**2021**

**CIVIL SERVICE**

**PERFORMANCE MANAGEMENT**

**DIRECTORS/ANALOGOUS GRADES**

**PERFORMANCE AGREEMENT AND GUIDANCE NOTES**



|  |  |  |
| --- | --- | --- |
| **NAME OF DIRECTOR:** |  | |
| **NAME OF DIRECTORATE:** | |  |

DIRECTORS/ANALOGOUS GRADES PERFORMANCE AGREEMENT TEMPLATE FOR 2021

# LIST OF ABBREVIATIONS

**AC** - Audit Committee

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

**CSU** - Client Services Unit

**FA** - Focus Area

**HCS**  - Head of the Civil Service

**HoD**  - Head of Department

**HR**  - Human Resource

**KRA**  - Key Results Area

**MoF** - Ministry of Finance

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

**PA -** Performance Agreement

**PNDCL -** Provisional National Defence Council Law

**SDS** - Service Delivery Standards

**SOs -** Strategic Objectives

# 1.0 PREAMBLE

This PERFORMANCE AGREEMENT is made on …………………….. 2021 between the Ministry represented by the CHIEF DIRECTOR, on the one part, and the **\***DIRECTOR**\*** on the other part.

The term **\***Director**\*** refers to Officers on the Director, Administration Grade and Analogous Grades.

# 2.0 CONDITIONS OF AGREEMENT

The performance of the 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 2nd January, 2021 - 31st December, 2021. This Agreement is entered into by both parties in good faith.

# 3.0 STRATEGIC DIRECTION OF THE DIRECTORATE

3.1 Mission:

3.2 Objectives:

3.3 Functions:

# 4.0 KEY DELIVERABLES OF THE DIRECTOR IN THE 2021 PERFORMANCE AGREEMENT (PA)

The Performance Agreement covers the following areas:

4.1 Directorate-Specific Outputs and Deliverables

4.2 Key Outputs and Deliverables common to all Directors

* + Performance Reporting
  + Human Resource Management

4.3Individual Learning Plan for the Director

# 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 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)***

# 6.0 UNDERTAKINGS OF THE DIRECTOR

The Director accepts responsibility for the overall performance of the Directorate as a whole and undertakes to:

1. Adopt and apply appropriate management techniques in conducting the affairs of the Directorate and exercising oversight responsibility for its 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 in the staff of the Directorate;
3. Ensure that the tangible assets within the Directorate 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 DIRECTOR

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

# 8.0 MONITORING AND EVALUATION OF THE AGREEMENT

The Chief Director shall be responsible for monitoring the implementation of this Agreement.

The Director 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 Director to review progress/ or in consultation with the Office of the Head of the Civil Service (OHCS) constitute an Evaluation Team to meet the Director to review progress. The Team will be expected to submit a report on the performance of the Director to the Chief Director/Sector Minister for onward submission to the Head of the Civil Service.

# 9.0 PERFORMANCE INCENTIVES AND SANCTIONS

The Director 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 Director if over 80% of the deliverables are achieved. Appropriate sanctions may be applied on the Director who obtains a score 64% and below. The sanctions will be in accordance with Section 78 (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. The initiator of the dispute will bear the cost of arbitration.

# SCHEDULE 1

**DIRECTORATE-SPECIFIC OUTPUTS AND DELIVERABLES TO BE ACHIEVED IN 2021**

A **minimum of SIX** Directorate-specific outputs and deliverables are to be detailed by the Director using the format below. Directors are to align targets with the Focus Areas (FAs) indicted where applicable.

**MATRIX FOR DIRECTORATE-SPECIFIC OUTPUTS**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **MINISTRY’S**  **STRATEGIC OBJECTIVES** | **FOCUS AREAS** | **BASELINE AS AT DEC 2020** | **TARGETS FOR THE YEAR (2021)/ DIRECTORS ROLE** | **IMPLEMENTATION SCHEDULE** | | | | **KEY**  **OUTPUT** | **IMPACT** | **COLLABORATING DIRECTORATES/UNITS/**  **DEPARTMENTS** |
| **1STQtr**  **Jan.- Mar.** | **2ndQtr**  **Apr.- June** | **3rdQtr**  **July- Sept.** | **4thQtr**  **Oct.- Dec.** |
|  | *Policy Formulation,*  *(Cabinet Memos, Legislation, Standards, Guidelines, Regulations)*  *Coordination, Monitoring and Evaluation* |  |  |  |  |  |  |  |  |  |
|  | *Service Delivery Standards (Operationalisation of the Client Service Charter)* |  |  |  |  |  |  |  |  |  |
|  | *Research and Information Management* |  |  |  |  |  |  |  |  |  |
|  | *Innovation (Initiative to improve service delivery and work processes)* |  |  |  |  |  |  |  |  |  |
|  | *Facilitation of Programmes and Projects linked to Minister’s Priority Area* |  |  |  |  |  |  |  |  |  |
|  | *General Operational And Administrative Deliverables (Additional Information)/Action Plan* |  |  |  |  |  |  |  |  |  |

