



REPUBLIC OF GHANA

LOCAL GOVERNMENT SERVICE

STAFF PERFORMANCE PLANNING, REVIEW AND APPRAISAL

**SECTION 1A: APPRAISEE INFORMATION**

<b>PERIOD OF REPORT:</b>		From: (dd/mm/yyyy):		To: (dd/mm/yyyy):	
Title:	<input type="checkbox"/> Dr.	<input type="checkbox"/> Mr.	<input type="checkbox"/> Mrs.	<input type="checkbox"/> Ms.	<input type="checkbox"/> Others (Pls. specify):
Surname:			First Name:		
Other Name(s):			Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female		
LGSS / RCC / MMDA:					
Department / Unit:					
Present Grade:			Present Position:		
Date of Appointment to Present Grade (dd/mm/yyyy):					

**TRAINING RECEIVED DURING THE PREVIOUS YEAR**

Programme	Dates: From (dd/mm/yyyy) - To (dd/mm/yyyy)	Institution / Training Provider

**SECTION 1B: APPRAISER INFORMATION**

Title:	<input type="checkbox"/> Dr.	<input type="checkbox"/> Mr.	<input type="checkbox"/> Mrs.	<input type="checkbox"/> Ms.	<input type="checkbox"/> Others (Pls. specify):
Surname:			First Name:		
Other Name(s):					
Position of Appraiser:			Current Grade:		

**COMPLETION OF STAFF PERFORMANCE MANAGEMENT FORM**

- The Performance Management System is designed to evaluate how well you are doing in your present position in relation to results achieved within the period of appraisal to enable the Local Government Service to achieve its goals and objectives.
- The Performance Management System is also aimed at assisting you to improve upon your performance and ensure your career development.
- The Performance Management System is an annual cycle involving four key phases. All members of Staff/Heads of Directorates/ Departments/Units and Appraisers should read the Guidelines in Annex 1 before filling the Form.

**SECTION 2A: PERFORMANCE PLANNING**

To be agreed between the Appraiser and the Appraisee at the start of the annual appraisal cycle or when a new employee/ staff commences work.

No.	KEY PERFORMANCE AREA (KPA) (3 to 5 KPAs - To be drawn from employee's Job Description)	WEIGHT (%) for each KPA	KEY PERFORMANCE INDICATOR (KPI) (indicators should be SMART: Specific, Measurable, Achievable, Realistic and Time-framed) (2 to 4 KPIs to be stated for each KPA)	SERVICE DELIVERY STANDARD(s) (if Applicable)

*Note: Add additional sheets if necessary.*

**APPRAISEE'S SIGNATURE & DATE (DD/MM/YYYY)**

**APPRAISER'S SIGNATURE & DATE (DD/MM/YYYY)**

## SECTION 2B: COMPETENCIES - PERSONAL DEVELOPMENT PLAN

### (NOT FOR SCORING PURPOSES)

1. Select appropriate competencies (by circling the Serial No. of the Competency) which the staff requires to perform his/her duties based on the staff's position.
2. Out of the selected competencies, indicate in your plan which competencies need to be improved, stating the expected outcomes to be attained. Also indicate how these competencies are to be improved (e.g. through participation in workshops, conferences, seminars, peer review, coaching, mentoring, on-the-job training, etc.).
3. Evaluation of core competencies (as in rating scale indicated in Annex 3B)

COMPETENCIES		EVALUATION (Rating 1-2-3-4) (See Rating scale in Annex 3B)	WHEN WOULD YOU LIKE TO DEVELOP IT?	WHAT ARE THE EXPECTED OUTCOMES?	HOW WILL IT BE ATTAINED?
1.	<b>ORGANISATION AND MANAGEMENT</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO PLAN, ORGANISE AND MANAGE WORK LOAD</li> <li>▪ ABILITY TO WORK SYSTEMATICALLY AND MAINTAIN QUALITY</li> <li>▪ ABILITY TO MANAGE OTHERS TO ACHIEVE SHARED GOALS</li> </ul>	1 - 2 - 3 - 4			
2.	<b>INNOVATION AND STRATEGIC THINKING</b> <ul style="list-style-type: none"> <li>▪ SUPPORT FOR ORGANISATIONAL CHANGE</li> <li>▪ ABILITY TO THINK BROADLY</li> <li>▪ DEMONSTRATING CREATIVITY IN THINKING</li> </ul>	1 - 2 - 3 - 4			
3.	<b>LEADERSHIP AND DECISION-MAKING</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO INITIATE ACTION AND PROVIDE DIRECTION TO OTHERS</li> <li>▪ ACCEPTANCE OF RESPONSIBILITY AND DECISION-MAKING</li> <li>▪ ABILITY TO EXERCISE GOOD JUDGEMENT</li> </ul>	1 - 2 - 3 - 4			
4.	<b>ORGANIZATIONAL DEVELOPMENT AND IMPROVEMENT</b> <ul style="list-style-type: none"> <li>▪ COMMITMENT TO ORGANIZATIONAL DEVELOPMENT</li> <li>▪ COMMITMENT TO CUSTOMER SATISFACTION</li> <li>▪ COMMITMENT TO THE DELIVERY OF QUALITY SERVICES AND PRODUCTS</li> </ul>	1 - 2 - 3 - 4			
5.	<b>COMMUNICATION (ORAL, WRITTEN &amp; ELECTRONIC)</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO COMMUNICATE DECISIONS CLEARLY</li> <li>▪ ABILITY TO NEGOTIATE AND MANAGE CONFLICT EFFECTIVELY</li> <li>▪ ABILITY TO RELATE AND NETWORK ACROSS DIFFERENT LEVELS AND DEPARTMENTS</li> </ul>	1 - 2 - 3 - 4			
6.	<b>JOB KNOWLEDGE AND TECHNICAL SKILLS</b> <ul style="list-style-type: none"> <li>▪ DEMONSTRATION OF RELEVANT JOB EXPERTISE</li> <li>▪ DEMONSTRATION OF CROSS-FUNCTIONAL AWARENESS</li> </ul>	1 - 2 - 3 - 4			

