

OBJECTIVES OF THE PERFORMANCE MANAGEMENT SYSTEM

- Strengthen the performance management culture in the Civil Service
- Increase transparency and accountability in the delivery of public services;
- Provide reliable, dispassionate means to assess the level and quality of work done by Staff/Officers
- Confirm competencies and identify capacity gaps for redress
- Provide an opportunity to learn lessons for the way forward and effect continuous change and improvement

WHEN TO START THE PMS

- Begins when a job is defined as needed. It ends when an employee exits the organization
- Assessment Period – 1st January to 31st December

PERFORMANCE MEASUREMENT TOOLS

- There are two types of performance assessment tools used in the Service.
 - ✓ Performance Agreements – (CDs and Directors/HoDs)
 - ✓ Staff Performance Appraisals – (Deputy Director, Analogous Grades and below)

THE STAFF PERFORMANCE APPRAISAL PROCESS

Stages of the Staff Appraisal Process

❖ Performance Planning

- Carried out in **January** each year
- Supervisor and staff outline key result areas, specific targets, expected competencies and resources required to carry out work for the year
- Appraiser and appraisee sign and date page
- Deposit copy of page on planning section with personnel

Performance Planning

- 3 to 5 Key Result Areas
- Set '**SMART**' targets

Performance Planning Template

KEY RESULT AREAS <small>(Not more than 5 - To be drawn from employees Job Description)</small>	TARGETS <small>(Results to be achieved, should be specific, measurable, realistic and time-framed)</small>	RESOURCES REQUIRED
Effective Procurement Management	I. Prepare procurement plan and upload on PPA website by end January 2018	<ul style="list-style-type: none"> • Computer • Stationery • Internet access • Vehicle for monitoring
Preparation of 2017 Annual Performance Report	I. Analyse Annual Performance Reports of assigned ministries and prepare summaries by mid February, 2018.	
Management of staff discipline	I. Prepare and submit monthly draft reports on staff attendance by the first week of each ensuing month	
Implementation of the Sector Medium Term Development Plan	I. Collect, analyse and submit quarterly data on the status of SMTDP indicators from sector agencies by 2 nd week of April, July, Oct and December 2018	

2nd Stage of the Appraisal Process

❖ **Mid-year review**

- Carried out in **July** each year
- Supervisor & staff sit to discuss half-year performance
- Revise targets (if need be)
- Appraiser and appraisee sign and date page
- Deposit copy of page on mid-year review to with personnel

Template for Mid-Year Review

NO.	TARGET	PROGRESS REVIEW	REMARKS
1	Prepare procurement plan and upload on PPA website by end January 2018	Target fully met	
2	Analyse Annual Performance Reports of assigned ministries and prepare summaries by mid February, 2018	Target fully met	
3	Prepare and submit monthly draft reports on staff attendance by the first week of each ensuing month		
4	Collect, analyse and submit quarterly data on the status of SMTDP indicators from sector agencies by 2 nd week of April, July, Oct and December 2018	Target fully met for first quarter	
5	Prepare draft 4 th quarter report on the implementation of OHCS SMTDP by 31 st December, 2016	Target not due	

Template for Mid-Year Review

NO.	COMPETENCY	PROGRESS REVIEW	REMARKS
1	Research skills	satisfactory	
2	Communication skills (oral, written & electronic)	good	
3	Report writing skills	fair	To be provided with training in report writing
4	Analytical skills	satisfactory	

3rd Stage of the Appraisal Process

❖ End-of-year Assessment

- To be carried out in the month of **December** each year
- Supervisor & staff sit to discuss full-year performance
- Objective scores are awarded
- Comments on performance by supervisor and staff are written
- Appraiser and appraisee sign and date page
- Decisions on overall performance communicated to HR

3rd Stage of the Appraisal Process

- What is evaluated?
 - Targets
 - Core Competencies
 - Non-Core Competencies
- Ratings are assigned
- Total scores computed

SOME LESSONS TO KEEP

- Complete planning stage of process in Jan
- Set SMART targets and ensure they fall within the reporting year
- Ensure to document key indicators/deliverables to facilitate verification of work and tracking of events
- Prompt your supervisors to hold mid-year review sessions and feed outcomes into review of targets and timelines



THANK YOU FOR LISTENING

Questions/Discussions