

 **HEADS OF DEPARTMENTS (HODS) PERFORMANCE**

**AGREEMENT & GUIDANCE NOTE**

**NAME:**

**ORGANISATION:**

# 2025 PERFORMANCE AGREEMENT FOR HEADS OF DEPARTMENTS

# 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-Five, effective 1st January,2025 to 31st December, 2025, is between the Ministry represented by the CHIEF DIRECTOR, on the one part, and the **HEAD OF DEPARTMENT** on the other part.

***NB: All Deputy Directors/Analogous Grade Officers including those in acting positions are to enrol and complete the electronic staff performance appraisal instrument.***

# 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 1st January, 2025 to 31st December, 2025. 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 2025 PERFORMANCE AGREEMENT

The Performance Agreement covers the following **Schedules**:

* 1. S**chedule 1: Institutional Specific Focus Areas**

Heads of Departments are expected to couch their Institution Specific Focus Areas under the following Generic Focus Areas

* **Focus Area 1** *- Policy Formulation, (Cabinet Memos, Legislation, Standards, Guidelines,*

*Regulations) Coordination, Monitoring and Evaluation*

* **Focus Area 2 *-*** *Service Delivery Standards (Operationalisation of the Client Service*

*Charter, activities being implemented to improve service delivery standards, e.g. automation of services, client satisfaction surveys, stakeholder engagements/consultations, etc.)*

* **Focus Area 3** *- Research and Information Management (Surveys/research, data*

*analysis/analytics reports, desk reviews, etc)*

* **Focus Area 4 *-*** *Innovation (Initiatives - process, service, business models to improve*

*service delivery and work processes)*

* **Focus Area 5 *-*** *Ministers’ Priorities / Additional Government Resetting Agenda Programmes and*

*Projects*

4.2 **Schedule 2: Key Outputs and Deliverables common to all Heads of Department**

* Performance Reporting
* Financial Management
* HR Management
* Client Service Initiatives
* Work Environment improvement initiatives

**4.3 Schedule 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 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 2024**

Department-specific outputs and deliverables are to be detailed by the Head of Department using the format below. Heads of Departments are expected to couch a minimum of five (5) and a maximum of ten (10) Department Specific Focus Areas with a minimum of five (5) and a maximum of (15) targets across the Generic Focus Areas. ***NB: Heads of Department should also note that NONE of the Administrative and Operational deliverables under Schedule 2 of this Agreement should be used as target under schedule 1***

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **MINISTRY’S SECTOR POLICY OBJECTIVES** | **FOCUS AREAS** | **BASELINE** | **TARGETS FOR THE YEAR & HoDs ROLE** | **IMPLEMENTATION SCHEDULE** | **KEY OUTPUT** | **OUTCOME** | **COLLABORATING MINISTRIES AND OTHER INSTITUTIONS** |
| **1STQtr****Jan.- Mar.** | **2ndQtr****Apr.- June** | **3rdQtr****July- Sept.** | **4thQtr****Oct.- Dec.** |
|  | **Focus Area 1** *- Policy Formulation/Implementation, (Cabinet Memos, Legislation, Standards, Guidelines, Regulations) Coordination, Monitoring and Evaluation* |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **Focus Area 2 *-*** *Service Delivery Standards (Operationalisation of the Client Service Charter, activities being implemented to improve service delivery standards, e.g. automation of services, client satisfaction surveys, stakeholder engagements/consultations, etc.)* |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **Focus Area 3** *- Research and Information Management (Surveys/research, data analysis/analytics reports, desk reviews, etc)* |
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|  | **Focus Area 4 *-*** *Innovation (Initiatives - process, service, business models to improve service delivery and work processes)* |
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|  | **Focus Area 5 *-*** *Ministers’ Priorities / Additional Government Resetting Agenda Programmes and projects* |
|  |  |  |  |  |  |  |  |  |  |  |