COMPETENCIES		EVALUA-TION (Rating 1-2-3-4) (See Rating scale in Annex 3B)	WHEN WOULD YOU LIKE TO DEVELOP IT?	WHAT ARE THE EXPECTED OUTCOMES?	HOW WILL IT BE ATTAINED?
	<ul style="list-style-type: none"> <li>▪ BUILDING, APPLYING AND SHARING OF NECESSARY EXPERTISE AND TECHNOLOGY</li> </ul>				
7.	<p><b>SUPPORTING AND COOPERATING</b></p> <ul style="list-style-type: none"> <li>▪ ABILITY TO WORK EFFECTIVELY WITH TEAMS, CLIENTS AND STAFF</li> <li>▪ ABILITY TO SHOW SUPPORT TO OTHERS</li> <li>▪ KEEPING TO LAID DOWN REGULATIONS AND PROCEDURES</li> <li>▪ ABILITY TO ADHERE TO ORGANISATION’S PRINCIPLES, ETHICS AND VALUES</li> </ul>	1 - 2 - 3 - 4			
8.	<p><b>MAXIMISING AND MAINTAINING PRODUCTIVITY</b></p> <ul style="list-style-type: none"> <li>▪ ABILITY TO MOTIVATE AND INSPIRE OTHERS</li> <li>▪ ABILITY TO ACCEPT CHALLENGES AND MANAGE THEM EFFECTIVELY</li> <li>▪ ABILITY TO MANAGE PRESSURE EFFECTIVELY</li> </ul>	1 - 2 - 3 - 4			
9.	<p><b>DEVELOPING AND MANAGING BUDGETS</b></p> <ul style="list-style-type: none"> <li>▪ FIRM AWARENESS OF FINANCIAL ISSUES AND ACCOUNTABILITIES</li> <li>▪ UNDERSTANDING OF BUSINESS PROCESSES AND CUSTOMER PRIORITIES</li> <li>▪ EXECUTING RESULTS-BASED ACTIONS COST-EFFECTIVELY</li> </ul>	1 - 2 - 3 - 4			
10.	<p><b>ABILITY TO DEVELOP SELF, STAFF AND OTHER STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>▪ DEMONSTRATING INTEREST IN SELF-DEVELOPMENT</li> <li>▪ ABILITY TO DEVELOP STAFF</li> <li>▪ ABILITY TO COACH AND MENTOR STAFF AND OTHER STAKEHOLDERS</li> </ul>	1 - 2 - 3 - 4			
11.	<p><b>Any other competencies, please specify:</b></p>	1 - 2 - 3 - 4			

*\*\*rating scale on the assessment of Competency indicated in Annex 4B.*

**SECTION 3A: MID-YEAR PERFORMANCE REVIEW FORM**

This is to be completed in July by the Appraiser and Appraisee.  
 Progress has been discussed and Agreements have been reached as detailed below.

KPA NO.	KEY PERFORMANCE INDICATOR(S) KPIs ( Brief Statement derived from Section 2A, KPI Column)	PROGRESS REVIEW	REMARKS

*Note: Add additional sheets if necessary.*

APPRAISEE'S SIGNATURE & DATE (DD/MM/YYYY)

APPRAISER'S SIGNATURE & DATE (DD/MM/YYYY)

## SECTION 3B: MID-YEAR REVIEW FORM (COMPETENCY)

NOT FOR SCORING (PERSONNEL DEVELOPMENT PURPOSE)

This is to be completed in July by the Appraiser and Appraisee.

Note: Choose appropriate competencies based on the staff position (Refer to Section 2B)

Progress has been discussed and Agreements have been reached as detailed below.

