



‘TABLE OF CONTENTS

LIST OF ABBREVIATIONS	3
1.0 PREAMBLE.....	4
2.0 CONDITIONS OF AGREEMENT.....	4
3.0 STRATEGIC DIRECTION OF THE MINISTRY	4
4.0 TOP PRIORITIES OF THE MINISTRY FOR THE PERIOD OF THE AGREEMENT.....	4
5.0 KEY RESULTS AREAS FOR THE PERIOD UNDER REVIEW	5
6.0 ASSUMPTIONS	5
7.0 OBLIGATIONS OF THE CHIEF DIRECTOR TO THE GOVERNMENT	5
8.0 OBLIGATIONS OF THE GOVERNMENT TO THE CHIEF DIRECTOR	6
9.0 PERFORMANCE EVALUATION UNDER THE AGREEMENT	6
10.0 REWARDS AND SANCTIONS	6
11.0 ARBITRATION AND SETTLEMENT OF DISPUTES.....	7
SCHEDULE 1	8
INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES.....	8
SCHEDULE 2	9
SCHEDULE 3	15
CHIEF DIRECTOR’S PERSONAL CAPACITY DEVELOPMENT PLAN	15
ANNEX 1- DISTRIBUTION & TIMELINES OF PERFORMANCE AGREEMENT	16
1. DISTRIBUTION	16
2. SCHEDULED TIME FRAMES	16
a) Performance Agreements.....	16
b) Performance Reports and Assessment.....	16
ANNEX 2- TEMPLATES FOR REPORTING PERFORMANCE	18
(a) INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES	18
(b) PERSONAL CAPACITY DEVELOPMENT PLAN	19
ANNEX 3- ASSESSMENT	20
a) SCHEDULE 1- SCORE GUIDE – INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES	20
b) SCHEDULE 2- SCORE GUIDE - GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES	20
c) SCHEDULE 3- SCORE GUIDE - PERSONAL CAPACITY DEVELOPMENT PLAN	21



d) OVERALL PERFORMANCE.....	21
e) CRITERIA FOR RATING OVERALL PERFORMANCE	22
ANNEX 4 - REWARDS, RECOGNITIONS AND SANCTIONS	23
1. REWARDS	23
2. RECOGNITIONS.....	23
3. SANCTIONS - DISCIPLINARY ACTION FOR NON-PERFORMANCE	23



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
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 Thirteen, effective 1st January, 2013 - 31st December, 2013, 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, 2013 - 31st December, 2013. 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 Functions:

4.0 TOP PRIORITIES OF THE MINISTRY FOR THE PERIOD OF THE AGREEMENT

The top priorities of the Ministry, for the period of the Agreement (Jan.2013 to Dec.2013) are:

-
-
-
-
-

(Kindly note that these priorities are to be linked to or extracted from relevant governance documents such as the Ghana Shared Growth and Development Agenda (GSGDA), 2013 State of the Nation Address by the President, Ministry’s Strategic/Corporate Plan, the Sector Medium Term Plan and the 2013 Approved Annual Budget.)



5.0 KEY RESULTS AREAS FOR THE PERIOD UNDER REVIEW

The Chief Director shall be expected to deliver the outputs and deliverables listed in Schedules 1-3 of this Agreement. The Key Results Areas (KRAs) are categorised into:

- Institution-Specific Outputs and Deliverables
- General Operational and Administrative Deliverables
- Chief Director's Personal Capacity Enhancement Deliverables

6.0 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 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.)

7.0 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:

- a) Adopt and apply appropriate management techniques in conducting the affairs of the Ministry and in supervising its Directorates/Departments/Agencies.
- b) 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.
- c) Ensure that the assets within the Ministry are maintained in the most efficient manner and safeguarded against loss or abuse.
- d) 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.