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

# SCHEDULE 2

**GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES**

The Head of Department is required to coordinate, monitor and track the General Operational and Administrative Deliverables of their Departments with the respective timelines indicated in the Table below:

|  |  |  |
| --- | --- | --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| **KEY RESULTS AREA 1: PERFORMANCE REPORTING** |
| 2025 Departmental Annual Action Plan developed | Annual Action Plan broken down into quarters and linked to the 2025 Sector Budget and soft copy of cash plan forwarded to the Sector Ministry | January, 2025 |
| 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 2025August 2025 |
| 2025 Annual Performance Report produced | 2025 Annual Performance Report and copy of forwarding letter to Sector Ministry | January 2026 |
| Planning, implementation and Reporting on gender mainstreaming | A copy of Gender Action Plan prepared by June, 2025 and End-of-year Reports prepared and evidence of submission to OHCS | December, 2025 |
| **KEY RESULTS AREA 2: FINANCIAL MANAGEMENT** |
| Implementation and Reporting on GHANEPS | Planning to implementation/Reporting * Evidence of 2025 Procurement Plan Uploaded unto the GHANEP system.
* Evidence of Mid-year and End-of-year audit trail reports on all procurement activities undertaken on the GHANEP system.
 | January, 2025July, 2025 & January, 2026 |
| Implementation of Follow-up actions on procurement related issues | 2025 End-of-year Report on execution of Follow-up actions identified to improve procurement and supply-chain management activities prepared and submitted to OHCS. **Refer to Annex 5B for the Reporting Template** | December, 2025 |
| Implementation and Reporting on Fixed Assets Coordinating Unit | * Report on activities of Fixed Asset Coordinating Unit Updated.
* Fixed Assets Register endorsed by Internal Auditor, Estate Manager and Head of Department.
 | December, 2025December 2025  |
| **KEY RESULTS AREA 3: HR MANAGEMENT** |
| Organisational manual not more than 4 years with evidence of review by MSD | Dated Organisational Manual available with evidence of implementation. | November, 2025 |
| The following HR documents prepared and made available. | * Updated Staff list as at **30th June, 2025**
* Individual Job Schedule for staff linked to 2024 Workplan as at **30th June 2025**
* Establishment level as at **30th December, 2025**

(**Refer to Annex 5A for the templates of the above listed document**) | June & December, 2025 |
| Department’s Operational Manual not more than 4 years with evidence of review by MSD | Institutional Operational Manual not more than four years available, with evidence of submission to OHCS | December, 2025 |
| 2025 Electronic Staff Appraisal system operationalized  | Complete and prepare reports on the planning, mid-year and end-of-year phases of the electronic appraisal instrument for all staff and submit to OHCS. | April, August 2025 & January 2026 |
| Management of discipline | * Monthly reports on daily staff attendance indicating trends & actions taken.
* Mid and End-of-year Reports on efforts to enforce discipline (including preventive measures)
 | MonthlyJuly & December, 2025 |
| Report on staff movements  | * Composite analysed reports on staff movements (recruitments, replacements, promotions, postings, retirements, and resignations) in 2025 with implications for the effective functioning of the Department.
* 2026 Promotion Register available, and copy forwarded to Sector Ministry
 | December 2025November 2025 |
| Reporting on Onboarding Activities | * 2025 End-of-year Report on onboarding activities carried out for Staff in any of the following categories:
* Newly recruited Officers
* Newly posted Officers
* Newly transferred staff into the Service
* Staff returning from study leave
* Officers converted from one class to another
* Officers upgraded from sub-professional to Professional class in the Service
* Officers promoted
 | December, 2025 |
| Declaration of assets and liabilities by public office holders according to the Public Office Holders (Declaration of Assets and Disqualification) Act, 1998 | Assets Declaration Certificate or receipt | June, 2025 |
| Leadership And Management Style | End-of-year Implementation report on Mentorship and Coaching Initiatives, Coaching plans, programmes, meeting notes | December, 2025 |
| **KEY RESULTS AREA 4: CLIENT SERVICE INITIATIVES** |
| Service Delivery Standards and brochures of the Organisation | * Approved Client Service Charter of Department in operation available and copy forwarded to Sector Ministry and OHCS
 | December 2025 |
| 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 2025July 2025July, 2025 & Jan 2026 |
| 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 2025QuarterlyDecember 2025December 2025 |
| **KEY RESULTS AREA 5: WORK IMPROVEMENT INITIATIVES** |
| Management/Staff engagements  | * Minutes of monthly Management Meetings
* Minutes of quarterly Staff durbars/meetings
* End-of-year Report on measures on health and well-being of staff
 | MonthlyQuarterlyDecember 2025 |
| Records Management Improvement Initiatives | * Evidence of actions taken to improve records management
 | December 2025 |
| Work Environment Improvement Initiatives | * Work Health and Safety Plan not more than 4 years and 2025 Annual Report on the implementation of the plan. (**Refer to Annex 5C for the Template for the Plan).**
* Physical verification of Un-littered Office environment cleaned and un-stenched washrooms, & flowery, trimmed and weeded environment, fire extinguishers, smoke detectors, fire alarm
 | June & December,2025June & December,2025 |