NO.	COMPETENCY	EVALUA-TION (Rating 1-2-3-4) (See Rating scale in Annex 3B)	PROGRESS REVIEW	REMARKS
1	<b>ORGANISATION AND MANAGEMENT</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO PLAN, ORGANISE AND MANAGE WORK LOAD</li> <li>▪ ABILITY TO WORK SYSTEMATICALLY AND MAINTAIN QUALITY</li> <li>▪ ABILITY TO MANAGE OTHERS TO ACHIEVE SHARED GOALS</li> </ul>	1 - 2 - 3 - 4		
2	<b>INNOVATION AND STRATEGIC THINKING</b> <ul style="list-style-type: none"> <li>▪ SUPPORT FOR ORGANISATIONAL CHANGE</li> <li>▪ ABILITY TO THINK BROADLY</li> <li>▪ DEMONSTRATING CREATIVITY IN THINKING</li> </ul>	1 - 2 - 3 - 4		
3	<b>LEADERSHIP AND DECISION-MAKING</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO INITIATE ACTION AND PROVIDE DIRECTION TO OTHERS</li> <li>▪ ACCEPTANCE OF RESPONSIBILITY AND DECISION-MAKING</li> <li>▪ ABILITY TO EXERCISE GOOD JUDGEMENT</li> </ul>	1 - 2 - 3 - 4		
4	<b>ORGANIZATIONAL DEVELOPMENT AND IMPROVEMENT</b> <ul style="list-style-type: none"> <li>▪ COMMITMENT TO ORGANIZATIONAL DEVELOPMENT</li> <li>▪ COMMITMENT TO CUSTOMER SATISFACTION</li> <li>▪ COMMITMENT TO THE DELIVERY OF QUALITY SERVICES AND PRODUCTS</li> </ul>	1 - 2 - 3 - 4		
5	<b>COMMUNICATION (ORAL, WRITTEN &amp; ELECTRONIC)</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO COMMUNICATE DECISIONS CLEARLY</li> <li>▪ ABILITY TO NEGOTIATE AND MANAGE CONFLICT EFFECTIVELY</li> <li>▪ ABILITY TO RELATE AND NETWORK ACROSS DIFFERENT LEVELS AND DEPARTMENTS</li> </ul>	1 - 2 - 3 - 4		
6	<b>JOB KNOWLEDGE AND TECHNICAL SKILLS</b> <ul style="list-style-type: none"> <li>▪ DEMONSTRATION OF RELEVANT JOB EXPERTISE</li> <li>▪ DEMONSTRATION OF CROSS-FUNCTIONAL AWARENESS</li> <li>▪ BUILDING, APPLYING AND SHARING OF NECESSARY EXPERTISE</li> </ul>	1 - 2 - 3 - 4		

	AND TECHNOLOGY ▪			
7	<b>SUPPORTING AND COOPERATING</b> ▪ ABILITY TO WORK EFFECTIVELY WITH TEAMS, CLIENTS AND STAFF ▪ ABILITY TO SHOW SUPPORT TO OTHERS ▪ KEEPING TO LAID DOWN REGULATIONS AND PROCEDURES ▪ ABILITY TO ADHERE TO ORGANISATION'S PRINCIPLES, ETHICS AND VALUES	1 - 2 - 3 - 4		
8	<b>MAXIMISING AND MAINTAINING PRODUCTIVITY</b> ▪ ABILITY TO MOTIVATE AND INSPIRE OTHERS ▪ ABILITY TO ACCEPT CHALLENGES AND MANAGE THEM EFFECTIVELY ▪ ABILITY TO MANAGE PRESSURE EFFECTIVELY	1 - 2 - 3 - 4		
9	<b>DEVELOPING AND MANAGING BUDGETS</b> ▪ FIRM AWARENESS OF FINANCIAL ISSUES AND ACCOUNTABILITIES ▪ UNDERSTANDING OF BUSINESS PROCESSES AND CUSTOMER PRIORITIES ▪ EXECUTING RESULTS-BASED ACTIONS COST-EFFECTIVELY	1 - 2 - 3 - 4		
10	<b>ABILITY TO DEVELOP SELF, STAFF AND OTHER STAKEHOLDERS</b> ▪ DEMONSTRATING INTEREST IN SELF-DEVELOPMENT ▪ ABILITY TO DEVELOP STAFF ▪ ABILITY TO COACH AND MENTOR STAFF AND OTHER STAKEHOLDERS	1 - 2 - 3 - 4		
		1 - 2 - 3 - 4		

**APPRAISEE'S SIGNATURE & DATE (DD/MM/YYYY)**

**APPRAISER'S SIGNATURE & DATE (DD/MM/YYYY)**

**SECTION 4A: END-OF-YEAR REVIEW/ PERFORMANCE EVALUATION FORM**

This is to be completed in **December** by the Appraiser and Appraisee.

