

## LOCAL GOVERNMENT SERVICE

# SERVICE DELIVERY STANDARDS AND PERFORMANCE MANAGEMENT SYSTEM

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## **FOREWORD**

The Local Government Service was established by the Local Government Service Act, 2003, Act 656 with the objective “to secure an effective administration and management of local government in the country”. The Local Government Service is made up of the Local Government Service Secretariat (LGSS), Regional Coordinating Councils (RCCs), Metropolitan, Municipal and District Assemblies (MMDAs) and Sub- Metropolitan District Councils, Urban, Zonal, Town and Area Councils (UZTA).

The mission statement of the Local Government Service is “to support Local Government to deliver value for money services through the mobilisation and utilisation of qualified human capacity and material resources to promote local and national development”.

In accordance with its mandate the Service is to ensure effective administrative decentralisation which is a major pillar in the decentralisation policy as enshrined in Chapter 20 of the 1992 Republican Constitution. As a policy objective, administrative decentralization seeks to improve the administrative and Human Resource capacity of members of the Service to ensure quality service delivery.

To improve service delivery to the citizenry, it is required to first identify and set the Service Delivery Standards and then manage, measure and monitor the effectiveness of the implementation of these standards. This can be done by developing and implementing a robust Performance Management System.

Performance Management is about helping and encouraging employees to raise their performance and to enhance productivity, develop their competencies, increase job satisfaction and achieve their full potential to the benefit of the individual and the organization as a whole.

This booklet will serve as a general functional guide and reference to staff of the Local Government Service as a whole and in particular those at the Metropolitan, Municipal and District Assemblies (MMDAs) whose services emphasise more on the management of physical infrastructure and other public services such as: roads, building, housing, water & sanitation, waste management, agriculture, health, education, social and environmental activities, etc. It also

introduces the management and measurement of the implementation of Service Delivery Standards through a Performance Management System.

The Local Government Service acknowledges with gratitude the collaboration and support of key stakeholders from RCCs, MMDAs, NGOs, CSOs and the Public Services Commission. The Service also appreciates the immense support extended to it by the EU and DANIDA in the development of the Service Delivery Standards and Performance Management System.



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## 1. INTRODUCTION

### 1.1. DECENTRALISATION AND SERVICE DELIVERY STANDARDS

Under the Government's decentralization and Local Government reform initiative, the Local Government Service (LGS): Local Government Service Secretariat (LGSS), Regional Coordinating Councils (RCCs), Metropolitan, Municipal and District Assemblies (MMDAs) have been established and assigned a wide range of responsibilities, including ensuring effective administration and management of local government, provision of basic social services and infrastructure, and the promotion and co-ordination of local economic development. The MMDAs in particular have a critical role in addressing national poverty reduction objectives and contributing to the achievement of the Millennium Development Goals.

The Fundamental Human Rights and Freedom as well as the Directive Principles of State Policy under the 1992 Constitution of the Republic of Ghana prescribes the manner and principles in which public administration should be carried out. These are as follows:

- Services are provided impartially, fairly, equitably and without bias;
- High professional and ethical standards should be promoted;
- Utilization of resources is done in an efficient and effective manner;
- Peoples' needs should be responded to;
- Popular participation should be promoted in decision making;
- Accountability and transparency should be ensured.

The section on Administrative Justice of the 1992 Constitution also gives citizens the right to hold the state responsible whenever their constitutional rights are violated. These provisions that are set out in the Constitution are the principles that govern the country as a whole and inform the LGS in its service delivery.

Local Governments, the LGS being no exception, are better informed about, and are more responsive to, the needs and preferences (i.e. services such as transport, water, education, health, sanitation, etc.) of local Communities due to their proximity to the citizenry than the Central Government. This brings to the fore and reinforces the need to identify and set acceptable and pragmatic service delivery standards in a participatory manner.

## **1.2. NEED FOR SERVICE DELIVERY STANDARDS**

Service Delivery Standards are mechanisms by which transparency, accountability and mutual trust are ensured between duty bearers and right holding citizenry in service delivery. They establish the minimum levels of service delivery and serve as a means of improving client satisfaction. In order to improve service delivery and minimize potential conflict between the citizenry and public officials mandated to deliver services, it is first required to identify, set, comprehensively document and communicate acceptable and realistic service delivery standards to all stakeholders. This will facilitate the management, measurement and monitoring of implementation of the standards.

Since 2012, the LGS has been engaged in a process of defining acceptable Service Delivery Standards (SDS) and establishing a universal framework for operationalising these standards particularly at the MMDA level. It has always been the desire of the Service to deliver quality service to the citizenry in accordance with the provisions of the LGS Act, 2003 (Act 656), which enjoins it to:

- set performance standards within which the District Assemblies (DAs) and Regional Coordinating Councils (RCCs) shall carry out their functions and discharge their duties;
- monitor and evaluate performance standards of the District Assemblies and Regional Coordinating Councils.

## **1.3. LINKING SERVICE DELIVERY STANDARDS (SDS) AND PERFORMANCE MANAGEMENT SYSTEM (PMS)**

Linking Service Delivery Standards and Performance Management is a world-class benchmark methodology to improve the effectiveness of organizations. It provides the benchmark for measuring and managing the performance of institutions. The Service Delivery Standards contained in this document therefore provide the framework and principles by which service delivery will be managed, monitored and measured at the LGS.

It was to fulfil its mandate of securing effective administration, manage local government and provide effective service delivery that the LGS developed well-documented basic service delivery

standards and the measurement and monitoring of these standards. The LGS also developed and documented a comprehensive linkage between the service delivery standards and a Performance Management System. This achievement was made through key stakeholders from the RCCs, MMDAs, NGOs, CSOs, and the Public Services Commission at a series of zonal workshops.

The Service Delivery Standards contained in this document therefore provide a framework and principles by which service delivery will be managed, monitored and measured at the LGS.

## 2. SERVICE DELIVERY STANDARDS (SDS)

Service Delivery Standards are the minimum level of expected services in terms of *quality, time* and *cost* that the Service Provider commits to deliver to its clients.

### 2.1. OBJECTIVES OF THE SERVICE DELIVERY STANDARDS (SDS)

The specific objectives for developing service delivery standards are:

- a) define minimum levels of services that the Local Government Service, particularly the MMDAs, should provide and what service recipients should expect in terms of quantity, quality, time and cost;
- b) determine minimum cost implications for providing services;
- c) empower service recipients and communities to demand the services that are due to them at the appropriate standards;
- d) provide a basis upon which feedback on the level of satisfaction against standard criteria can be evaluated;
- e) provide a basis for the review of management systems and processes;
- f) provide uniformity and consistency in the provision of services at the local level;
- g) provide mechanism for both service providers and clients to measure, monitor, evaluate and report on actual performance against planned targets for further improvement; and,
- h) enforce quality assurance and put compliance mechanisms in place to measure and benchmark service delivery against best practices.

### 2.2. ESSENCE OF THE SERVICE DELIVERY STANDARDS

In this era of resource constraint, amid numerous development needs and expectations, it is crucial to develop transparent and acceptable minimum values or principles to guide both the delivery of services to the citizenry and the expectations that the citizenry have of public services.

To measure their level of trust in local governments and subsequently the satisfaction they will derive from public services delivered, community members generally expect to be certain about the quantity, quality, processes, time, frequency and cost of such services offered to them. They also expect to know clearly what redress mechanisms they can resort to, whenever services delivered to them are either not satisfactory or not acceptable.

The LGS in particular, needs to demonstrate realistically, its commitment and resource capacity as a duty bearer to meet the needs and expectations of the citizenry who are right holders. It was therefore the firm commitment of the LGS to fulfil its mandate and help reduce poverty especially at the local level that strongly informed its efforts to develop the service delivery standards in a participatory manner.