***NOTE:*** *The priorities are to be derived from the Sector Ministry’s Strategic/Medium-Term Plan and also linked to the deliverables in the Chief Director’s 2021 Performance Agreement*

# SCHEDULE 2

**KEY OUTPUTS AND DELIVERABLES COMMON**

**TO ALL DIRECTORS/ANALOGOUS GRADES**

The Director shall deliver the following generic outputs deemed to be mandatory for the smooth operation of the Directorate:

**Key Results Area 1: Performance Reporting:**

1. Action Plan of the Directorate - January 2021
2. First Quarter Report of the Directorate - April 2021
3. Mid-Year Performance Report of the Directorate - July 2021
4. Third Quarter Report of the Directorate - October, 2021
5. 2021 Annual Report of the Directorate - December 2021

**Key Results Area 2: Human Resource Management:**

1. Establishment levels and list of staff in the Directorate

and assigned job schedules - January, 2021

1. Planning Phase of the Staff Appraisal

Instrument completed - January, 2021

1. 2021 Training Programme for the Directorate

Identified through the appraisal process - February 2021

1. Mid-year Assessment of Staff using the Staff

Appraisal Instrument - July, 2021

1. End of year assessment of staff using the Staff

Appraisal Instrument - December, 2021

1. Directorate composite training report on the

Implementation of training plan and - December, 2021

1. Back-to-office reports from staff on training undertaken - December, 2021

# SCHEDULE 3

**INDIVIDUAL LEARNING PLAN FOR THE DIRECTOR**

The Director is required to indicate three (3) learning programme to be pursued during the 2021 year. (These could include Scheme of Service related courses; participation in workshops/conferences, facilitation at training programmes (including virtual); seminars, webinars, book review; etc.)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **TITLE OF PROGRAMME** | **INSTITUTION** | **PERIOD** | **KEY OUTPUT** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

I hereby agree to all the terms and conditions stated in this Performance Agreement document.

**…………………………………………….……. SIGNATURE:………………..……………………**

**NAME OF DIRECTOR**

**DATE:………………………………………**

**…………………………………………….. SIGNATURE:……………………………………..**

**CHIEF DIRECTOR**

**DATE :………………………………………**

**ENDORSED BY:**

**……………………………………………. SIGNATURE: ……………………….……………**

**HON. SECTOR MINISTER**

OR **DATE: ……………………………………………**

**CHIEF OF STAFF**

OR

**HEAD OF THE CIVIL SERVICE**

# ANNEX 1

**DISTRIBUTION & TIMELINES OF THE PERFORMANCE AGREEMENT FOR THE DIRECTOR**

1. **Completion and Signing of the 2021 Performance Agreement**

March, 2021 - Circular and Template on 2021 Performance Agreement

for Directors issued to Chief Directors

March, 2021 - Signing of 2021 Performance Agreements

March, 2021 - Copies of Performance Agreements submitted to relevant persons

1. **Performance Reporting and Assessment**

December 2021 - OHCS issues circular to Chief Directors to evaluate Directors

December 2021 - Chief Directors evaluate Directors and Analogous Grade

January 2022 - Feedback provided to Officers assessed

January, 2022 - Composite Report on evaluation prepared and submitted to OHCS

January 2022 - Chief Directors recommends Rewards and sanctions

1. **Distribution**

One (1) copy of the Performance Agreement will be signed. Copies may be made and distributed as appropriate.