**END-OF-YEAR PERFORMANCE EVALUATION FORM:** (see sample of computation in Annex 3B)

KPA NO.	WEIGHT OF KPA Refer to Section 2A (W)%	KPIs (Refer to Section 2A, KPI Column)	PERFORMANCE EVALUATION (BRIEF)	SCORE (S) RATING PER KPI (1-2-3-4) See Annex 3A for explanation	AVG. SCORE (Sa) = Sum of Scores for N indicators / N	WEIGHTED SCORES (Ws) = Weight (W) * Avg. Score per KPA (Sa)	COMMENTS
A	B	C	D	E	F	G= B*F	H
1							
2							
3							



**SECTION 4A: END-OF-YEAR REVIEW / PERFORMANCE EVALUATION FORM (CONTINUED)**

This is to be completed **in December** by the Appraiser and Appraisee.

**END-OF-YEAR PERFORMANCE EVALUATION FORM:** (see sample of computation in Annex 3B)

NO.	WEIGHT OF KPA Refer to Section 2A (W)%	KPIs (Refer to Section 2A, KPI Column)	PERFORMANCE EVALUATION (BRIEF)	SCORE (S) RATING PER KPI (1-2-3-4) See Annex 3B for explanation	AVG. SCORE (Sa) = Sum of Scores for N indicators / N	WEIGHTED SCORES (Ws) = Weight (W) * Avg. Score per KPA (Sa)	COMMENTS
A	B	C	D	E	F	G	H
4							
5							
<b>OVERALL PERFORMANCE = TOTAL OVERALL WEIGHTED SCORES ( Sum of Column G) =</b>							
<b>***OVERALL PERFORMANCE % = (Sum of Column G / 4 * 100)=</b>							***Refer to Section 7 for explanation.

APPRAISEE'S SIGNATURE & DATE (DD/MM/YYYY)

APPRAISER'S SIGNATURE & DATE (DD/MM/YYYY)

## SECTION 4B: ANNUAL APPRAISAL: EVALUATION OF COMPETENCIES

(NOT FOR SCORING, FOR EVALUATION OF PERSONNEL DEVELOPMENT)

*Note: Choose appropriate competencies based on the staff's position (Refer to Section 2B)*

No.	COMPETENCIES	(1-2-3-4) By marking circle (See Rating scale Annex 3B)	COMMENTS & RECOMMENDATION
1	<b>ORGANISATION AND MANAGEMENT</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO PLAN, ORGANISE AND MANAGE WORK LOAD</li> <li>▪ ABILITY TO WORK SYSTEMATICALLY AND MAINTAIN QUALITY</li> <li>▪ ABILITY TO MANAGE OTHERS TO ACHIEVE SHARED GOALS</li> </ul>	1 - 2 - 3 - 4	
2	<b>INNOVATION AND STRATEGIC THINKING</b> <ul style="list-style-type: none"> <li>▪ SUPPORT FOR ORGANISATIONAL CHANGE</li> <li>▪ ABILITY TO THINK BROADLY.</li> <li>▪ DEMONSTRATING CREATIVITY IN THINKING</li> </ul>	1 - 2 - 3 - 4	
3	<b>LEADERSHIP AND DECISION-MAKING</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO INITIATE ACTION AND PROVIDE DIRECTION TO OTHERS</li> <li>▪ ACCEPTANCE OF RESPONSIBILITY AND DECISION-MAKING</li> <li>▪ ABILITY TO EXERCISE GOOD JUDGEMENT</li> </ul>	1 - 2 - 3 - 4	
4	<b>ORGANIZATIONAL DEVELOPMENT AND IMPROVEMENT</b> <ul style="list-style-type: none"> <li>▪ COMMITMENT TO ORGANIZATIONAL DEVELOPMENT</li> <li>▪ COMMITMENT TO CUSTOMER SATISFACTION</li> <li>▪ COMMITMENT TO THE DELIVERY OF QUALITY SERVICES AND PRODUCTS</li> </ul>	1 - 2 - 3 - 4	
5	<b>COMMUNICATION (ORAL, WRITTEN &amp; ELECTRONIC)</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO COMMUNICATE DECISIONS CLEARLY</li> <li>▪ ABILITY TO NEGOTIATE AND MANAGE CONFLICT EFFECTIVELY</li> <li>▪ ABILITY TO RELATE AND NETWORK ACROSS DIFFERENT LEVELS AND DEPARTMENTS</li> </ul>	1 - 2 - 3 - 4	
6	<b>JOB KNOWLEDGE AND TECHNICAL SKILLS</b> <ul style="list-style-type: none"> <li>▪ DEMONSTRATION OF RELEVANT JOB EXPERTISE</li> <li>▪ DEMONSTRATION OF CROSS-FUNCTIONAL AWARENESS</li> <li>▪ BUILDING, APPLYING AND SHARING OF NECESSARY EXPERTISE AND TECHNOLOGY</li> </ul>	1 - 2 - 3 - 4	
7	<b>SUPPORTING AND COOPERATING</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO WORK EFFECTIVELY WITH TEAMS, CLIENTS AND STAFF</li> <li>▪ ABILITY TO SHOW SUPPORT TO OTHERS</li> <li>▪ KEEPING TO LAID DOWN REGULATIONS AND PROCEDURES</li> <li>▪ ABILITY TO ADHERE TO ORGANISATION'S PRINCIPLES, ETHICS AND VALUES</li> </ul>	1 - 2 - 3 - 4	