The Service is further committed to promoting the SDS and mobilising the support of all stakeholders in the application of the standards as the following key benefits will accrue:

a) Services will be improved and delivered at a reduced cost by:

- refocusing services on clients;
- providing management the flexibility to respond to the needs of clients;
- developing proper incentives to promote innovation and continuous improvement;
- monitoring and analysing performance against realistic targets and standards.

b) Governance generally and management in particular will improve by:

- promoting partnerships for delivering quality client service;
- providing the means to measure service performance and costs in a reliable manner;
- providing meaningful information on the content, value and method of service delivery;
- using performance and client satisfaction information to guide operational decisions to improve service standards and actual performance on a continuous basis.

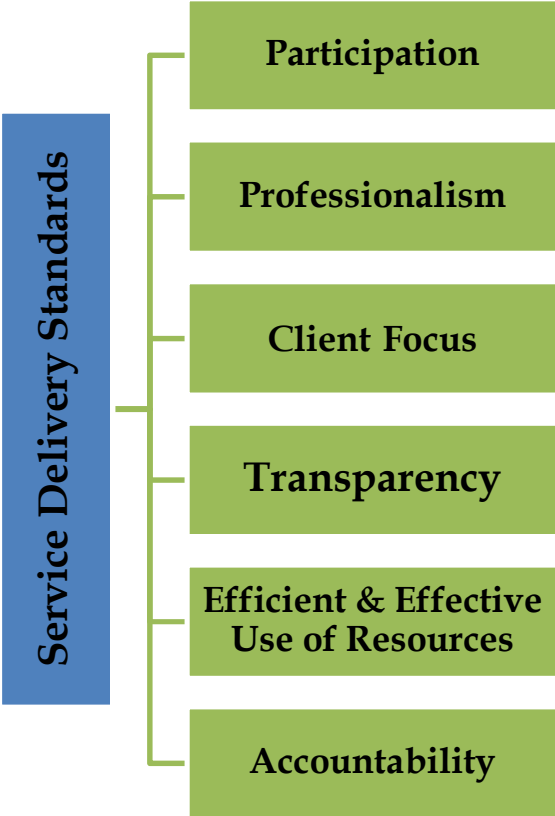
### **2.3. DEVELOPING THE SERVICE DELIVERY STANDARDS (SDS)**

The SDS together with their measurements and monitoring indicators and mechanisms were developed and documented with inputs from key stakeholders from the RCCs, MMDAs, NGOs, CSOs and the Public Services Commission (PSC) at a series of zonal workshops. Outputs emanating from all the zonal workshops and which culminated in the formulation of the service delivery standards were validated by the stakeholders in a participatory manner.

### **2.4. SERVICE DELIVERY STANDARDS FOR LGS**

Six (6) Service Delivery Standards developed and approved by the Local Government Service Council for adoption by the LGS are listed below:

**SERVICE DELIVERY STANDARDS FOR LGS**



## 2.5. DEFINING AND MEASURING THE SERVICE DELIVERY STANDARDS

For the Service Delivery Standards to be adhered to and operationalised to yield the expected benefits to the citizenry, all stakeholders need to have a common understanding of their definition and measurement indicators. Also crucial are the strategies and institutional frame work as well as the time frame for effecting the standards. The definitions and measurements of the SDS are elaborated as follows:

### 2.5.1. PARTICIPATION

**Participation** is 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.

MMDAs are required to regularly and systematically seek the opinion of the citizenry within their areas of jurisdiction on both current and future services provided. Stakeholders' participation in decision making affords them the opportunity to provide adequate inputs into the prioritisation and provision of services. The process of participation should be carried out such that it ensures comprehensiveness and representativeness. When this is adequately done, the outcome would be a balance between what citizens want and what the local governments can realistically afford and have the resources and the capacity to deliver.



#### *Measurement of Participation*

The following are some examples of measurement indicators for assessing “Participation”.

Ensuring that MMDAs:

- involve all stakeholders in the annual fee-fixing resolutions;
- organize community hearings to include the views of all stakeholders during the planning and budgeting process;
- conduct annual surveys to ascertain the level of community knowledge on agreements reached during service delivery consultations;

- involve relevant stakeholders, beneficiary departments and communities in quarterly and annual monitoring of projects.

## 2.5.2. PROFESSIONALISM

*Professionalism is the demonstration of requisite skills and competencies, and the ability to adapt best practices in the delivery of services to the satisfaction of the client whilst adhering to ethical standards*

It is required that staff working in LGS maintain high levels of specialist knowledge, keep up-to-date with current research, methodologies and processes. Staff must participate in induction processes, professional development, effective performance management processes and professional peer supervision and support.



Additionally, staff must demonstrate effective interpersonal skills for working in partnership with others, follow through on negotiated actions and commitments as well as maintain confidentiality.

### *Measurement of Professionalism*

Some measurement indicators for assessing “Professionalism” include:

- conduct Performance Appraisals with staff within intervals of six months or yearly;
- prepare and implement staff development plan for staff on an annual basis;
- measure the output of staff in reference to standards stipulated in the Code of Conduct for the Service bi-annually;
- conduct annual in-service training for the professional development of staff;
- establish annual award schemes for staff who demonstrate professionalism in the performance of their duties.

### 2.5.3. CLIENT FOCUS

*Client focus is using client requirements to prioritize and consistently develop affordable and accessible services in a timely manner.*

It is crucial for officials of LGS to treat members of the public as “clients” who are entitled to receive the highest standard of service. These services range from greetings and addressing “clients”, to the style and tone of officials when interacting with members of the public and in dealing with people with special needs such as the elderly or physically challenged.



It is also important for senior officials and management to set an example through their unspoken day-to-day interaction with junior officers on the values and culture of the local government institution. Local governments must make serious efforts to train staff who come into regular contact with the public as well as monitor the performance of these officers and discourage behaviours that fall below acceptable standards.

#### *Measurement of Client Focus*

Some measurement indicators for assessing “Client Focus” include:

- establish functional Client Service Centres in the LGS by mid-2015;
- publish and disseminate a Client Service Charter by the end of 2015;
- establish a mechanism (suggestion, box, etc.) for the receipt of complaints from clients on a weekly basis and to provide feedback to clients effectively within five (5) working days of the receipt of a complaint;
- acknowledge and respond to correspondences effectively within Seven (7) working days upon receipt;
- organise annual beneficiary surveys.



#### 2.5.4. TRANSPARENCY

*Transparency is 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.*

Transparency and openness are the hallmarks of a democratic government and therefore key to the functioning of public service institutions. In terms of public service delivery, transparency is required to build trust and confidence between the LGS and the people it serves. It also borders on the utilization of resources by the LGS on behalf of the citizenry.

The principle of transparency requires that officials of LGS must be circumspect in matching available resources against planned budgets and actual expenditure as their actions and inactions are information for public consumption.



##### *Measurement of Transparency*

Some measurement indicators for assessing “Transparency” include:

- establish a Procurement Committee and ensure that all procurement activities are carried out in conformity with the Public Procurement Act, Act 663;
- update and display monthly revenue and expenditure charts on MMDAs’ notice boards and at other vantage places;
- publish and display MMDAs audit report on Assembly’s and Area Councils’ notice boards within one week of receipt of the report;
- disseminate draft budget estimates to Assembly members two weeks before the General Assembly meeting and publish the approved budget on the Assembly’s notice boards;
- ensure that all MMDAs adopt the Social and Public Expenditure Financial Accountability (SPEFA) format for reporting on MMDA to key stakeholders yearly;
- publish General Assembly meeting minutes on community notice boards and other public designated areas (such as the reception ) in the MMDA quarterly.



## 2.5.5. EFFICIENT AND EFFECTIVE USE OF RESOURCES

*Efficient and Effective use of Resources is 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.*

The scarcity of resources to public institutions requires that the limited resources are used to achieve the best possible value for money. Local government officials must ensure that they cut down public expenditure and create a more cost-effective local government.



The practices where goods, works and services are procured way above the prevailing economic market prices are inconsistent with the practice of the principle of value for money.