# ANNEX 2

**ASSESSMENT OF DIRECTORS**

***(Kindly note that the Annex 2 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 Director to complete.)***

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

|  |  |
| --- | --- |
| **SCHEDULES** | **WEIGHT** |
| **SCHEDULE 1** | |
| *Policy Formulation,(Cabinet Memos, Legislation, Standards, Guidelines, Regulations)Coordination, Monitoring and Evaluation* | 12 |
| *Service Delivery (Operationalisation of the Client Service Charter and initiative for improved service delivery)* | 12 |
| *Research and Information Management* | 12 |
| *Innovation (Initiative to improve service delivery and work processes)* | 12 |
| *Facilitation of Programmes and Projects linked to Minister’s Priority Area* | 12 |
| *Additional Information/Action Plan* | 10 |
| ***SUB-TOTAL*** | **70** |
| **SCHEDULE 2** | |
| *Key Results Area 1 - Performance Reporting* | 12 |
| *Key Results Area 3 - Human Resource Management* | 12 |
| ***SUB-TOTAL*** | **24** |
| **SCHEDULE 3** | **6** |
| **GRAND TOTAL** | **100** |

# ANNEX 3

**ASSESSMENT OF DIRECTORS**

***(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 Directors to complete.)***

1. **SCHEDULE 1- SCORE GUIDE – INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES**

|  |  |  |  |
| --- | --- | --- | --- |
| **SCHEDULE 1 - 70 MARKS** | | | |
| **TARGET FOCUS AREAS** | **TARGETS** | **ACTUAL RESULTS** | **MARKS** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **TOTAL MARKS 70** | | | |

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

|  |  |  |  |
| --- | --- | --- | --- |
| **SCHEDULE 2- KEY RESULT AREAS - 24 MARKS** | | | |
| **KEY RESULT AREA** | **OUTPUT DELIVERABLES** | **DUE DATE** | **MARKS** |
| **KRA 1 -** Performance Reporting |  |  |  |
| **KRA 2 -** HR Management |  |  |  |
| **TOTAL MARKS 24** | | | |

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

|  |  |  |  |
| --- | --- | --- | --- |
| **SCHEDULE 3 - PERSONAL CAPACITY DEVELOPMENT PLAN - 6 MARKS** | | | |
| **COMPETENCIES/SKILLS GAPS** | **ACTIONS** | **DATES** | **MARKS** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| **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 Officer:

**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 Director who attains a performance ranking of ‘Excellent’ i.e. achieves 95% and above of the stated deliverables.
2. Recognition to the Director who attains a performance ranking of ‘Very Good’ i.e. achieves a score of 85% - 94% of the stated deliverables.
3. Recognition to the Director who attains a performance ranking of ‘Good’ i.e. achieves a score of 75% - 84% of the stated deliverables.
4. Recognition to the Director 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 Director who attains a performance ranking of ‘Unsatisfactory’ i.e. does not achieve the minimum required score of 65% of the stated deliverables.

|  |
| --- |
| ANNEX 3 **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 Director concluding comments.   -------------------------------------------- ------------------------------- Director’s Signature Date  3. Follow-up Actions Recommended |

# ANNEX 4

**REWARDS, RECOGNITIONS AND SANCTIONS**

1. **RECOGNITIONS & REWARDS**

These shall take the following forms:

* Study tours
* Letter or Certificate of merit
* 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 Director 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 2021 PERFORMANCE AGREEMENT TEMPLATE FOR DIRECTORS/ANALOGOUS GRADES