# 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 2025: (Actions could include; participation in workshops/conferences; seminars, webinars, book review, peer reviews, executive coaching and readings; etc)

This capacity development action/activity is expected to fill a specific gap in order to enable the HoD function effectively during the course of the assessment year. Kindly note that these capacity development actions are expected to be undertaken between the periods of January to September, 2025

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| **No.** | **COMPETENCY GAP** | **ACTIVITIES / ACTIONS TO BE UNDERTAKEN & DATES** | **KEY OUTPUT**  | **EXPECTED OUTCOME** |
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|  |  |  |  |  |

I hereby agree to all the terms and conditions stated in this Performance Agreement 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 2024 Performance Agreement**

March, 2025 - Circular and Template on 2025 Performance Agreement

for Heads of Department issued to Chief Directors

April, 2025 - Signing of 2025 Performance Agreements

April, 2025 - Copies of Performance Agreements submitted to

relevant persons

1. **Performance Reporting and Assessment**

June, 2025 - Mid-year self-assessment reports submitted to CD and copy

forwarded to OHCS

July, 2025 - Mid-year monitoring by OHCS Team

December 2025 - End-of-year self-assessment reports submitted to CD and copy

forwarded to OHCS

December, 2025 - Verification and collection of data on HoD’s deliverables by

Evaluation team and report submitted to Chief Director

January, 2026 - Feedback provided to Head of Department

January, 2026 - Composite Report on evaluation prepared and

Submitted to Sector Minister and Head of Civil Service

January, 2026 - 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 POLICY OBJECTIVES**

1. **STATUS OF IMPLEMENTATION AS ATMID-YEAR / END-OF-YEAR, 2025)**

**SCHEDULE 1**

| **MINISTRY’S SECTOR POLICY OBJECTIVE** | **FOCUS AREA** | **TARGETS FOR THE YEAR**  | **HoDs ROLE** | **ACHIEVEMENT STAT US** | **OUTCOME** | **REMARKS** |
| --- | --- | --- | --- | --- | --- | --- |
| ***Focus Area 1*** - *Policy Formulation/Implementation, (Cabinet Memos, Legislation, Standards, Guidelines, Regulations), Coordination, Monitoring and Evaluation* |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| ***Focus Area 2 -*** *Service Delivery Standards (Operationalisation of the Client Service Charter, activities being implemented to improve service delivery standards, e.g. automation of services, client satisfaction surveys, stakeholder engagements/consultations, etc.)* |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Focus Area 3** *- Research and Information Management (Surveys/research, data analysis/analytics reports, desk reviews, etc)* |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Focus Area 4 *-*** *Innovation (Initiatives - process, service, business models to improve service delivery and work processes)* |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
| **Focus Area 5 *-*** *Ministers’ Priorities / Additional Government Resetting Agenda Programmes and projects* |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

**NB: All key outputs and relevant documents used as a means of verifying OUTPUT deliverables and HoDs 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** |
| **1.** |  |  |
|  |  |  |
|  |  |  |
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**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 Standards (Operationalisation of the Client Service Charter, activities being implemented to improve service delivery standards, e.g. automation of services, client satisfaction surveys, stakeholder engagements/consultations, etc.)* | 15 |
| *Research and Information Management (Surveys/research, data analysis/analytics reports, desk reviews, etc)* | 15 |
| *Innovation (Initiatives - process, service, business models to improve service delivery and work processes)* | 15 |
| *Ministers’ Priorities / Additional Government Resetting Agenda 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** |
| **MINISTRY’S 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 -** Client 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** |
| **COMPETENCY GAP** | **ACTIVITIES / ACTIONS TO BE UNDERTAKEN & DATES** | **KEY OUTPUT**  | **EXPECTED OUTCOME** |
|  |  |  | 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.***

