

# **THE NEW PERFORMANCE MANAGEMENT INSTRUMENTS & OTHER L&D TEMPLATES: THE ROLE OF THE COORDINATING DIRECTOR**

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# Outline of Presentation

- Background to the New Performance Management Instruments
- The Appraisal Processes
- The Structure of the New Appraisal Instrument
- The Learning, Training & Development (LDT) Templates
- The Role of the Coordinating Director in the implementation and operationalization of the New Appraisal Instrument & the LDT Templates
- Conclusion and Way Forward

# Background to the new Appraisal Instrument

Performance appraisal is operational, short to medium term strategy concerned with the individual, their performance and development.

It is one of the tools of performance management and the data produced can feed into other elements of the overall strategic performance management system introduced by the Service.

# Background to the New Appraisal Instrument

## LGS Act, 2003 (Act 656)

### **Office of the Regional Coordinating Council (16:4)**

- The Regional Coordinating Director shall ensure the effective and efficient performance of the office of the Regional Coordinating Council.

## ACT 462, THE LOCAL GOVERNMENT ACT, 1993, Section 142—Functions of Regional Coordinating Councils

### ***Regional Coordinating Council shall: (142-1a)***

- monitor, co-ordinate and evaluate the performance of the District Assemblies in the region

# The Previous Appraisal Process

- Appraisee(s) only complete the appraisal form when he/she is due for promotion,
- Appraiser(s) rarely meet with the appraisee to plan and discuss performance issues,
- Lack of continuity and monitoring of the appraisal process.

# The Current Appraisal Process

- The current appraisal process aims to assess worth, value and quality of 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,
- It requires that they both review the performance periodically, to analyse the factors affecting the performance, discuss developmental needs, have performance counseling if need be and share experiences.

# The Staff Performance Cycle



# Key Elements of the Cycle

- **Plan** and **agree** on what needs to be done;
- **Do** what has been agreed upon;
- **Check** and **Monitor** performance and identify opportunities for improvement;
- **Review** what has gone well, and not so well; what needs to be developed
- **Act** on the information and make any necessary changes; and
- **Report** on the progress and outcomes.





# The Structure of the New Appraisal Instrument

<b>Section 1A</b>	<b>Appraisee Information</b>
<b>Section 1B</b>	<b>Appraiser Information</b>
<b>Section 2A</b>	<b>Performance Planning Stage Form</b>
<b>Section 2B</b>	<b>Competencies (non-scoring) for PDP/CPD</b>
<b>Section 3A</b>	<b>Mid-year Performance Review Form</b>

# The Structure of the New Appraisal Instrument

<b>Section 3B</b>	<b>Mid-year competency Review Form</b>
<b>Section 4A</b>	<b>End of Year Review/Evaluation Form</b>
<u>Rating Scale</u>	
<b>4</b>	Excellent
<b>3</b>	Very Good
<b>2</b>	Good
<b>1</b>	Unsatisfactory

# SECTION 2A PERFORMANCE PLANNING

## 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)

# Key Performance Areas (KPA)

- 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 **key accountabilities**, areas of a job for which the employee is responsible for producing results.

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# Key Performance Indicator (KPI)

- Key Performance Indicators (KPIs) describe the performance dimension that is considered key or important in measuring performance. They are used as measuring criteria for evaluating performance. KPIs include:
  - **Quality:** *How well?*
  - **Quantity:** *How many or much?*
  - **Timeliness:** *By when?*
- Key Performance Indicators should be written to meet SMART criteria: **Specific, Measurable, Achievable, Relevant, Timeliness/ Time-bound**
- **Minimum of 2 and maximum 4 KPIs per KPA**

# Weightings (%)

- Weightings show the relative importance of one KPA against another KPA.
- The purpose of the weightings is to show employees what the most important Key Performance Areas are in their work (priority).
- Weightings are allocated in percentages
- The total weightings allocated to all the KPAs should be 100%.
- No weightings are allocated to competencies.  
competencies are rated separately for developmental purpose only.

# Service Delivery Standards

- Service Delivery Standards (SDS's) are result-oriented statements that describe the level of performance the employee is expected to achieve. They also describe measurable outcome which has to be accomplished either as:
  - A point to be aimed at (target);
  - A plan or project to be implemented or completed; and
  - A standard of performance to be achieved and maintained.
- SDS's provide focus to employees' work to ensure that their actions are directed towards achieving important mission-related outcomes.
- SDS's are *not* work activities, task descriptions or responsibilities listed in a job description. A *work activity* is the action that an employee takes when performing his or her job. SDS's specify the *outcome or end result* of a work activity.

# The Six Service Delivery Standards of LGS

*P<sup>2</sup>E<sup>2</sup>CAT*

1. Participation
2. Professionalism
3. Efficient and effective use of resources
4. Client focus
5. Accountability
6. Transparency

SERVICE DELIVERY STANDARDS

Participation

Professionalism

Efficient & Effective Use  
of Resources

Client Focus

Accountability

Transparency



# Competencies

- Competency refers to what people have to know and be able to do to perform well. Also, a 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”.
- Competency can be classified to three categories namely:
  - **Technical/Functional** competency. This refers to specific competencies which are essential to performing any job within a defined technical or functional area of work.
  - **Personality/Generic** competency. This refers to competencies which are essential for all staff regardless of their function or level.
  - **Managerial competency**. This refers to knowledge, skills, attributes and behaviours which are essential for staff with managerial or supervisory responsibilities.
- Competencies, are an important component of the planning phase.

# Who Administers the Appraisal Instrument in an Organisation?

- The administration of the instrument should make use of the hierarchy of the organisation in this case MMDCDs appraise their HODs;
- Heads of Departments, Units and Sections are responsible for the appraisal of their staff;
- The HR Department is responsible for facilitating the process and advise the Head of the entity on matters relating to performance in general.

# The Role of the Coordinating Director (CD) Staff Performance Appraisal

The Coordinating Director has overall responsibility to oversee that each staff of the MMDA is appraised

The CD possesses the tools to make the performance appraisal concept successful because of the following:

- Resource allocation function;
- Prioritization of organizational activities;
- Staff motivation and support
- Coordination function and
- Monitoring & Evaluation function;

# Potential Challenges

Generally the following may be seen as potential challenges in the implementation of the new performance instrument:

- Inadequate resources;
- Lack of appraisal skills (both appraisee & appraiser);
- Seeing appraisal as adding to the already overburdened workload;
- Securing the 'buy-in' of 'top management'

# Conclusion and Way Forward

- The Assembly and by extension the CD play a key role in allocating scarce resources; this suggests that performance be made a cardinal priority in resource allocation,
- The CDs are to lead in building the capacity of staff; support the HR Departments in facilitating the performance processes,
- Recognise high performance as value addition and scientific way of measuring individual and team contribution to the overall achievement of the mandate of the Service.

# Conclusion and Way Forward

- Top Management sets the tone; MMDAs and for that matter MMDCDs are to deploy the strategic tools at their disposal to secure the 'buy in' of their top management with respect to high performance.
- The role of CDs is to provide strategic leadership to create high performing MMDAs in their jurisdictions.

Thank You!