8	<b>MAXIMISING AND MAINTAINING PRODUCTIVITY</b> <ul style="list-style-type: none"> <li>▪ ABILITY TO MOTIVATE AND INSPIRE OTHERS</li> <li>▪ ABILITY TO ACCEPT CHALLENGES AND MANAGE THEM EFFECTIVELY</li> <li>▪ ABILITY TO MANAGE PRESSURE EFFECTIVELY</li> </ul>	1 - 2 - 3 - 4	
9	<b>DEVELOPING AND MANAGING BUDGETS</b> <ul style="list-style-type: none"> <li>▪ FIRM AWARENESS OF FINANCIAL ISSUES AND ACCOUNTABILITIES</li> <li>▪ UNDERSTANDING OF BUSINESS PROCESSES AND CUSTOMER PRIORITIES</li> <li>▪ EXECUTING RESULTS-BASED ACTIONS COST-EFFECTIVELY</li> </ul>	1 - 2 - 3 - 4	
10	<b>(ABILITY TO DEVELOP SELF, STAFF AND OTHER STAKEHOLDERS</b> <ul style="list-style-type: none"> <li>▪ DEMONSTRATING INTEREST IN SELF-DEVELOPMENT</li> <li>▪ ABILITY TO DEVELOP STAFF</li> <li>▪ ABILITY TO COACH AND MENTOR STAFF AND OTHER STAKEHOLDERS</li> </ul>	1 - 2 - 3 - 4	
		1 - 2 - 3 - 4	

**APPRAISEE'S SIGNATURE & DATE (DD/MM/YYYY)**

**APPRAISER'S SIGNATURE & DATE (DD/MM/YYYY)**

**SECTION 5: APPRAISER'S COMMENTS ON PERFORMANCE PLAN ACHIEVEMENTS  
(REFER TO SECTION 4A & 4B - ANNUAL APPRAISAL)**

(Comment on Work plan achievements and additional contributions made)


<b>APPARISER'S SIGNATURE &amp; DATE (DD/MM/YYYY)</b>

**SECTION 6: APPRAISEE'S COMMENTS ON PERFORMANCE PLAN ACHIEVEMENTS  
(REFER TO SECTION 4A & 4B - ANNUAL APPRAISAL)**


<b>APPRAISEE'S SIGNATURE &amp; DATE (DD/MM/YYYY)</b>

**SECTION 7: ASSESSMENT DECISION (BY APPRAISER AND APPRAISEE)  
BASED ON SECTION 4A**

**EXPLANATION ON CRITERIA FOR RATING OVERALL PERFORMANCE**

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

Mark "X" in the appropriate box (Refer to Section 4)

**Excellent (4): 80-100% (*Outstanding*)**

Appraisee has fully met and exceeded the agreed indicators 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. (*publicize his/her outstanding performance and recommend him/her for appropriate reward*)

**Very Good (3): 70-79% (*Exceeds the requirement*)**

Appraisee has achieved most of the agreed indicators and has produced results of good quality within agreed time lines. (*Recognize his/her very good performance & encourage him/her through Coaching, Mentoring, training, etc.*)

**Good (2): 60-69% (*Meets the requirement= 60%*)**

Appraisee has achieved the minimum number of agreed indicators and provided adequate supporting rationale/reasons for not achieving all of the specified targets. (*Encourage him/her through Coaching, Mentoring, training, etc. for further improvement*)

**Unsatisfactory (1): Below 60% (*Does not meet the requirement*)**

Appraisee's performance does not meet the standard expected for the job i.e. Appraisee has not achieved most of the agreed indicators within the time frame provided and is unable to provide reasons or provides unacceptable reasons for unachieved targets. (*Apply appropriate sanction and necessary counseling*)

**SECTION 8: CAREER DEVELOPMENT**

**(TO BE COMPLETED BY THE APPRAISER IN DISCUSSION WITH THE APPRAISEE)**

<u>Training and Development - Comments and Plan</u>

**SECTION 9: HEAD OF DIRECTORATE / DEPARTMENT/ UNIT COMMENTS**


<b>NAME AND SIGNATURE OF HEAD OF DIRECTORATE / DEPARTMENT/ UNIT &amp; DATE (DD/MM/YYYY)</b>

## SECTION 10: ANNEXES

### ANNEX 1: EMPLOYEE GUIDANCE NOTES

#### ■ **Phase One – Performance Planning**

Planning and setting of individual performance indicators through work plans derived from the LGSS/ RCC/ MMDA Strategic Plans and objectives set at the Directorate, Departmental and Unit levels. The indicators setting process must be a top-down approach; preferably **the first two weeks in January** should serve as the period for setting of targets for the year.