### *Measurement of Efficient and Effective use of Resources*

Some measurement indicators for assessing “Efficient and Effective use of Resources” include:

- procure goods, works and services in conformity with the Public Procurement Act and on time;
- ensure that financial transactions are in line with the Financial Administration Act, Financial Regulations and the Financial Memoranda and that transactions are done in a timely manner;
- organise monthly Financial & Audit review meetings to discuss the financial transactions of the Assembly;
- ensure that at least 90% of activities, projects and programmes implemented are within the Annual Action Plan and Budget;
- provide all clients with timely services.



## 2.5.6. ACCOUNTABILITY

**Accountability** is taking responsibility for one's actions and/or in-actions in rendering services and informing citizens on the use of public resources.

### *Measurement of Accountability*

Some measurement indicators for assessing "Accountability" include:



- organize stakeholders' public budget hearing in the local dialect most widely spoken within an Assembly (Twi, Gonja, Dagbane, Ga, etc.) on an annual basis;
- publish and implement comments contained in the annual Audit Reports within two weeks of receipt;
- publish monthly financial statements by the 20<sup>th</sup> of the ensuing month on MMDAs' notice boards, Community Information Centres, etc.;
- provide information on programmes, projects, revenue and expenditure to the public using local radio/FM stations on a monthly basis;
- organise four (4) quarterly Audit Report Implementation Committee (ARIC) meetings to discuss and act on Audit Reports.



### 3. RELATIONSHIP BETWEEN SERVICE DELIVERY STANDARDS AND PERFORMANCE MANAGEMENT

Service Delivery Standards are a commitment by an organization to provide a certain level of service to clients. The role of service standards is to answer the under-listed questions and to let clients know what kind of services they should expect:

- How long should it take to provide a service?
- How often will a service be provided?
- What can people do if they are not satisfied with service delivered?

Service Standards are also goals that an organization should try to achieve and those goals should be measured and managed through a Performance Management System.

Service Standards have one critical element which is called specific delivery targets. Through series of consultative workshops, LGS has identified six standards as elaborated in this document. These describe the key aspects of the service and also represent the quantifiable aspects of the service, such as timeliness, accessibility, reliability, responsiveness, etc.

The delivery targets serve two purposes:

- Firstly, they help to establish realistic expectations among clients, based on what the LGS can deliver.
- Secondly, they establish performance expectations for the entire LGS.

These performance expectations, which will be an element of the Local Government Service's Performance Management System, enable the employees to work with greater confidence knowing the level of performance expected of them by the Local Government Service and the public.

In relation to the Service Delivery Standards, the Performance Management System is about practical approaches to improve the way employees deliver a service to the people in the communities they serve. It is therefore an initiative that provides a means to improve the

effectiveness of the Local Government Service by linking and aligning individual and team responsibilities to Service Delivery Standards.

Finally, the Performance Management System will contribute significantly to service delivery as in the following ways:

- Provides services which are continuously improving.
- Provides a quality service which meets the needs of the public.
- Improves responsiveness.
- Makes the LGS more accountable to the communities it serves.
- Provides standards for making comparisons and benchmarking among the MMDAs in various communities for continuous improvement.
- Provides standards for making comparisons and benchmarking among developing countries for continuous improvement.
- Provides a basis for effective communication.

## 4. PERFORMANCE MANAGEMENT

### 4.1. DEFINING PERFORMANCE MANAGEMENT

To understand the relationship between Performance Management and Service Delivery Standards in more detail, it is important to define it clearly. Performance Management can be defined as **a systematic process for improving performance by developing the performance of individuals and teams**. It aims at having in place predictable, effective and efficient systems for planning, implementing, monitoring, evaluating and reporting on employees' / Staff's performance.



The overall objective of the Performance Management System is **to establish a *high-performance culture* in which individuals and teams take responsibility for continuous improvement of business processes for their own skills and contributions within a framework provided by effective leadership.**

Through the establishment of a robust Performance Management System which incorporates the Service Delivery Standards, it is possible to manage and measure the effectiveness and efficiency of service delivery.

### 4.2. THE DIFFERENCE BETWEEN PERFORMANCE APPRAISAL & PERFORMANCE MANAGEMENT

For many organizations, the term 'Performance Management' is synonymous with Performance Appraisal. However, Performance Management is much more than Performance Appraisal.

The key difference between Performance Appraisal and Performance Management is that Performance Management forms part of the annual organizational planning cycle in that the individual objectives are aligned to those of the organization and not merely set within the department or in relation to the individual. Performance appraisal is a review of an employee's performance within an organization.

An appraisal process will therefore form part of the annual Performance Management cycle.

*Thus, a Performance Appraisal System is not the same as a Performance Management System. It is an important component of Performance Management as it is just a part of a bigger whole.*

The Performance Management System involves the following key elements:

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

*Performance Management System in detail:*

**IMPORTANT PROCESS STEPS TO REMEMBER FOR MANAGING PERFORMANCE**



#### 4.2.1. PLAN AND AGREE

At the beginning of each performance cycle, the immediate supervisor and the employee meet to discuss, and agree upon, what needs to be done and how it should be done. This performance planning discussion includes a consideration of key performance areas and indicators, or key result area; competencies; and a development plan. The planning and agreement process is the first stage. The process of planning and drawing performance agreement requires some skills, which need to be developed by training followed by practice. It is an area in which HR specialists can usefully coach and follow up on a one-to-one basis after an initial training session.

*This stage typically embraces:*

- Identify and agree on key performance areas or key result areas and indicators;
- Identify, agree and define competencies;
- Set and agree on performance objectives;
- Identify and agree on a development plan;
- Agree on weighting;
- Document performance agreement or contract.

##### 4.2.1.1. Key Performance Areas

Key Performance Areas (KPA) which are also known as Key Result Areas (KRAs) refer to general areas of outcome or outputs for which a job is responsible. They also refer to what needs to be done or the outcomes an employee must produce. A consideration of Key Performance Areas needs to include the *key accountabilities*, or broad areas of a job for which the employee is responsible for producing results. These areas are typically obtained from employee's job description. To identify key result areas, individuals should be asked by their supervisor to answer questions such as:

- What do you think are the most important things you have to do?
- What do you believe you are expected to achieve in each of these areas?

##### 4.2.1.2. Competencies

An exclusive emphasis on Key Performance Areas can give a skewed or incomplete picture of employee performance. So, **competencies**, or how a job is done, are an important component of

the planning phase. A consideration of technical knowledge and skills and behavioural attributes or attitudes as well as managerial skills that are critical in determining how results will be achieved. Competency refers to what people have to know and be able to do to perform well. It is defined as essential knowledge and skill a jobholder must possess and demonstrate in order to be successful at work. 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”.

*Competency can be classified into 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 i.e., Finance/ Accounting, Procurement, Human Resource, Environmental Management etc.
- **Personality/Generic competency.** This refers to competencies which are essential for all staff regardless of their function or level i.e. communication, initiative, assertiveness, team work etc. They are behavioural characteristics or attributes that are critical for effective job performance.
- **Managerial competency.** This refers to knowledge, skills, attributes and behaviours which are essential for staff with managerial or supervisory responsibilities.

*Examples of Competencies:*

No	Type	Competency	Definition
1	Technical or Functional Competency	Interviewing Skill	Employee’s ability to gather information from interviewee by building a rapport, asking appropriate questions and observing and listening to the responses
2	Technical or Functional Competency	Customer/Client Service Skill	Ability to provide a high level of service to customers or clients to ensure that their experience is a positive one and to encourage

			them to develop a long-term relationship with the organization.
3	Personality Competence	Assertiveness	Employee's ability to confront others calmly but firmly, without aggression, sarcasm or discourtesy, irrespective of rank or position.
4	Personality Competence	Team-working Skill	Ability to build and maintain positive and open working relationships, cooperate and liaise with others to achieve targets. Ability to work together towards a common goal.
5	Managerial Competence	Controlling Skill	Employee's ability and/or willingness to document substandard performance and behaviour; monitor performance and take corrective action, including disciplinary action.
6	Managerial Competence	Planning & Organizing Skill	Employee's ability to plan ahead, determine priorities and organize resources, including time for the achievement of an objective.