8.0 OBLIGATIONS OF THE GOVERNMENT TO THE CHIEF DIRECTOR

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

9.0 PERFORMANCE EVALUATION UNDER THE AGREEMENT

An assessment of the performance of the Chief Director shall be conducted by the Government at the instance of the OHCS. 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 assessment shall be completed no later than the 3rd Month (i.e.) following the anniversary date of this Agreement. Upon the conclusion of the annual evaluation, the Government shall communicate to the Chief Director in writing the outcome of the evaluation. Government shall thereafter determine the reward or sanctions as prescribed in Annex 4 of this Agreement.

10.0 REWARDS AND SANCTIONS

Merit Awards would be considered for a Chief Director who achieves over 90% of the stated deliverables. The Chief Director is expected to produce at least 70% of the deliverables to avoid prescribed sanctions.

Based on the results of the performance assessment, the Head of the Civil Service shall recommend to the Civil Service Council that a Chief Director be rewarded or recognised for excellent performance.

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 are provided in Annex 4.



11.0 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.

.....
CHIEF DIRECTOR

.....
SIGNATURE

DATE.....

.....
HEAD OF CIVIL SERVICE

.....
SIGNATURE

DATE.....

ENDORSED BY:

.....
HON. MINISTER

.....
SIGNATURE

DATE.....



SCHEDULE 1

INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES

List the top priorities for the Ministry, funded from the Ministry's Budget (GoG/Donor/IGF) for the period of the Agreement (Jan.2013 to Dec.2013). These priorities should be rooted in the Ghana Shared Growth and Development Agenda (GSGDA), 2013 State of the Nation Address by the President, Ministry's Strategic/Corporate Plan, the Sector Medium Term Plan and the 2013 approved Annual Budget.

TOP PRIORITY AREAS FOR THE MINISTRY	STRATEGIC OBJECTIVES	TARGET FOR THE YEAR (2013)	START DATE	END DATE



SCHEDULE 2
GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES

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

KRA	OUTPUT DELIVERABLES	OBJECTIVE VERIFIABLE INDICATOR(S)	DUE DATE
1. PERFORMANCE REPORTING	2013 MDAs Annual Action Plan Developed	<ul style="list-style-type: none">• Annual Action Plan linked to 2013 Budget	31 st March 2013
	Record of Mid-Year Performance Monitoring/Evaluation of action plan.	<ul style="list-style-type: none">• Minutes of meetings• Performance M & E report• Report on follow up actions to OHCS	July 2013
	2012 Annual performance report produced.	2012 Annual Performance Report	End of February 2013



KRA	OUTPUT DELIVERABLES	OBJECTIVE VERIFIABLE INDICATOR(S)	DUE DATE
FINANCIAL MANAGEMENT	Record of Audit Report Implementation Committee (ARIC) meetings & actions taken to redress audit queries.	<ul style="list-style-type: none"> Minutes of quarterly ARIC Meetings Summary of actions taken 	<ul style="list-style-type: none"> 15th January, 2013 15th April, 2013, 15th July, 2013, 15th October, 2013 December 2013
	MDA's 2013 Annual Procurement Plan approved.	<ul style="list-style-type: none"> Copy of Annual Procurement Plan Updated copies of P. Plan Minutes of Entity Tender Committee/Ministerial Tender Review Board Meetings 	<ul style="list-style-type: none"> End of April 2013
	MDAs 2013 approved Annual Budget and actual Releases for the year under review.	<ul style="list-style-type: none"> Copy of 2013 approved Annual Budget Monthly Releases from MOF Applications for Release of funds under non-financial Assets 	<ul style="list-style-type: none"> End of April 2013 June 2013
	Monthly expenditure returns submitted	<ul style="list-style-type: none"> Copies of monthly financial reports Forwarding letter to MOF/CAGD 	2 nd week of every ensuing month
	Final accounts submitted	<ul style="list-style-type: none"> Copy of expenditure returns Forwarding letter to 	1 st week in February of ensuing year