#### ■ **Phase Two – Progress Reviews**

Discussion and communication between Appraiser and Appraisee on progress of work and adjustment of indicators if necessary, through the provision of formal feedback.

#### ■ **Phase Three – Review and Appraisal**

Evaluation of Appraisee's performance at the end of the performance management period.

#### ■ **Phase Four- Decision-Making**

Deciding on courses of action, i.e. recognition/reward, training plans, promotion prospects, career development plans, counselling, sanctions and etc.

### **I. PERFORMANCE PLANNING**

Performance Planning is the process of defining an employee's job and setting performance expectations for the annual review. It is important that you involve the Appraisee and use his/her input in setting indicators to ensure ownership by the Appraisee. The process consists of four key areas as listed below, and also, as indicated on the appraisal form (all in Section 2):

1. **Key Performance Area (KPA)**
2. **Weighting**
3. **Key Performance Indicator (KPI)**
4. **Service Delivery Standards (SDS):**
  - **Participation**
  - **Professionalism**
  - **Effective and Efficient use of Resources**
  - **Client Focus**
  - **Accountability**
  - **Transparency**

For example, overall requirements of the job can be defined by identifying **three to five** Key Performance Areas (KPAs). The performance planning process may consist of:

#### **Stage1 - Before the Meeting**

Step 1: Appraiser and Appraisee identify Key Performance Areas

Step 2: Appraiser and Appraisee identify Key Performance Indicators

Step 3: Appraiser and Appraisee exchange notes

#### **Stage 2 - During the Meeting**

Step 1: Appraiser and Appraisee discuss and agree on Key Performance Areas identified and their Weighting

Step 2: Appraiser and Appraisee discuss and agree on Key Performance Indicators

Step 3: Appraiser explains competencies as in section 2B

Step 4: Appraiser and Appraisee discuss Service Delivery Standards as a Performance Measure

#### **Stage 3 - After the Meeting**

Step 1: Appraiser fills out the Performance Planning Form (PPF)

Step 2: Appraiser and Appraisee sign the Performance Planning Form (PPF)

Step 3: Appraiser gives a copy of the PPF to the Appraisee and returns the original document to the HR Department/ Unit.

**II. PROGRESS REVIEW PROCESS****The Progress Review Meeting**

The Progress Review Stage of the performance appraisal cycle provides a formal mechanism by which the Appraiser and Appraisee meet to review progress on indicators. The Appraiser will arrange a mid-year progress review meeting in July. At least a week's notice must be given to the Appraisee specifying the date, time and place of the meeting. The review process should be as follows:

- i. Appraiser and Appraisee discuss progress of work in relation to indicators set, one indicator after the other. If conclusions reached at the meeting necessitate changes or adjustments in indicators, these modifications should be specified on the Mid-year Review Form (Section 3A).
- ii. Appraiser and Appraisee discuss the extent to which competencies are being demonstrated; one competency after the other as specified on the Mid-year Review Form (Section 3B).
- iii. Appraiser and Appraisee agree on additions and deletions to indicators and modifications where necessary.
- iv. Appraiser records the changes if any, and comments on the Mid-year Review Form.
- v. Appraiser and Appraisee sign the Mid-year Review Form.
- vi. Appraiser and Appraisee retain copies and the original document sent to the HR Department / Unit.

**III. THE END-OF-YEAR REVIEW AND APPRAISAL PROCESS****The End-of-Year Review and Appraisal Meeting**

The End-of-Year Review and Appraisal Process shall span the period of **1<sup>st</sup> December to 31<sup>st</sup> December**. The process is in three parts, namely before the meeting, during the meeting and after the meeting.

**Stage 1 - Before the Meeting:**

- Step 1 – Appraiser should give at least one week notice to the Appraisee of the meeting.
- Step 2 – Appraiser should write down on a separate sheet Appraisee's performance in terms of indicators achieved and not achieved with reasons.
- Step 3 – Appraiser should write down Appraisee's performance in terms of competencies demonstrated and not demonstrated with reason(s).
- Step 4 – The Appraisee should review his/her performance and list the main achievements.
- Step 5 – The Appraisee should prepare for the discussion with the Appraiser.

**Stage 2 - During the Meeting:**

- Step 1 – The Appraiser should welcome the Appraisee and state the purpose for the meeting.
- Step 2 – The Appraiser should discuss the indicators achieved one after the other.
- Step 3 – The Appraiser should discuss the indicators not achieved one after the other.
- Step 4 – The Appraiser should discuss the competencies demonstrated one after the other.
- Step 5 – The Appraiser should discuss the competences not demonstrated one after the other.
- Step 6 – The Appraiser should summarise his / her observations.
- Step 7 – The Appraiser should communicate the overall performance rating to the Appraisee.