|  |  |
| --- | --- |
| **SECTIONS OF THE PERFORMANCE AGREEMENT** | |
| 1. **PREAMBLE**   Directors 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. | |
| 1. **CONDITIONS OF AGREEMENT**   Directors are expected to complete all three (3) schedules of the agreement. The assessment would be based on the achievement of the deliverables in the Agreement. | |
| 1. **STRATEGIC PATH OF THE DIRECTORATE**   This section requires Directors to state the Vision, Objectives and Key Functions of their respective Directorates. | |
| 1. **KEY DELIVERABLES OF THE DIRECTOR IN THE 2021 PERFORMANCE AGREEMENT**   This Section is to be completed as follows: | |
| **4.1** Directorate-Specific Outputs and Deliverables | *The following five (5) Focus Areas (FAs) have been defined for adoption by all Directors to guide target setting:*   * *Policy Formulation,(Cabinet Memos, Legislation, Standards, Guidelines, Regulations)Coordination, Monitoring and Evaluation* * *Service Delivery (Operationalisation of the Client Service Charter)* * *Research and Information Management* * *Innovation (Initiatives to improve service delivery and work processes)* * *Facilitation of Programmes and Projects linked to Minister’s Priority Area*   In addition to selecting from the above Directors are expected to also couch targets from the Additional Information or Action Plan (*Refer to score sheet for the allocation of marks*). Directors are expected to couch a minimum of six (6) and a maximum of ten (10) FAs. Directors are expected to set not more than three (3) targets for each Focus Area. |
| **4.2** Key Outputs and Deliverables Common To All Directors | Directors are required to produce verifiable indicators for the under-listed two (2) Key Results Areas (KRAs). It comprises a number of Operational and Administrative deliverables common to all Directors.   * Performance Reporting   + Human Resource Management   *(The detailed requirements under each KRA have been stated in Schedule 2 of the Agreement)* |
| **4.3** Individual Learning Plan For The Director | Directors are required to indicate three (3) Individual Learning Plans to be pursued in the course of the 2021 year.  *(The details of the Planned Programmes are to be spelt out in Schedule 3 of the Agreement)* |
| **SCHEDULE 1; DIRECTORATE-SPECIFIC OUTPUTS AND DELIVERABLES TO BE ACHIEVED IN 2021**  ***Directors are to complete ALL the fields in the table in the order provided.*** | |
| ***Ministry’s/Institution’s Strategic Objectives (SOs):***  These relate to the major focus areas for the Ministry. They are to be derived from the 2018-2021 Sector Medium-Term Development Plan. | |
| ***Focus Areas (FAs):***  Directors are required to adopt the five (5) standard FAs provided to guide the couching of Directorate Specific Focus Areas and target setting. The FAs are to correspond with Section 4.1 of the Agreement. Depending on the scope of a FA, more than one corresponding Directorate-specific FA may be indicated.  In addition to selecting from the above Directors are expected to also couch targets from the Additional Information (*provided after the Guidance Note*) or Directorate Action Plan (*Refer to score sheet for the allocation of marks*). Directors are expected to couch a minimum of six (6) and a maximum of ten (10) FA. Directors are expected to set not more than three (3) targets for each Focus Area. | |
| ***Additional Information***  *In addition to the Standard FAs, Additional Information has been provided for Directors to select and couch targets to meet the minimum standard requirement for their Schedule 1* | |
| ***Baseline as at December, 2020:***  Directors are required to indicate what has been done in the previous year in relation to the Target set for 2021. | |
| ***Targets for the Year (2021)***  In this column, Directors are to spell out the main targets to be carried out during the 2021 year. The identified targets should be linked to the achievement of the Directorate-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.  Directors are further required to state the specific roles that they are expected to play to enable the achievement of the indicated targets.  **Directors are to note that they would be evaluated on the extent to which they achieved the targets (output) as well as the specific roles they have played**  **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 Ministry/Directorate Specific Focus Area (FA). | |
| **Implementation Schedule**  Under this column, Directors are to indicate the timelines (broken down into quarters) by which the specific targets are expected to be carried out **during the 2021 year*.*** | |
| **Key Output and Impact**  Under this column, Directors are to indicate the final product to be generated for the various targets indicated. This will be verified during the end of year evaluation. In case the target is not fully achieved, evidence for the current status of achievement will be verified.  The Impact should also indicate the changes you expect from the achieved target. These changes can be in individuals, systems, policies or institutions. They may reflect shift in relationships, knowledge, awareness, capabilities, attitudes and or behaviours.  **Output *e.g 1:*** *Copy of Composite Annual Performance Report*.  ***Impact e.g 1:*** *Internal policy reviews, directives issued and feedback received based on the information provided in the Report. Documentary evidence in relation to these will be verified.*  \*\*Kindly note that all detailed documentation on internal processing such as various memos, letters, e-mails and draft documents etc. **will not be verified during mid-year monitoring and end of year evaluation**. Only **key** documentation will be verified.  Directors are to note that these output indicators would constitute the basis on which targets undertaken would be assessed during the evaluation exercise. | |
| **Collaborating Directorate/Unit/Department**  Directors are to indicate the Directorates/Units/Departments they would partner with in the delivery of their targets. This may enable the Chief Director to establish linkages and synergies in targets set by other Directorates/Units/Departments. This is to help improve internal coordination. | |
| **SCHEDULE 2: KEY OUTPUTS AND DELIVERABLES COMMON TO ALL DIRECTORS**  This schedule focuses on the Director carrying out a generic set of deliverables aimed at facilitating the smooth operation of the Directorate. The deliverables have been grouped into the two (2) broad Key Results Areas (KRAs) namely;   * Performance Reporting * Human resource Management | |
| **Key Results Areas (KRAs) 1 – Performance Reporting**  ***Action Plan***  This should be prepared at the beginning of each year.  ***Quarterly Reports***  They are to be produced at the end of each quarter.  **Key Results Area 2: Human Resource Management:**  ***Establishment levels and list of staff in the Directorate and assigned job schedules****.*  Organisation manuals may contain the ideal establishment level for the organisation. However, what is required here is for the Director to prepare an establishment level for the reporting year. It should reflect the following fields:   |  |  |  |  |  | | --- | --- | --- | --- | --- | | **No.** | **Grade** | **Approved Establishment for 2021** | **Number at Post** | **Variance** | |  |  |  |  |  | |  |  |  |  |  |   ***Completion of 2020 Staff Appraisals***  It is important to demonstrate that all officers (Deputy Director/Analogous grades and below) have gone through the entire appraisal process from the planning through to the end of year phases and separate reports prepared for each phase.  ***2021 Training Programme for the Directorate***  This should be identified through the appraisal process.  ***Composite/Back-to-office reports from staff on training undertaken***  Directors are to ensure that staff prepare back-to-office reports on training undertaken. The reports should include a summary of how the institution would benefit from the skills acquired from the trainings attended by staff. In addition a composite training implementation report should be prepared for the Directorate | |
| **SCHEDULE 3: INDIVIDUAL LEARNING PLAN FOR THE DIRECTOR** | |
| The Director should indicate learning programmes to pursue during the 2021 year. (Three (3) programmes should be listed. These could include Scheme of Service related courses; participation in workshops/conferences; or facilitation at training programmes; etc.)  **It is to be noted that formal interventions would receive greater recognition during the evaluation exercise.** | |