#### 4.2.1.3. Performance Objectives

A performance objective is specific end result that contributes to the success of the department or organization and that an employee is expected to accomplish or produce. In other words, performance objectives 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.

Performance objectives provide focus to an employee's work to ensure that his or her actions are directed towards achieving important mission-related outcomes. Performance objectives are *not* work activities, task descriptions or responsibilities listed in a job description. A *work activity* is

the action that an employee undertakes when performing his or her job. *Performance objectives* specify the *outcome on end result* of a work activity.

#### 4.2.1.4. SMART Criteria

Performance objectives should be written to meet the SMART criteria as follows:

- **Specific** – The performance objective needs to specify clearly defined expected results.
- **Measurable** – The performance objective should specify how to measure success i.e. provide a verifiable standards for evaluation.

*Types of measurement include:*

- **Quality:** *How well?* Percentage of correction to total words typed; and the *extent* to which the output, performance or service satisfies the client and or meets the required set standard. Examples of quality are accuracy and neatness, frequency and degree of errors, thoroughness with which assignments are performed or customer transactions are conducted.
  - **Quantity:** *How many or much?* Number of units produced per time period; volume of work produced or customer transactions handled; and ability to meet or exceed required revenue, sales or production quantity, and complete all assignments in allotted time.
  - **Timeliness:** *By when?* Scheduled dates compared to actual dates submitted, including how quickly the work is completed. The duration taken in terms of minutes, hours, days, weeks, etc., to deliver a service or complete a transaction. It is the responsiveness and speed within which a service out to be provided or a work is completed.
  - **Cost Effectiveness:** *At what expense?* How efficiently the service delivered and/or outcome that result in a saving of time or money e.g., Cedis amount saved by creating an efficient method of performing a duty. The total cost in terms of money and/or other resources used to deliver an output or service
- **Achievable** – The performance objective should be within employees’ control and not overly depended on outside factors. Employees should be rated only on work for which they are responsible.

- **Relevant** – The performance objective should have a direct and obvious link to employees’ job, the supervisor’s objective, the department’s objectives, and to important organizational goals. It should be job-specific and focus on work important to the organization’s success.
- **Time-bound** – The performance objective should specify a timeframe associated with service. Such timeframes help clarify performance expectations and ensure the work gets done in a timely manner. Timeframe can be within a certain period of time or by a certain period of time or by certain date and must be within the performance cycle.

#### 4.2.1.5. *Key Performance Indicators*

These establish how performance agreement will be measured and be known at the time of review whether the expected result has been met or not. In other words, Key Performance Indicators 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?* Percentage of correction to total words typed; and the *extent* to which the output, performance or service satisfies the client and or meets the required set standard. Examples of quality are accuracy and neatness, frequency and degree of errors, thoroughness with which assignments are performed or customer transactions are conducted.
- **Quantity:** *How many or much?* Number of units produced per time period; volume of work produced or customer transactions handled; and ability to meet or exceed required revenue, sales or production quantity, and complete all assignments in allotted time.
- **Timeliness:** *By when?* Scheduled dates compared to actual dates submitted, including how quickly the work is completed. The duration taken in terms of minutes, hours, days, weeks, etc., to deliver a service or complete a transaction. It is the responsiveness and speed within which a service out to be provided or a work is completed.
- **Cost Efficiency:** *At what expense?* How efficiently the service delivered and/or outcome that result in a saving of time or money e.g., Cedis amount saved by creating an efficient method of performing a duty. The total cost in terms of money and/or other resources used to deliver an output or service.

- **Competency:** What level of Knowledge, skills and abilities? The essential knowledge and skills a job holder must possess and demonstrate in order to be successful at work.

#### **4.2.1.6. Development Plan**

An important step before the review cycle begins is that the supervisor and employee should agree on a **development plan**. At a minimum, this plan should include identifying areas that need improvement and setting goals to be achieved in each area. The development plan usually includes both results and competencies.

#### **4.2.1.7. Weightings**

Weightings show the relative importance of one objective against another objective. The total of the weightings on the performance agreement must add up to 100 points. An important objective may, for example, be assigned a weighting of 25 out of the total of 100 whereas a less important objective may be assigned a weighting of 10 out of 100. The purpose of the weightings is to show employees what the key result areas are in their work. If an objective has a higher weighting than any of the other objectives, then the employee will know that this is a key objective in terms of being successful in his or her work. 100 percent of the weightings are allocated to the objectives. No weightings are allocated to inputs – for knowledge skills and attitudes. These are rated separately for developmental purpose only.

### **4.2.2. DO**

Once performance planning and agreement stage has been completed, the employee strives to produce results and demonstrates the competencies agreed upon as well as work on developmental needs. The employee has primary responsibility and ownership of the performance execution. It is at the performance execution stage of the performance cycle that the emphasis will be on capability, in terms of employee's ability or competency for the job in question.

### **4.2.3. CHECK AND MONITOR**

Once performance planning and agreement stage has been completed, supervisors manage employee performance. Managing performance stage is intended to encourage or enforce one or more progress review during the course of the year so that the end-of-year performance review

or appraisal presents no surprise. Managing performance phase relies most heavily on the level of managerial competency or capability. Managerial competency is a main contributor to the success or otherwise of a Performance Management Systems.

Managing performance stage typically embraces *observing, monitoring and documenting performance* and achievement towards performance objectives as well as *feedback and coaching*.

*Let's discuss each point in more detail:*

- **Observation:** Once performance agreement has been established, a good management requires that the supervisor observes employees' performance both formally and informally. Being able to observe employees' performance reinforces employees' confidence on the basis of feedback. Observation is the raw data upon which effective performance feedback is based. Informal observation is often simply a matter of being around and paying attention to what is going on and listening to employees. A formal observation should be made at least once a month. The supervisor may schedule a formal observation for a specific time or simply inform a subordinate of his or her plan generally. For example, a department head might ask a unit supervisor to notify him or her of the next performance review session he will be conducting so that he (department head) can sit in to observe the supervisor's approach to conducting performance review.
- **Monitoring:** This means consistently measuring performance and providing ongoing feedback to employees on their progress towards reaching their objectives.
- **Documentation:** This can be an effective prod to assist supervisors to develop accurate view of total employee performance throughout the reviewing period. It can be used to help in preventing or minimizing memory related errors. Documentation can also serve as evidence to supervisors in proving and addressing employee's failure to admit wrongdoing or poor performance. Some employees will never admit to being wrong and in those cases the supervisor has to say in effect that: "Here is the evidence; I have no doubt that this is correct; I am afraid you have to accept from me on the basis of this evidence that your performance in this respect has been unsatisfactory."
- **Feedback:** This is the process of communication whereby supervisors share with employees their view of strengths and shortcomings. It is information about past behaviour that is given

with the aim of improving future performance. There are *two main types* of feedback that are appropriate in performance management systems namely:

- Positive feedback – *praise*. Positive feedback tells the employee what he or she did well.
- Constructive feedback – *advice*. Constructive feedback tells the employee what needs to be changed and how to do it.
- **Coaching:** This is a collaborative ongoing process in which the supervisor interacts with his or her employees and takes an active role and interest in their performance. Coaching helps to correct and improve performance that does not meet expectations. It is a day-to-day function that involves:
  - Observing performance.
  - Complimenting good work done.

#### 4.2.4. REVIEW

Supervisors and employees alike often have the most vivid feeling and recollections about performance management systems around performance review stage. This stage involves the meeting between the employees and the supervisor to review employees' performance. This meeting is usually called the *appraisal meeting* or *discussion*. The meeting is important because it provides for a formal setting in which the employee receives feedback on his / her performance. In most cases, performance review or appraisal meeting is seen as a review of the past, that is, what was done (i.e., results) and how (i.e., competencies). However, this performance review meeting should also include a discussion of employee's developmental progress as well as plans for the future.