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| 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 5A**

**TEMPLATES FOR THE UPDATED STAFF LIST, ESTABLISHMENT LEVEL AND JOB SCHEDULE**

**STAFF LIST TEMPLATE**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Staff No.** | **Name** | **Sex** | **Date of Birth (DD/MM/YY)** | **Current Grade** | **Date of First Appointment (DD/MM/YY)** | **Date of Present Appointment (DD/MM/YY)** | **Highest**  | **Senior/Junior Staff** | **No. of Years at Current Ministry / Dept** | **Professional / sub professional** | **Fulltime/contract staff/ Secondment/Study leave** | **Marital status** | **Phone No.** | **Supervisor’s Name** | **Supervisor’s Grade**  | **Supervisor’s staff ID**  |
| **First Name** | **Surname** | **Middle Name (Initials)** | **Qualification** |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| --- | --- | --- | --- | --- |
| **No** | **GRADES OF STAFF** | **REQUIRED NO.** | **ACTUAL NO. AT POST** | **VARIANCE** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

**STAFF ESTABLISHMENT LEVEL**

**JOB SCHEDULE TEMPLATE**

|  |  |  |
| --- | --- | --- |
| **OFFICER’S NAME:** |  | **GRADE:**  |
| **SUPERVISOR NAME:** |  | **GRADE:** |
| **DIRECTORATE FOCUS / OPERATIONAL AREAS** | **INDIVIDUAL ACTIVITIES / JOB SCHEDULE**  | **TIMELINES** | **MOVs** |
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|  |  |  |  |
|  |  |  |  |
|  | **Name** | **Signature** | **Date**  |
| **Job Holder’s Name:** |  |  |  |
| **Supervisor’s Name:** |  |  |  |
| **Head of Directorate/Unit:** |  |  |  |

**NB: Please note that the Job Schedule required here is not the generic schedule defined in the Ministry’s Organisational Manual but current Job schedule linked to the 2025 Workplan.**

ANNEX 5B

**REPORTING TEMPLATE - FOLLOW-UP ACTION REPORT ON PROCUREMENT RELATED ISSUES IDENTIFIED**



**Procurement And Supply Chain Performance Management**

**PROCUREMENT AND SUPPLY CHAIN MANAGEMENT MONITORING**

**IMPLEMENTATION REPORT TEMPLATE AND GUIDANCE NOTES**

**FOR**

 **MINISTRIES**

**December 2025**

* **Monitoring Report Reference Letter: [Insert Reference Letter]**
* **Reporting Period: [Start Date] – [End Date]**
* **Date of Submission: [DD/MM/YYYY]**
* **Prepared by: [Name, Position,]**
* **Approved by: [Name, Position, Department]**

**TABLE OF CONTENTS**

1. **Executive Summary** ………………………………………………………….
2. **Status Of Recommendations Implementation**
* *Summary of implementation progress…………………………………………….*
* *Detailed status table ………………………………………………………………..*
1. **Key Challenges & Risks**
* *Major obstacles…………………………………………………………………….*
* *Risk & Impact ……………………………………………………………………..*
* *Mitigations Strategies …………………………………………………………….*
1. **Lessons Learned and Best Practices** …………………………………………
2. **Recommendations For Further Action**
* *Pending actions ……………………………………………………………*
* *Process improvements ……………………………………………………..*
* *Policy & structural adjustments ……………………………………………*
1. |**Conclusions**
2. **Annexes (if Applicable)**
* *Supporting documents …………………………………………………………………*
* *Detailed reports ………………………………………………………………………..*
* *Meeting minutes ……………………………………………………………………….*

**1.0 Executive Summary**

Provide a brief overview of the monitoring exercise, key findings, and the purpose of this follow-up action report. Summarize the overall progress in implementing recommendations.

 **2.0 Status of Recommendations Implementation**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Recommendations** | **Responsibility** | **Action Taken** | **Status (completed/ongoing/pending)** | **Challenges** | **Next Steps** |
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**3.0 Key Challenges & Risks**

* Identify major obstacles encountered in executing the recommendations.
* Highlight any risks that could impact full implementation.
* Suggest mitigation strategies.