**Stage 3 - After the Meeting**

- Step 1 – The Appraiser fills the end of the year review form (Section 4) within three working days.
- Step 2 – The appraiser invites the Appraisee to read, provide comments on the appraisal and sign the End-of Year Form (Section 4).

**IV. DECISION-MAKING**

Performance Improvement or Enhancement plan is put in place by the Human Resources Directorate/ Department/ Unit to identify and list ways to enhance performance as well as provide appropriate training /development or address new challenges. The phase involves management ensuring that a plan of action is carried out, such as coaching, counselling and training programmes, which the Appraisee will need during the next twelve months to continue growth, to develop new skills, and/or to improve various aspects of job performance.

## ANNEX 2: TERM, DEFINITION AND EXPLANATION FOR KEY ELEMENTS OF PMS

TERMS	DEFINITION & EXPLANATION
<b>APPRAISAL</b>	Process to assess worth, value, quality or performance. It requires the employee (Appraisee) and his/her reporting officer (Appraiser) to plan the performance of the Appraisee at the beginning of the year, both review the performance after six months, analyse the factors affecting the performance, discuss developmental needs, have performance counselling and share the rating at the end of the period.
<b>APPRAISEE</b>	Staff / employee being assessed
<b>APPRAISER</b>	Officer conducting the Appraisal
<b>PERFORMANCE MANAGEMENT SYSTEM (PMS)</b>	A systematic <b>process</b> for improving performance by developing the performance of individuals and teams. It aims at having in place <b>predictable, effective</b> and <b>efficient</b> systems for <b>planning, implementation, monitoring, evaluation</b> and <b>reporting</b> on employees' performance
<b>PERFORMANCE APPRAISAL FORM</b>	An instrument for evaluating the performance of staff (employee) in relation to his/her contribution to the overall improvement of the organization's performance. It assists in identifying individual training needs that are important for career and succession planning for the individuals;
<b>KEY PERFORMANCE AREA (KPA)</b>	Key Performance Areas (KPAs) refer to general areas of outcomes for which a job is responsible for. They also refer to what needs to be done or the outcomes an employee must produce. A consideration of KPAs needs to include the <i>key accountabilities</i> and areas of a job for which the employee is responsible for producing results. To identify KPAs, individuals should be asked by their supervisors to answer questions such as: <ul style="list-style-type: none"> <li>• What do you think are the most important things you have to do?</li> <li>• What do you believe you are expected to achieve in each of these areas?</li> </ul>
<b>KEY PERFORMANCE INDICATOR (KPI)</b>	Key Performance Indicators describe the performance dimension that is considered important in measuring performance. They are used as measuring criteria for evaluating performance. KPIs include: <ul style="list-style-type: none"> <li>• <b>Quality:</b> <i>How well?</i></li> <li>• <b>Quantity:</b> <i>How many or much?</i></li> <li>• <b>Timeliness:</b> <i>By when?</i></li> <li>• <b>Cost Efficiency:</b> <i>At what expense?</i></li> <li>• <b>Competency:</b> <i>The essential knowledge, skills and abilities a job holder must possess and demonstrate in order to be successful at work</i></li> </ul> <p>Key Performance Indicators should be written to meet the <b>SMART</b> criteria: <b>Specific, Measurable, Achievable, Relevant, Timeliness/ Time-bound</b></p>
<b>WEIGHTING (WT.)</b>	Weightings show the relative importance of one objective against another objective. The purpose of the weightings is to show employees what the most important Key Performance Areas are in their work. 100 percent of the weightings are allocated to the objectives. No weightings are allocated to inputs/ competencies. These are rated separately for developmental purpose only.
<b>SERVICE DELIVERY STANDARDS (SDS)</b>	Service Delivery Standards are the minimum level of expected services in terms of <i>quality, time</i> and <i>cost</i> that the Service Provider commits to deliver to clients. The six Service Delivery Standards identified for LGS are: <ol style="list-style-type: none"> <li>1. <b>Participation:</b> <i>the involvement of relevant stakeholders including Civil Society Groups, Media, NGOs, Private Sector and Community Members in the planning, implementation, monitoring and evaluation of service delivery at the LGS.</i></li> <li>2. <b>Professionalism:</b> <i>the demonstration of requisite skills and competencies, and the ability to adopt best practices in the delivery of services to the satisfaction of the client whilst adhering to ethical standards.</i></li> <li>3. <b>Client focus:</b> <i>using client requirements to prioritize and consistently develop affordable and accessible Services in a timely manner.</i></li> <li>4. <b>Transparency:</b> <i>providing all stakeholders with the understanding of how LGS operates, and furnishing them with easy access to adequate and timely information regarding decisions and actions taken by the Service.</i></li> <li>5. <b>Efficient and Effective use of Resources:</b> <i>the optimal use of resources (including time, human resources, natural resources, financial resources, etc.) to provide services and products that satisfy the requirements of users in a timely manner.</i></li> <li>6. <b>Accountability:</b> <i>taking responsibility for one's actions and/or in-actions in rendering services and informing citizens on the use of public resources.</i></li> </ol>
<b>REVIEW</b>	Assessment of performance what has gone well, and not so well; what needs to be done/ developed.
<b>EVALUATION</b>	A systematic determination of a subject's merit, worth and significance, using criteria governed by a set of standards. It provides credible and useful information which enables reflection and assist in the identification of future change.
<b>COMPETENCY</b>	Competency refers to what people have to know and be able to do to perform well. Also, competency is an ability based on behaviour and it is defined as "a behavioural characteristic or attribute that is necessary for the satisfactory performance of a given job".