The Performance Review stage typically includes formal performance review, resulting in a rating or appraisal. Conducting an effective formal performance review is not a "sit down, shut up and listen while I tell you your strengths and weaknesses" presentation. They are two way discussions that involve preparation and participation by both the supervisor and the employee.

*The following is a nine-step approach for conducting an effective formal performance review session:*

***Step 1: Prepare***

Plan the appointment two to three weeks in advance, and at that time give the employee a self-assessment form. Ask the employee to complete the form in advance and submit a copy at least a week before the date of the review. This encourages the employee to think through his or her own job performance. Before the meeting, the supervisor should list the employee's key strengths and areas that need improvement.

***Step 2: Greet the Employee***

Greet the employee warmly, getting out from behind your desk to reduce the "I'm the boss" image that can easily inhibit communication. Explain the purpose of the meeting and say something like, "During this meeting, I would like to offer any assistance I can give and answer any questions you may have. It is your meeting and I'm here to help in whatever way you wish me to."

***Step 3: Invite the employee to discuss the self-assessment form***

Inviting the employee to discuss and evaluate his own performance against expected results makes him or her get involved in the performance review process and sets a tone of partnership for the meeting. It makes the employee more open to subsequent feedback by his or her supervisor. It also gives the supervisor a different perspective on employee's work and related issues.

***Step 4: Discuss concerns not mentioned by the employee***

Ask the employee to describe why he or she chose that particular self-rating. Probe into the rationale with open-ended and non-judgemental questions. Seek out facts and keep the discussion on objective issues. Then, as a supervisor, explain why you chose your particular rating for the factor. Again deal with objective data (not your "gut feeling" or hearsay. At this point there is usually enough new information or clarification about old information on the table, so that one or both parties can see themselves logically revising their assessment on the factor. In this way both parties demonstrate their willingness to listen, learn and change position based on new inputs. This type of problem-solving discussion will repeat itself until all factors have been covered.

***Step 5: Develop a written action plan for carrying out key solutions in a specific time period***

***Step 6: Give specific feedback to the employee on positive performance that has not already been discussed***

- Describe the employee’s positive behaviour in specific terms and give examples.
- Tell the employee why his or her positive performance is important to you, the organization and the employee.
- Spell out your future expectations of the employee.
- Express your expectation.
- Develop action plans for utilizing the employee’s strengths, if appropriate.

***Step 7: Summarize the meeting and discussion ratings***

The supervisor should communicate the ratings now rather than earlier in the meeting. This helps the employee to accept the rating since critical job performance areas have already been discussed in detail.

**Step 8: Set follow-up date**

**Step 9: Thank the employee**

#### **4.2.5. ACT**

**Act** on the information and make any necessary changes. Taking an active and ongoing role is important for your satisfaction in the process and in the accuracy of the appraisal.

#### **4.2.6. REPORT**

*There are two categories of reports namely:*

- **Self-Assessment Report**, which is prepared or completed by the employee. This report is a written description of individual performance and specific achievements, as compared to assigned Key Performance Areas and Indicators. The self-assessment report provides an opportunity for the employee to highlight his or her significant work achievements and provides the supervisor or manager with a picture of how the employee perceives his or her own performance and contributions, providing input for the supervisor’s or manager’s evaluation of the employee’s work. The self-assessment report is used as part of the ongoing

dialogue between the employee and supervisor or manager and forms the basis for the supervisor's or manager's recommended evaluation of record. The supervisor or manager also relies on an employee's self-assessment report to determine the final evaluation of records at the end of the performance cycle.

- **Supervisor / Manager Appraisal Report.** This is the supervisor's or manager's written descriptions of the employee's performance, as compared to the employee's Key Performance Areas and Indicators, The supervisor or manager describes the results of the employee's work, the competencies demonstrated in achieving the results, and how the employee's work contributed to organizational goals and mission. The supervisor's or manager's evaluation provides the employee with formal, written feedback on his or her performance. At the end of the year, the supervisor's or manager's evaluation provides narrative support for his or her recommended ratings and input to the supervisor's or manager's manager (final reviewing official) in considering the employee's final evaluation of records.

#### **4.3. THE CONTRIBUTIONS OF A WELL-IMPLEMENTED PERFORMANCE MANAGEMENT SYSTEM**

There are many advantages associated with the implementation of a Performance Management System. A well-implemented Performance Management System can make the following contributions:

- **Motivation to perform is increased.** Receiving feedback about one's performance increases the motivation for future performance. Knowledge about how one is doing and recognition about one's past successes provide fuel for future accomplishments.
- **Self-esteem is increased.** Receiving feedback about one's performance fulfils a basic human need to be recognized and valued at work. This, in turn, is likely to increase employees' self-esteem.
- **Managers gain insight about their direct reports.** Direct supervisors and other managers in charge of the appraisal gain new insights into the person being appraised.
- **The definitions of the role and criteria are clarified.** The job of the person being appraised may be clarified and defined more clearly. In other words, employees gain a better understanding of the competencies and results required of their specific position. Employees

also gain a better understanding of what it takes to be a successful performer (i.e., what are the specific criteria that define job success).

- **Administrative actions are fair and appropriate.** A Performance Management System provides valid information about performance that can be used for administrative actions such as merit pay increases, promotions, and transfers. In general, a Performance Management System helps ensure that rewards are distributed on a fair and credible basis, if the reward system is linked to the Performance Management System. In turn, such decisions based on a sound Performance Management System lead to improved interpersonal relationships and enhanced supervisor-direct report trust.
- **Local Government Service goals are made clear.** The goals of MMDAs are made clear and the employee understands the link between what he or she does and the MMDAs success. This is a contribution to the communication of what the MMDAs are all about and how the Local Government Service goals cascade down to the individual employee. A Performance Management System can help improve employee acceptance of these wider goals.
- **Employees become more competent.** An obvious contribution is that employee performance is improved. In addition, there is a solid foundation for helping employees become more successful by establishing developmental plans.
- **Supervisors' views of performance are communicated more clearly.** A Performance Management System allows supervisors to communicate to their direct reports about their judgements regarding performance. Thus, there is greater accountability in how supervisors discuss performance expectations and provide feedback.

#### **4.4. DISADVANTAGES OF POORLY IMPLEMENTED PERFORMANCE MANAGEMENT SYSTEMS**

Some of the negative consequences associated with poorly implemented Performance Management Systems include:

- **Increased turnover.** If the process is not seen as fair, employees may become upset and leave the organization. They can leave physically (i.e., quit) or psychologically (i.e., minimize their effort until they are able to find a job elsewhere).

- **Wasted time and money.** Performance Management Systems cost money and quite a bit of time. These resources are wasted when Performance Management Systems are poorly designed and implemented.
- **Decreased motivation.** Motivation may be lowered for many reasons; including the feeling that superior performance is not translated into meaningful tangible (e.g., pay increase) or intangible (e.g., personal recognition) rewards.
- **Unclear rating system.** Because of poor communication, employees may not know how their ratings are generated, and how the ratings are translated into rewards.

#### **4.5. OBJECTIVES OF PERFORMANCE MANAGEMENT SYSTEMS**

The information collected by a Performance Management System is most frequently used for salary administration, performance feedback, and the identification of employee strengths and development needs. On the other hand, a Performance Management System can serve the following six purposes:

##### **4.5.1. STRATEGIC PURPOSE**

Performance Management Systems help the Directors of the Local Government Service to achieve strategic business objectives. By linking the Local Government Service goals with individual objectives, the Performance Management System reinforces competencies consistent with the attainment of organizational goals. Moreover, even if for some reasons individual objectives are not achieved, linking individual objectives with organizational goals serves as a way to communicate what is the most crucial business strategic initiative.

##### **4.5.2. HUMAN RESOURCES INFORMATION PURPOSE**

Performance Management Systems furnish valued and useful information for making administrative decisions about employees. Such administrative decisions include salary adjustments, promotions, employee retention or termination, recognition of superior individual performance, identification of poor performers, and merit pay increases.