**4.0 Lessons Learned & Best Practices**

* Outline key takeaways from the implementation process.
* Highlight any best practices that should be adopted for future procurement and supply chain improvements.

**5.0 Recommendations for Further Action**

* List additional actions needed to fully implement pending recommendations.
* Propose process improvements to prevent recurring issues.
* Suggest policy or structural adjustments if necessary

**6.0 Conclusion**

Summarize the overall implementation progress and outline the way forward for achieving full compliance with the monitoring recommendations

**7.0 Annexes (If Applicable)**

Supporting documents, detailed progress reports, meeting minutes, or other relevant materials.

**ANNEX 5 C**

**WORK HEALTH AND SAFETY PLAN - TEMPLATE**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Heath and Safety Risk Factor (What can likely go wrong)** | **Likelihood of Occurrence**  | **Impact if it Occurs**  | **Preventive Actions** | **Actions to Minimize Impact** | **Resources Required for Mitigative and Preventive Action** |  **Remarks** |
| **Low** | **Moderate** | **High** | **Low** | **Moderate** | **High** |  |  |  |  |
| Infections from washroom |  |  |  |  |  |  |  |  |  |  |
| Trips, Slips and Falls |  |  |  |  |  |  |  |  |  |  |
| Infections from weeds and toxic plants |  |  |  |  |  |  |  |  |  |  |
| Fire and Explosions |  |  |  |  |  |  |  |  |  |  |
| Electrical Hazards |  |  |  |  |  |  |  |  |  |  |
| Machinery and Equipment Hazards |  |  |  |  |  |  |  |  |  |  |
| Confined Spaces |  |  |  |  |  |  |  |  |  |  |
| Ergonomic Hazards |  |  |  |  |  |  |  |  |  |  |
| Work-related stress and mental health issues |  |  |  |  |  |  |  |  |  |  |
| Structural Integrity |  |  |  |  |  |  |  |  |  |  |

# ANNEX 6

**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 2025 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 2025 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 Standards (Operationalisation of the Client Service Charter, activities being implemented to improve service delivery standards, e.g. automation of services, client satisfaction surveys, stakeholder engagements/consultations, etc.)*
* *Research and Information Management (Surveys/research, data analysis/analytics reports, desk reviews, etc)*
* *Innovation (Initiatives - process, service, business models to improve service delivery and work processes.*
* *Ministers’ Priorities / Additional Government Resetting Agenda 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 minimum of five (5) and a maximum of fifteen (15) targets across the Generic Focus Areas. These are to be derived from the Department 2025 Workplan, 2022-2025 Sector Medium Term Plan, the State of the Nation’s address, the Priority Areas of the Minister, and the Chief Director’s Performance Agreement. |
| **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 KRAs.The Heads of Department shall deliver all generic outputs under the following Key Results 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 2025 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.*** |
| ***Ministry’s Policy 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. |
| ***Institutional Specific Focus Areas (FAs):***Heads of Department are required to adopt the five (5) Generic FAs provided which is common to all Heads of Department to guide their target setting. Heads of Department are to couch a minimum of five (5) and a maximum of ten (10) Institutional-Specific Focus Areas to be pursued in the course of the reporting year. The Institution Specific FAs are to correspond with Section 4.1 of the Agreement.  |
| ***Baseline :***Heads of Department are required to indicate what has been done previously in relation to the Target set for the year. |
| ***Targets for the Year*** In this column, Heads of Department are to spell out the main targets to be carried out during the year with a minimum of five (5) and a maximum of (15) targets across the Generic Focus Areas. 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. 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
* Direct follow-up actions