		MOF/CAGD	
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KRA	OUTPUT DELIVERABLES	OBJECTIVE VERIFIABLE INDICATOR(S)	DUE DATE
HR MANAGEMENT	Organization manual developed	<ul style="list-style-type: none"> • Copy of Organization manual available • Letter forwarding copy to OHCS 	<ul style="list-style-type: none"> • June 2013
	Job schedules available	<ul style="list-style-type: none"> • Memo distributing individual job descriptions to all staff 	<ul style="list-style-type: none"> • June 2013
	Approved Establishment levels	<ul style="list-style-type: none"> • Comprehensive staff list • Updated Establishment levels 	<ul style="list-style-type: none"> • June 2013
	Records of recruitments, promotions and movements	<ul style="list-style-type: none"> • 2013 Promotion register • Copy of HR Plan • Composite reports on promotions and movements 	<ul style="list-style-type: none"> • January 2013 • June 2013 • December 2013
	Scheme of Service training programs	<ul style="list-style-type: none"> • 2013 Training Plan • Mid-year Report on training undertaken in 2013 • Summary report of post-training implementation activities undertaken in 2013 	<ul style="list-style-type: none"> • February 2013 • October 2013 • December 2013
	Comprehensive staff appraisals undertaken for 2012	<ul style="list-style-type: none"> • Completed staff appraisal reports 2012 • Report on analyzed SPARs • Letter forwarding to OHCS 	<ul style="list-style-type: none"> • March 2013 • June 2013 • June 2013
	Performance Agreements signed with Heads of Directorates/ Departments	<ul style="list-style-type: none"> • Copies of completed PA with HODs • Forwarding letter to OHCS 	<ul style="list-style-type: none"> • June 2013 • June 2013



KRA	OUTPUT DELIVERABLES	OVI	DUE DATE
MINISTERIAL ADVISORY BOARD OPERATIONAL	Ministerial Advisory Board Set up	List of board members	May 2013
	Quarterly meetings organised	Minutes of meetings	<ul style="list-style-type: none"> • 15th April, 2013, • 15th July, 2013, • 15th October, 2013
	Progress reports available	Bi- annual reports on planned programmes	August 2013 and December 2013

KRA	OUTPUT DELIVERABLES	OVI	DUE DATE
CUSTOMER SERVICE INITIATIVES	Updated/developed Service Delivery Standards and brochures of the Ministry	<ul style="list-style-type: none"> • MDA Service Delivery Standards documented • List of Service Delivery Brochures printed & distributed 	<ul style="list-style-type: none"> • August 2013 • October 2013
	Functional Client Service Unit	<ul style="list-style-type: none"> • Designated Office space for CSU • Logistics provided • List of officers and schedules • Bi-Annual Reports (on complaints, petitions, actions taken etc.) 	<ul style="list-style-type: none"> • April 2013 • May 2013 • May 2013 • August & December 2013
	Functional Interactive website	<ul style="list-style-type: none"> • MDA website address • Reports on regular updates of website 	<ul style="list-style-type: none"> • July 2013 • December 2013



KRA	OUTPUT DELIVERABLES	OVI	DUE DATE
WORK ENVIRONMENT IMPROVEMENT INITIATIVES	Efficiency gains in organizational operations	<ul style="list-style-type: none"> List of e-services introduced Processing times for services 	<ul style="list-style-type: none"> August 2013 August 2013
	HQs of Decentralised Departments mainstreamed into structure and operations of Ministry	<ul style="list-style-type: none"> Report of realignment exercise 	<ul style="list-style-type: none"> August 2013
	Minimum of 12 Management meetings organized	<ul style="list-style-type: none"> Schedule of meetings Minutes of Meetings 	<ul style="list-style-type: none"> February 2013 Monthly
	Assets Register updated	<ul style="list-style-type: none"> Copy of updated Assets Register 	<ul style="list-style-type: none"> June 2013 December 2013
	Records Management Improvement Initiatives	<ul style="list-style-type: none"> Evidence of inspection by PRAAD List of records moved to the records centre Staff Trained in records management 	<ul style="list-style-type: none"> May 2013 October 2013 October 2013



SCHEDULE 3

CHIEF DIRECTOR'S PERSONAL CAPACITY DEVELOPMENT PLAN

Please outline your personal development requirements for the year. (These should be discussed and agreed with the HCS.)