Performance Management Systems will allow the Local Government to collect useful information that can be used for several documentation purposes. For example, they will allow for the documentation of important administrative decisions. This information can be especially useful in case of litigation.

#### **4.5.3. INFORMATIONAL PURPOSE**

Performance Management Systems serve as an important communication mechanism. First, they inform employees about how they are doing and provide them with information on specific areas that may need improvement. Secondly, they provide information regarding the Local Government Service’s expectations and what aspects of work the supervisor believes are most important.

Performance Management Systems will allow the Local Government to collect useful information that can be used for several documentation purposes. For example, they will allow for the documentation of important administrative decisions. This information can be especially useful in the case of litigation.

#### **4.5.4. DEVELOPMENT PURPOSE**

Feedback is an important component of a well-implemented Performance Management System. This feedback can be used in a developmental manner. Supervisors can use feedback to coach employees and improve performance on an ongoing basis. This feedback allows for the identification of strengths and development needs as well as the causes for performance deficiencies. Another aspect of the developmental purpose is that employees receive information about themselves that can help them plan their career paths. Thus, developmental purpose refers to both short-term and long-term aspects of development.

#### **4.5.5. ORGANIZATIONAL MAINTENANCE PURPOSE**

Performance Management Systems provide information to be used in human resource planning. Human resource planning is a set of systems that allows organizations to anticipate and respond to needs emerging within and outside the organization, to determine priorities, and to allocate human resources where they can do the most good. The Local Government Service’s Human Resource Policy document of 2009 states that “The aim of human resource planning is to ensure that personnel are available in the right numbers, with the right skills and right attitudes, in the right places and at the right time, and be committed and motivated to achieving the Service's goals and objectives.” The Policy document also states that under the human resource planning, “succession planning shall be institutionalized”. An important component of any human resource planning effort is replacement and succession planning. Replacement and succession

planning focus on identifying individual employees who will be considered for promotion, along with thorough assessment of their current capabilities and deficiencies, coupled with training and development plans to erase any deficiencies.

Other organizational maintenance purposes served by a Performance Management System include:

- Assessing future training needs;
- Evaluating performance achievements at the Local Government Service level, and evaluating the effectiveness of human resource interventions (e.g., whether employees perform at higher levels after participating in a training programme). These activities cannot be conducted effectively in the absence of a good performance management system.

#### **4.6. LINKING PERFORMANCE MANAGEMENT SYSTEMS TO REWARD SYSTEMS**

A traditional approach in implementing reward systems is to reward employees for the position they fill as indicated by the job descriptions and not necessarily based on how they do their work. In other words, employees are rewarded for filling a specific slot in the organizational hierarchy. In such traditional pay systems, one's job determines one's direct pay and indirectly determines benefits and incentives to be received. In traditional reward systems, there is no relationship between Performance Management and rewards. Contingent pay, also called *pay for performance*, means that individuals are rewarded based on how well they perform on the job. Thus, employees receive increases in base pay wholly or partly on job performance. These increases can either be added to an employee's base pay or salary or be a one-time bonus. When increases are not added to an employee's base salary, as in the case of one-time bonuses, they are called *variable* or *incentive pay*.

- **Base pay:** This is given to employees in exchange for work performed. The base pay focuses on the position and duties performed rather than an individual contribution. In other words, base pay is the regular income employees received for being employed by the organization. It is sometimes referred to as "show-up pay," meaning that one receives salary for coming to work. Thus, the base pay or salary is usually the same for all employees performing similar

duties and ignores differences across employees. However, differences within the base pay range may exist based on such variables as experience and differential performance.

- **Variable pay:** This rewards employees for partial or completely attaining a predetermined work objective. Variable or incentive pay is defined as compensation, other than base pay, that fluctuates according to employee's attainment of some standard such as a pre-established formula, individual or team objectives, or organization's earnings.

*Effective variable pay systems are based on three assumptions as follows:*

- Individual employees and work teams differ in how much they contribute to the organization not only in what they do, but also in how well they do it.
- The organization's overall performance depends to a large degree on the performance of individuals and teams within the organization.
- To attract, retain, and motivate high performers and to be fair to all employees, an organization needs to reward employees on the basis of their relative performance.

*The purpose of variable pay plans is usually to:*

- Create a stake in the performance of the organization.
- Encourage a performance focus, either for an individual or for a team.
- Support change efforts within the organization by linking their success to the pay out.
- Increase organization's competitiveness and total compensation.
- Shift more compensation costs from fixed to variable expenses.

*Why are organizations embracing contingent pay or paying for performance plans?* This is because a Performance Management System is more effective when results are directly tied to the reward system. Also, when the Performance Management System has a direct relationship with the reward system, performance measurement and performance improvement are taken more seriously. In other words, contingent pay plans force the organization to clearly define effective performance and to determine what factors are likely to lead to effective performance. When a contingent pay plan is implemented, the organization needs to make clear what is expected of employees, what specific competencies or results will be rewarded, and how employees can

achieve these competencies or results. This, in and of itself, serves as important communication goal, because managers and employees are better able to understand what really matters.

Also, high-achieving performers are attracted to an organization that rewards high-level performance as high-level performers are typically in favour of contingent pay plans. Consequently, implementing contingent pay plans can serve as a good tool to recruit and retain top performers. Finally, contingent pay plans can project a good organizational image because the organization may be seen as implementing a system of rewards that is fair and based on clearly communicated expectations and standards. Overall, contingent pay plans help enhance employee motivation to accomplish objectives that match organizational needs, have the potential to help employees change behaviour and improve performance, and motivate employees to improve the service delivery they offer to clients.

#### **4.7. RESPONSIBILITIES OF KEY STAKEHOLDERS IN THE PERFORMANCE MANAGEMENT SYSTEM**

The groups of people whose commitment is crucial to the success of the Performance Management System include:

##### **❖ *Head of Service (HoS)***

The head of the Service is also the head of the Secretariat. The HoS is responsible to:

- provide leadership and guidance in the performance of the functions of the Service and the implementation of the decisions of the Council;
- ensure the efficient organisation and management of the Service and for the day to day operation of the Secretariat;
- ensure the effective organisation and development of training programmes consistent with the sectoral requirements of the Service;

##### **❖ *Chief Directors / Regional Coordinating Directors (RCDs)***

Their responsibility is to assist the Chief Executives, Co-ordinating Directors and Directors at the MMDA level to facilitate a high performance culture. The following can also be seen as critical responsibilities:

- Facilitate the process of training in Performance Management at the MMDAs;
- Assist the Chief Executives, Co-ordinating Directors and Directors in establishing a framework for performance management.

#### ❖ *Chief Executives, Coordinating Directors and Directors*

It is their responsibility to develop a high performance culture. They will have to demonstrate the following to ensure the success of the Performance Management System at the MMDA level:

- Take the lead, set the direction and act as role models;
- Define and act upon core values relating to performance;
- Influence all employees and other stakeholders so that they believe that the Performance Management System plays a key role in ensuring that business goals are achieved;
- Demonstrate by their behaviour that the Performance Management System is indeed about managing the business;
- Clearly state to all managerial staff that their performance will only be acceptable if they take the Performance Management System serious and use the processes to deliver better results.

#### ❖ *Management*

The Performance Management System depends on the commitment and ability of management to carry out the process in a manner that will meet the needs of all the stakeholders.

Departmental/Sectional Heads are to:

- Guide and manage the performance of the employees, both as individuals and as a team;
- Set Key Performance Areas and Indicators;
- Provide feedback, review and appraise performance;
- Guide development and ensure that staff is rewarded for good performance (this is not necessarily always in a monetary form).

#### ❖ *Human Resource Managers*

The role of the Human Resource Officer in the Performance Management System includes:

- Encouraging and facilitating the implementation of the Performance Management System;
- Working alongside management to assist them to develop their skills with regards to Performance Management;
- Facilitating training interventions and conducting surveys to evaluate the effectiveness of the Performance Management System.