# ADDITIONAL INFORMATION

**(GENERAL OPERATIONAL AND ADMINISTRATIVE DELIVERABLES)**

In addition to the Standard FAs, Directors are required to select and couch their targets from the **Six (6)** Focus Areas defined below with its corresponding output and due dates as applicable to their schedule, in order to meet the minimum standard requirement for their schedule 1.

| **TARGETS** | **OUTPUT** | **DUE DATE** |
| --- | --- | --- |
| **FOCUS AREA : PERFORMANCE REPORTING** | | |
| 2021 Sector Annual Performance Report produced | * 2021 Sector Annual Performance Report and copy forwarded to OHCS | January, 2022 |
| **FOCUS AREA : FINANCIAL MANAGEMENT** | | |
| Quarterly Audit Committee (AC) meetings organised & summary of actions taken to redress audit queries produced | * Minutes of quarterly AC Meetings * Summary of actions taken by Management on decisions taken by AC | * April, July, October, December, 2021 * July & December, 2021 |
| 2021 Annual Procurement Plan approved. | Minutes of Entity Tender Committee Meetings | * December 2021 |
| 1. Updated Assets Register signed and dated by Estates Officer and authenticated by Internal/ External Auditor 2. Report on the establishment of a fixed asset coordinating unit produced 3. End of year report on fixed assets register produced | * Updated Asset Register * Copy of Report on the establishment on Fixed Assets coordinating Unit and forwarding letter to MoF * Copy of End of year report on Fixed Asset Register and forwarding letter to MoF | December, 2021 |
| Quarterly Budget Implementation Report produced | * Copy of Quarterly Budget Implementation Report and forwarding letters to MoF | 1st April, July, September, December, 2021 |
| Multi-year expenditure commitment report produced | * Copy of Multi-year expenditure commitment report produced and forwarding letter to MoF | December, 2021 |
| Reports on all transactions initiated on Ghana Management Information System produced | * Copy of Purchase Requisition Report produced and forwarding letter to MoF * Copy of Warrant trail report produced and forwarding letter to MoF | December, 2021 |
| **2020** Final accounts submitted | Copy of expenditure returns for end year 2020 and forwarding letter to CAGD | March 2021 |
| **FOCUS AREA : HR MANAGEMENT** | | |
| Organisation manual which is not more than 4 years old and reviewed by MSD to reflect any changes in Ministerial mandate produced. | * Updated Organisation Manual * Updated staff list as at 31st Dec 2020 * Individualised job schedules for all staff * Establishment levels available/updated and copy of forwarding letter to OHCS | November, 2021 |
| Reports on the planning mid and end of year 2021 Staff Appraisal Instrument produced and copies submitted to the OHCS | * Report on the 2021 planning phase of the appraisal instrument and copy of letter forwarding to OHCS * Report on the mid-year phase of the appraisal instrument and copy of letter forwarding to OHCS * Report on the end of year phase of the appraisal instrument and copy of letter forwarding to OHCS | * January, 2021 * July, 2021 * January, 2022 |
| Report on the signing and evaluation of Performance Agreements (PAs) with Heads of Departments (HoDs) and Directors/ Analogous Grades produced and copies submitted to the OHCS | * Report on the signing of Agreements and evaluation of Performance Agreement for HoDs/Directors/Analogous Grades and copy of letter forwarding to OHCS | * March, 2021& * January, 2022 |
| 2021 Training Plan linked to training needs identified through the appraisal process produced and copy sent to the OHCS | * 2021 Training Plan and copy of letter forwarding to OHCS | * March, 2021 |
| Mid and end year reports on the implementation of the 2021 Training Plan produced and copy forwarded to OHCS | * Mid and end year reports on the implementation of the 2021 Training Plan and copy of letter forwarding to OHCS | * August, 2021& January, 2022 |
| **Management of discipline**   * Monthly reports on daily staff attendance indicating trends & actions taken produced * Report on efforts to enforce discipline (including preventive measures) produced | * Monthly reports on daily staff attendance * Report on efforts to enforce discipline (including preventive measures) | * Monthly * December, 2021 |
| **Report on staff movements**   * Composite **analysed** reports on staff movements (recruitments, replacements, promotions, postings, retirements and resignations) in 2021 with implications for the effective functioning of the Organisation produced * 2021 Promotion register prepared and copy forwarded to OHCS | * Composite **analysed** reports on staff movements (recruitments, replacements, promotions, postings, retirements and resignations) in 2021 * 2021 Promotion register and copy of letter forwarding to OHCS | * December, 2021 * November, 2021 |
| **FOCUS AREA : FUNCTIONAL MINISTERIAL ADVISORY BOARD** | | |
| Ministerial Advisory Board Set up and Quarterly meetings organised | * List of ministerial advisory board members * Minutes of quarterly meetings | April, July, October 2021& January, 2022 |
| **FOCUS AREA : CLIENT SERVICE INITIATIVES** | | |
| Service Charter of Ministry and its Departments (which is not more than 4 years old and reviewed to reflect any changes in Ministerial mandate) developed and copies sent to OHCS | * Client Service Charter of Ministry and its Departments   Letters showing evidence of;   * MSDs participation in the charter development process * Approval from the Civil Service Council * Forwarding copies of the published Charters to OHCS | December, 2021 |
| Mid & end of year reports on operations of the CSU and compliance with SDS produced and copies sent to OHCS | * Mid & end of year CSU reports and copy of letter forwarding to OHCS | * July 2021& January, 2022 |
| **Public Information Dissemination Mechanisms**  Develop and quarterly update interactive website and social media platforms  Publish and distribute Newsletters, brochures and flyers | * Reports on quarterly updates of website * Copies of Newsletters, brochures and flyers | * April, July, October 2021& January, 2022 |
| **FOCUS AREA : WORK IMPROVEMENT INITIATIVES** | | |
| **Management/Staff engagements**   * Monthly Management Meetings organized * Quarterly Staff durbars/meetings organised * Report on measures to promote gender inclusiveness produced * Report on measures to promote health and well-being of staff produced * Internal newsletters/catalogue of information posted on notice boards collated | * Minutes of monthly Management Meetings * Minutes of quarterly Staff durbars/meetings * Report on measures to promote gender inclusiveness * Report on measures to promote health and well-being of staff * Internal newsletters/catalogue of information posted on notice boards | * Monthly * Quarterly * December 2021 * December 2021 * December 2021 |
| Records Management Improvement Initiatives | * Evidence of engagement with PRAAD * Evidence of actions taken to improve records management | * December 2021 * December 2021 |
| Transport Management | * Evidence of approved vehicle maintenance and repair schedule * Quarterly Report on Vehicle Monitoring | January 2021   * April, July, October, January, 2022 |
| Management of physical environment | * Verification of: * Cleanliness of office environment * Quality of washrooms * Beautification of the work environment * Disability-friendly accesses * Security of offices * Safety measures (e.g. electrical connections, installation of fire-fighting devices and signage at entry/exit points) | * December 2021 |

**DEFINITION OF TERMS**

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

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

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

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

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

**“Target”** means activities to be undertaken within a particular period. The target set should be Specific, Measurable, Achievable, Realistic and Time bound (SMART). The target set should lead to the achievement of the Top Priority Areas. **Example:** Produce Civil Service Annual Performance Report. (how many copies and by what timeline?? Is it to be distributed to key stakeholders?) SMART Example: Produce 250 copies of the APR and distribute to key stakeholders by end of March 2020.

**“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.