What competencies would you require to improve your performance	How do you plan to attain these competencies		
COMPETENCIES/SKILLS GAPS	ACTIONS	DATES	EXPECTED OUTCOMES



ANNEX 1- DISTRIBUTION & TIMELINES OF PERFORMANCE AGREEMENT

1. DISTRIBUTION

Five copies of the Performance Agreement will be signed and distributed as follows:

1. One (1) copy for the Public Services Commission
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 respective Sector Minister
5. One (1) copy for the Chief Director

2. SCHEDULED TIME FRAMES

a) Performance Agreements

15 th April 2013	-	Circular and Template on Performance Agreement issued to Chief Directors
30 th April 2013	-	Duly filled Performance Agreement forms submitted to the Head of Civil Service for validation
15 th May 2013	-	Five copies of fully completed Performance Agreements to be signed on a scheduled date and submitted to OHCS
24 th May 2013	-	Copies of Performance Agreements sent to relevant Offices by OHCS

b) Performance Reports and Assessment

End July 2013	-	Mid-year assessment reports submitted to OHCS
August 2013	-	OHCS monitoring, verification, feedback and review of targets if necessary
End January 2014	-	CD submits Annual Performance Reports to the HCS
February 2014	-	Evaluation of Performance
March 2014	-	Results of Performance assessment communicated to relevant stakeholders



April 2014

-

Rewards and sanctions administered





ANNEX 2- TEMPLATES FOR REPORTING PERFORMANCE

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

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

(a) INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES

TOP PRIORITY AREAS FOR THE MINISTRY	STRATEGIC OBJECTIVES	TARGET FOR THE YEAR (2013)	TARGET DATE	ACTUAL RESULTS	REMARKS



(b) PERSONAL CAPACITY DEVELOPMENT PLAN

What competencies would you require to improve your performance	How do you plan to attain these competencies		
COMPETENCIES/SKILLS GAPS	ACTIONS	DATES	ACTUAL RESULTS



ANNEX 3- ASSESSMENT

(Kindly note that the Annex 3 is not for the Chief Director to complete. It has been provided for information purposes only.)

a) SCHEDULE 1- SCORE GUIDE – INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES

SCHEDULE 1 - 60 MARKS			
TOP PRIORITY AREAS	TARGET	ACTUAL RESULT	MARKS
TOTAL MARKS			60

b) SCHEDULE 2- SCORE GUIDE - GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES

SCHEDULE 2- KEY RESULT AREAS (1-6) 30 MARKS				
KEY RESULT AREA	OUTPUT DELIVERABLES	OVI	DUE DATE	MARKS
KRA 1- Performance Reporting				7
KRA 2 - Financial Management				6
KRA 3- HR Management				5
KRA 4 - Ministerial Advisory Board Operational				3
KRA 5 - Customer Service Initiatives				5
KRA 6- Work Environment Improvement Initiatives				4
TOTAL MARKS				30



c) 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

d) 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		



e) CRITERIA FOR RATING OVERALL PERFORMANCE

The following criteria will be used to rate the overall performance of the Officer:

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.

Poor (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.

Note:

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



ANNEX 4 - REWARDS, RECOGNITIONS AND SANCTIONS

1. REWARDS

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

- ❖ Renewal of Contract appointment
- ❖ Paid trips to professional conferences
- ❖ Paid vacation with family
- ❖ Study tours
- ❖ Cash bonus

2. RECOGNITIONS

Recognitions shall take the following forms: -

- ❖ Letter or Certificate of merit
- ❖ Provision of citations, mementos, trophies, badges etc.
- ❖ Formal public recognition e.g. publicised captioned photos of the person being recognized in the newsletter/news paper or hanging up photographs of best performers in public places.
- ❖ Lunch at the Presidency

3. SANCTIONS - DISCIPLINARY ACTION FOR NON-PERFORMANCE

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

- ❖ Dismissal
- ❖ Removal
- ❖ Reduction of salary
- ❖ Reprimand