In essence, HR Managers exist to **SUPPORT** the Performance Management System rather than **DRIVE** it.

#### ❖ *Staff/Employees*

Every staff member, at all levels of the Local Government Service, is subject to the Performance Management System. The future of every employee of the Local Government Service should be affected by the effective and efficient management of a Performance Management System. Employees have the following responsibilities to:

- participate in formulating and discussing performance agreements or contracts;
- Review performance;
- Prepare for performance review meetings.

#### **4.8. PREREQUISITES OF A PERFORMANCE MANAGEMENT SYSTEM**

There are two important prerequisites for the implementation of the Performance Management System (PMS). These are:

- ***Knowledge of the LGSS mission and strategic goals.*** This is a result of strategic planning. Strategic planning allows the Local Government Service to clearly define its purpose or reason for existing, where it wants to be in the future, the goals or objectives it wants to achieve, and the strategies it will use to attain these objectives.
- ***Knowledge of the job in question.*** This is done through the job analysis process which is a systematic way of gathering and analysing information about the content, context, and human requirements of a particular job. A job analysis is a fundamental prerequisite of any Performance Management System.

## 5. MANAGEMENT OF THE PERFORMANCE OF LGS IN SERVICE DELIVERY (PERFORMANCE MANAGEMENT AGREEMENT CONTRACT)

The Performance Agreement is a key mechanism in the implementation of the PMS as it will enable employees and the Service agree to be committed to the achievement of set objectives and targets in service delivery within a given timeframe.

The measurement and the management of a staff's performance start with putting together a Performance Management Contract, which includes the following specific aspects that will be described further.

### 5.1. KEY PERFORMANCE AREAS (KPAs)

Key Performance Areas (KPAs) which are also known as Key Result Areas (KRAs) refer to general areas of outcome or outputs for which a staff is responsible. They also refer to what needs to be done or the outcomes an employee must produce.

### 5.2. KEY PERFORMANCE INDICATORS (KPIs)

These establish how performance agreement will be measured. In other words, Key Performance Indicators 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?* E.g., Percentage of correction to total words typed; and the *extent* to which the output, performance or service satisfies the client and or meets the required set standard.
- **Quantity:** *How many or much?* E.g., Number of units produced per time period; volume of work produced or customer transactions handled
- **Timeliness:** *By when?* E.g., Scheduled dates compared to actual dates submitted, including how quickly the work is completed.
- **Cost Efficiency:** *At what expense?*

### 5.3. WEIGHTINGS

Weightings show the relative importance of one objective against another objective. The total of the weightings on the performance agreement must add up to 100 points. An important objective

may, for example, be assigned a weighting of 25 out of the total of 100 whereas a less important objective may be assigned a weighting of 10 out of 100. The purpose of the weightings is to show staff what the key result areas are in their work. If an objective has a higher weighting than any of the other objectives, then the staff member will know that this is a key objective in terms of being successful in his or her work. 100 percent of the weightings are allocated to the objectives. No weightings are allocated to inputs – for knowledge, skills and attitudes. These are rated separately for developmental purposes only.

#### **5.4. COMPETENCIES**

An exclusive emphasis on just Key Performance Areas can give a skewed or incomplete picture of employee performance. So, **competencies**, or how well a job is done, are an important component of the planning phase. A consideration of technical knowledge and skills and behavioural attributes or attitudes as well as managerial skills that are critical in determining how results will be achieved. Competency refers to what people have to know and be able to do to perform well.

#### **5.5. PERFORMANCE / SERVICE STANDARDS**

A performance or service standard is a specific end result that contributes to the success of the department or organization which an employee is expected to accomplish or produce. In other words, performance standards 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.

Performance/Service standards 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. *Performance/Service standards* specify the *outcome or end result* of a work activity. The Service Standard is therefore also the objective that needs to be achieved.

### The Smart Criteria

Performance objectives should be written to meet the SMART criteria as follows:

- **Specific:** The performance objective needs to specify clearly defined expected results.
- **Measurable:** The performance objective should specify how to measure success i.e. provide verifiable standards for evaluation.
- **Achievable:** The performance objective should be within employees’ control and not overly depended on outside factors
- **Relevant:** It should be job-specific and focus on work important to the organization’s success.
- **Time-bound:** The performance objective should specify a timeframe associated with the service.

### 5.6. A SAMPLE OF PERFORMANCE CONTRACT (KEY PERFORMANCE AREA & INDICATORS)



#### *Position: Planning Officer*

The following table provides an example of a Key Performance Area, Weighting, Indicators and Performance/Service Standard. The column that says example of specific Service Delivery Standards (SDS) is provided just to show the link between the

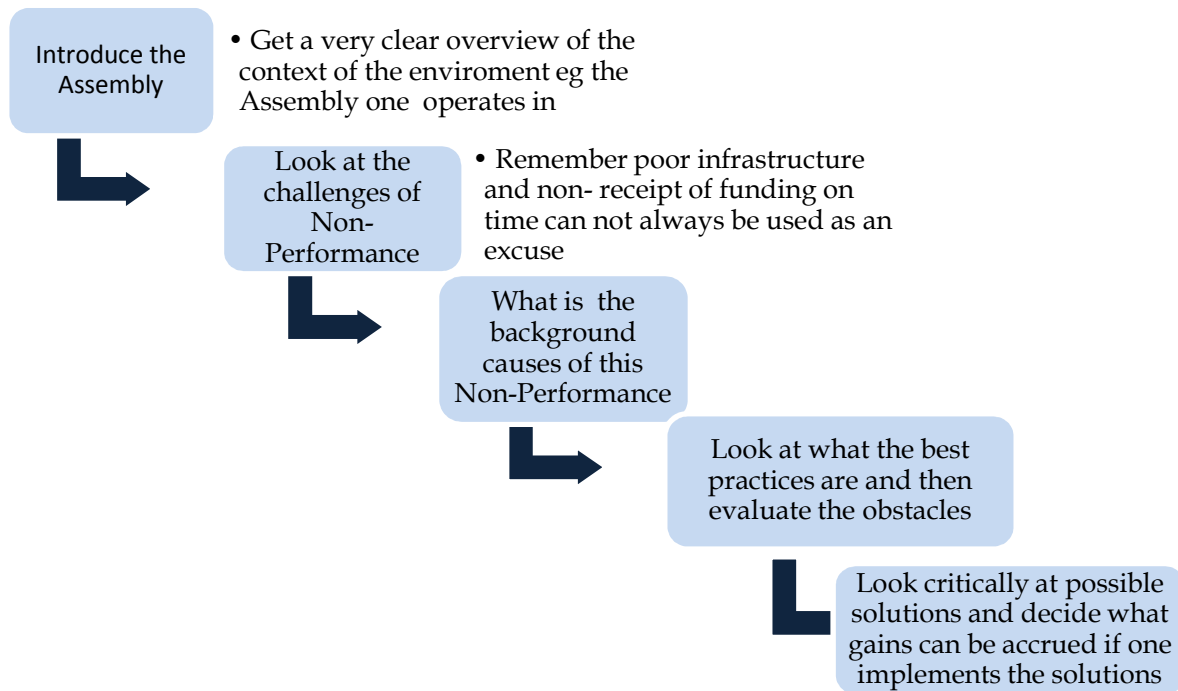
Performance/Service Standards and the six (6) identified Standards. Annex 1 provides you with a completed Performance Contract.

Key Performance Area (KPA)	Weighting	Key Performance Indicator (KPI)	Performance /Service Standard	Example of specific SDS
1. Regularly collect, process, analyse and interpret data for planning purposes	60%	<ul style="list-style-type: none"> <li>• Timely establishment of a relevant database system</li> </ul>	Annual expansion of data sources by 20% through the provision of <ul style="list-style-type: none"> <li>• Logistics and computers</li> <li>• Office space and personnel</li> <li>• Quarterly updating and maintenance of data</li> </ul>	Professionalism Participation

		<ul style="list-style-type: none"> <li>• Ensure the availability of relevant and correct data for planning</li> </ul>	MIS officer available to provide the necessary data	
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### 5.7. SOME TIPS FOR MEASURING SERVICE DELIVERY

It is very important that one gets an overview of one’s Assembly before starting to manage and measure the individual, team and organisational performance with regards to service delivery. The following process steps can help create a very good understanding of the current situation.