**ANNEX 3A: RATING SCALES ON THE ASSESSMENT OF KEY PERFORMANCE INDICATOR (KPI)**

To compute score obtained on Indicator, a scale of One (1) to Four (4) is provided.

The following table provides the definitions for the rating scale for assessing the level of achievement of Indicators. (REFER TO SECTION 4A)

RATING		DEFINITION OF ACHIEVEMENT ON KEY PERFORMANCE INDICATOR (KPI)
4	Excellent :	Appraisee has fully met and exceeded the agreed indicators 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.
3	Very good:	Appraisee has achieved most of the agreed indicators and indicators and has produced results of good quality within agreed time lines.
2	Good:	Appraisee has achieved the minimum number of agreed indicators and provided adequate supporting rationale/reasons for not achieving all of the specified targets.
1	Unsatisfactory:	Appraisee's performance does not meet the standard expected for the job i.e. Appraisee has not achieved most of the agreed indicators within the time frame provided and is unable to provide reasons or provides unacceptable reasons for unachieved targets.

**ANNEX 3B: RATING SCALES ON THE ASSESSMENT OF COMPETENCY**

(REFER TO SECTION 2B, 3B & 4B)

RATING SCALE		EXPLANATION (EVALUATION OF COMPETENCY)
4	Excellent	Has consistently demonstrated this competency and always encouraged others to do same. Four (4) or more examples can be evidenced to support this rating.
3	Very Good	Has frequently demonstrated this competency and sometimes encouraged others to do same. Three (3) examples can be evidenced to support this rating.
2	Good	Has demonstrated this competency at least two (2) examples can be evidenced to support this rating. Meets expectation on this competency requirement.
1	Unsatisfactory	Has not at all demonstrated this behaviour competency and three (3) or more examples can be evidenced to support this rating. Demonstration of requirements of this behavioural competency was unacceptable and did not meet any expectation.

## ANNEX 4: LGS- PMS: EVALUATION OF PERFORMANCE (SAMPLE CALCULATION)

KPA	Weight per KPA = (W)%	KPIs per KPA	SCORE (S) RATING PER KPI (1-2-3-4) = (S)	AVG. SCORE (Sa) = Sum of Scores for N indicators / No. of KPIs per KPA	WEIGHTED SCORES (Ws) = Weight per KPA (W) * Avg. Score per KPA (Sa)
A	B	C	D	E	F= E*F
1	40%	1.1	3	$3+2+3 = 8/3 = 2.67$ (N=3)	$2.67*40\% = 1.07$
		1.2	2		
		1.3	3		
2	30%	2.1	3	$3+4 = 7/2 = 3.50$ (N=2)	$3.50*30\% = 1.05$
		2.2	4		
3	30%	3.1	2	$2+3+4+3 = 12/4 = 3.00$ (N=4)	$3.00*30\% = 0.90$
		3.2	3		
		3.3	4		
		3.4	3		
Total	100%			Overall Score = Sum of Ws =	$1.07+1.05+0.90 = 3.02$
				Sum of Ws / 4 * 100 =	$3.02/4*100 = 75.50\%$
				Overall Performance=	<b>Very Good</b>

(Note: In the formula "Sum of Ws / 4 \* 100", 4 is a constant and represents the maximum rating scale)

### X Very Good (3): 70-79% (Exceeds the requirement) – Refer to Section 7

Appraisee has achieved most of the agreed indicators and has produced results of good quality within agreed time lines. (Recognize his/her very good performance & encourage him/her through Coaching, Mentoring, training, etc.)

## ANNEX 5: LIST OF DECENTRALISED DEPARTMENTS AT MMDA

The Performance Appraisal should be applied to all staff from the following decentralized departments of MMDA.

1. Central Administration Department
  2. Works Department
  3. Physical Planning Department (Parks and Gardens)
  4. Department of Trade and Industry (Business Advisory Centre)
  5. Department of Agriculture (excluding Veterinary & Fisheries)
  6. Department of Social Welfare and Community Development
  7. Legal Department (Metropolitan only)
  8. Waste Management Department (Metropolitan only)
  9. Urban Roads Department (Metropolitan and Municipal only)
  10. Budgeting and rating Department (Metropolitan only)
- II. Transport Department (Metropolitan and Municipal only)