**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 targets. 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 Departments/Directorates/Units. 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 |
| --- |
| **OUTPUT DELIVERABLES** | **OBJECTIVE VERIFIABLE INDICATOR(S) (OVIs)** | **DUE DATE** |
| **KEY RESULTS AREA 1 : PERFORMANCE REPORTING** |
| 2025 Departmental Annual Action Plan developed | * Annual Action Plan broken down into quarters and linked to the 2025 Sector Budget and soft copy of cash plan forwarded to the Sector Ministry
 | January, 2025 |
| 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 2025August 2025 |
| Annual Performance Report produced | * 2025 Annual Performance Report and copy of forwarding letter to Sector Ministry
 | January 2026 |
| **KEY RESULTS AREA 2: FINANCIAL MANAGEMENT** |
| Implementation and Reporting on GHANEPS | * Mid-year and End-of-year reports on all procurement activities prepared and uploaded unto the GHANEP System
 | July, 2025 & January, 2026 |
| Assets Register updated | * Updated Assets Register endorsed by the Estates Officer, Internal Auditor and the Head of Department.
 | December 2025 |
| **KEY RESULTS AREA 3: HR MANAGEMENT** |
| Availability of Organisation manual  | Department Organisation Manual not more than four (4) years available. | November, 2024 |
| The following HR documents prepared and made available | The following HR documents prepared and made available:* Updated Staff list as at **30th June, 2025**
* Individual Job Schedule for staff linked to 2024 Workplan as at **30th June 2025**
* Establishment level as at **30th December, 2025**

(**Refer to Annex 5 for the templates of the above listed document**) | June & December, 2025 |
| Electronic Staff Appraisal System operationalized  | * Complete and prepare the planning, mid-year and end-of-year phases reports of the electronic staff appraisal of all staff and submit to OHCS
 | April and August, 2025 & January, 2026 |
| Training programmes | * 2025 Training Plan linked to training needs identified through the appraisal process
* Mid and end-of-year reports on the implementation of the 2025 Training Plan and copy forwarded to Ministry
 | January, 2025July & Dec 2025 |
| Management of discipline | * Monthly reports on daily staff attendance.
* End-of-year Report on efforts to enforce discipline (including preventive measures)
 | MonthlyDecember 2025 |
| Report on staff movements | * Composite analysed reports on staff movements (recruitments, replacements, promotions, postings, retirements, and resignations) in 2025 with implications for the effective functioning of the Dept.
* 2025 Promotion register available, and copy forwarded to Sector Ministry
 | December 2025November 2025 |
| **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 2024 |
| 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 2025July 2025July, 2025 & January, 2026 |
| 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 2025QuarterlyDecember 2025December 2025 |
| **KEY RESULTS AREA 5: WORK IMPROVEMENT INITIATIVES** |
| Management/Staff engagements  | * Minutes of monthly Management Meetings
* Minutes of quarterly Staff durbars/meetings
* Report on measures on health and well-being of staff
 | MonthlyQuarterlyDecember 2025 |
| Records Management Improvement Initiatives | * Evidence of inspection by PRAAD
* Evidence of actions taken to improve records management
 | December, 2025December, 2025 |
| Work Environment Improvement Initiatives | * Work Health and Safety Plan not more than 4 years and 2025 Annual Report on the implementation of the plan. **(Refer to Annex 5 for the Template for the Plan**).
* Physical verification of Un-littered Office environment cleaned and un-stenched washrooms, & flowery, trimmed and weeded environment, fire extinguishers, smoke detectors, fire alarm
 | June & December,2025June & December,2025 |
| **SCHEDULE 3** **HEAD OF DEPARTMENT PERSONAL CAPACITY DEVELOPMENT PLAN**  |
| The Head of Department (HoD) is required to indicate three (3) personal capacity development activities to be undertaken during the year 2025: This capacity development action/activity is expected to fill a specific gap in order to enable the HoD function effectively during the course of the assessment year. Kindly note that these capacity development actions are expected to be undertaken between the periods of January to September 2025(Activities could include; participation in workshops/conferences; seminars, webinars, book review, peer reviews, executive coaching and readings; etc) |

**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 the key output expected to be achieved within a specified period by undertaking a set of activities. The target set should be Specific, Measurable, Achievable, Realistic and Time bound (SMART). The target set should lead to the achievement of the Focus 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: 20 copies of the APR produced and distributed to key stakeholders by end of March 2025.

**Head of Department’s Role”** is a sub-set of a Target that defines the specific action undertaken by the Head of Department (HoD) to achieve the Target. It is considered as the HoD’s value addition to the processes required to achieve the target.

**“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.

“**Outcome**” means the immediate results after achieving the key output. Achieving this outcome should lead to the attainment of the Focus Area