## 5.8. REWARDS, RECOGNITIONS AND SANCTIONS

Based on the results of the performance assessment of the Performance Agreement Contract, the rewards, recognition and sanctions will be considered in accordance with LGS Human Resource Operational Manual and Conditions of Service.

### *Rewards*

The rewards for the employee / staff shall include but not be limited to:

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

### *Recognitions*

Recognitions shall take the following forms:

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

### *Sanctions - Disciplinary Action for Non-Performance*

Sanctions for the Chief Director / Regional Coordinating Director shall include but not be limited to:

- ❖ Dismissal;
- ❖ Termination;
- ❖ Reduction in rank;
- ❖ Reprimand;
- ❖ Deferment of increment;
- ❖ Suspension; and
- ❖ Interdiction.

## 6. CONCLUSION

As a decentralisation policy objective, administrative decentralisation seeks to improve the Administrative and Human Resource capacity of members of the Service to ensure quality service delivery. To improve service delivery to the citizenry, it is vital to establish, manage, measure and monitor the effectiveness of the Service Delivery Standards.

Developing Service Delivery Standards (SDS) and Performance Management System (PMS) is therefore an initiative that provides a means to improve the effectiveness of the Local Government Service by linking and aligning individual and team responsibilities to service delivery and also providing the mechanism for enlisting trust from the public.

Service Delivery Standards (SDS) are goals the LGS has set to achieve in the fulfilment of its mandate and a yardstick for measuring and evaluating its performance in the context of a Performance Management System (PMS).

The Performance Management is about helping and encouraging employees especially those at the MMDA level, to raise their performance and to enhance productivity, develop their competencies, increase job satisfaction and achieve their full potential to the benefit of the individual and the LGS as a whole.



### Performance Management



It is based on the simple proposition that when people know and understand what is expected of them, and have been able to take part in forming those expectations, they can and will achieve or meet them. By delivering on Key Performance Areas, employees can develop their departments and units; and most certainly determine their career path.

Managing and measuring performance would assist the LGS to improve its service delivery and to help it to successfully deliver on the objectives of Decentralization.

**ANNEX 1: JOB PROFILE AND PERFORMANCE AGREEMENT CONTRACT SAMPLE**

JOB PROFILE / PERFORMANCE AGREEMENT		LOCAL GOVERNMENT SERVICE	
POSITION:	Chief Planning Officer (A2)		
DIRECTORATE/ DEPARTMENT:	Central Administration Department	DIVISION/ SECTION/ UNIT:	District Planning Co-ordinating Unit
No. of subordinates:	One	Reports to:	Head of Central Administration Department / District Coordinating Director
Date of profile:	4 November 2013	Analyst:	
Current Incumbent:		Time in position:	
Validated by:		Position:	
DESCRIPTION OF THE POSITION			
JOB PURPOSE			
To facilitate and co-ordinate the district developing planning process in an efficient and effective manner.			

PERFORMANCE CONTRACT (KPAAs, KPIs and PMs/SSs) CORE RESPONSIBILITIES: CHIEF PLANNING OFFICER			
Key Performance Area (KPAAs)	Weight /KPA	Key Performance Indicator (KPIs)	Performance Measurements (PMs)/Service Standards (SSs)
1. Regularly collect, process, analyse and interpret data for planning purposes	30%	<ul style="list-style-type: none"> <li>▪ Develop and regularly update district profiles (demographic, employment, transport and socio economic activities, etc.);</li> <li>▪ Continuously conduct planning studies/research and prepare reports and make recommendations regarding planning issues;</li> <li>▪ Regularly maintain, update and analyse demographic and socio-economic data required for planning.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure that profiles are updated at least every two years;</li> <li>▪ Ensure that planning studies/research and the preparation of reports are done on a monthly basis;</li> <li>▪ Ensure that data are maintained, updated and analysed on a monthly basis.</li> </ul>
2. Preparation of planning documents	30%	<ul style="list-style-type: none"> <li>▪ Responsible to prepare technical reports;</li> <li>▪ Make presentations or prepare materials for presentations to the Assembly, community groups and other stakeholders;</li> <li>▪ Prepare maps and other visual aid to illustrate planning issues.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure the information on the technical reports are correct;</li> <li>▪ Ensure information on the presentations and materials are current, correct and professional without any grammatical mistakes;</li> <li>▪ Ensure maps are correct and professional without mistakes</li> </ul>
3. Monitoring of the implementation progress and reporting	20%	<ul style="list-style-type: none"> <li>▪ Responsible for regularly compiling and presenting information on implementation status/progress;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure information are current, correct and professional without any grammatical mistakes.</li> </ul>

PERFORMANCE CONTRACT (KPAAs, KPIs and PMs/SSs) CORE RESPONSIBILITIES: CHIEF PLANNING OFFICER			
Key Performance Area (KPAAs)	Weight /KPA	Key Performance Indicator (KPIs)	Performance Measurements (PMs)/Service Standards (SSs)
		<ul style="list-style-type: none"> <li>▪ Ensure effective liaison with other agencies, departments and answer questions and provide information and assistance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure successful relationship building</li> </ul>
4. Monitoring and evaluation of the impact of the interventions	10%	<ul style="list-style-type: none"> <li>▪ Monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures as well as the impact of the interventions;</li> <li>▪ Reconcile views of various departments;</li> <li>▪ Provide technical advice and support.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure regular monitoring and evaluation of methods and procedures;</li> <li>▪ Ensure that the impact of the methods and interventions have a positive effect;</li> <li>▪ Ensure that technical advice and support are timely and efficient.</li> </ul>
5. Undertake personal and staff development	10%	<ul style="list-style-type: none"> <li>▪ Develop and maintain continuing personal and professional development to meet the changing demands in the area;</li> <li>▪ Monitor own performance against the regular objectives and standards;</li> <li>▪ Contribute to the Continuing Professional Development (CPD) of staff;</li> <li>▪ Keep log of own performance and in-service training log for purpose of appraisal.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attend regular courses on the specific subjects;</li> <li>▪ Keep record of own performance against the objectives and standards;</li> <li>▪ Keep a monthly log of own performance and in-service training for purpose of appraisal.</li> </ul>

## MINIMUM REQUIREMENTS

### EDUCATION

- University Degree with major course work in city, regional or urban, development planning or closely related fields will be essential

### JOB RELATED EXPERIENCE

- At least 3 years' experience as a Principal Planning Officer
- Must be Computer literate (Microsoft Office Suite)

### JOB RELATED KNOWLEDGE

- Experience and knowledge of principles, procedures, standards, practises and trends of municipal/urban planning/ development planning;
- Knowledge of application of land use, physical design, economic, environmental and social concepts to the planning process  
Knowledge of mathematical concepts, including statistical analysis techniques and formulas relevant to the planning process  
Knowledge of local government organisations, functions and practices;
- Understanding and applying aspects of laws, regulations, policies, procedures and standards pertaining to the planning process  
Knowledge of demography and developmental interrelationships;
- Knowledge of researching, analysing and summarising planning data into reporting formats;
- Knowledge of interpreting maps, site and building plans and specifications, graphs and statistical data;
- Knowledge of Geographical Information Systems.

**COMPETENCIES**

- Negotiation skills
- Data Managements skills
- Priority determination skills
- Excellent writing and verbal communication skills
- Ability to work, lead and manage a multi-disciplinary team
- Ability to organise workload and work under pressure to meet tight deadlines
- Demonstrated ability to work on own initiative
- Excellent problem solving skills

**SIGN OFF / APPROVAL**

Current Incumbent:

Date:

Upward Report:

Date:

Senior Level:

Date: