

PUBLIC SERVICES COMMISSION



**PERFORMANCE MANAGEMENT POLICY FOR THE
PUBLIC SERVICES OF GHANA**

BACKGROUND INFORMATION

Ghana over the last three decades, has undertaken several administrative reforms in the public sector, designed mainly to improve the efficiency and effectiveness of service delivery to enhance productivity. In the area of performance management, a number of initiatives have been undertaken to establish an effective performance management culture that seeks to align objectives, targets and outcomes to organizational and national development goals.

In pursuance of this objective, the **Annual Confidential Reporting System (ACRS)** was reviewed in 1974 to, among others, allow appraisees the right to read and comment on their performance appraisal reports. To further improve the appraisal system, a **Performance Evaluation System (PES)**, was introduced in the Public Service in 1992 under the Civil Service Reform Programme (CSRP) -1987 – 1993. The PES was an interactive process between a manager and a member of his/her staff and was administered for the category of Deputy Directors and equivalent /analogous grades and below.

In 1997, a **Performance Agreement System (PAS)** was introduced to provide an objective means of assessing the performance of Senior Managers of the Civil Service who in particular had, hitherto, being left out of the appraisal system. Initially, it was targeted at the Chief Directors (CDs) in the Ministries and the Regional Coordinating Councils (RCCs). The system was operational from 1997 to 2008. This was, however, ad-hoc in its implementation and had no feedback system. For the other Public Services, a hybrid of performance management models was employed based on the exigencies of the time and the dictates of their various Governing Boards/Councils. Some of the Boards/Councils adopted a lack luster approach, particularly, since they were not aware of their oversight roles and responsibilities in ensuring an efficient and operational performance management regime.

PROBLEMS OF THE THEN EXISTING PERFORMANCE MANAGEMENT SYSTEM (PMS)

The Performance Management System was beset with the following implementation difficulties and problems:

- absence of a clearly defined, articulate and enforceable implementation framework;
- low Executive commitment/involvement and support for the PMS in contrast to what pertains in other developed/developing countries;
- poor understanding of the roles of Governing Boards/Councils in the Appraisal system;
- absence of rigour, objectivity and continuity in the administration of the system;

- non-linkage of the process to an enforceable Reward and Sanctions Mechanism;
- ignorance of Public Servants on the merits of PMS;
- non-linkage of the system to staff development, i.e. training and career development; and
- lack of effective monitoring and annual reporting and feedback mechanisms.

These challenges have had adverse effects on the performance management culture of public servants such as:

- non-responsiveness/adherence to Staff Performance Appraisal System/Performance Agreement;
- poor performance reporting system and non-compliance to timeliness/deadlines; and
- weak supervision, breakdown in discipline and work ethic.

Productivity was difficult to measure while the general public's perception on the output of public servants was poor. The employer i.e. the Government was even at pains to justify the need for pay increases considering the backlash from the public and other stakeholders on the poor performance output of public servants in general. Meanwhile, the wage bill has continued to increase and now peaking at almost 70% of the total revenue receipts of Government.

PARADIGM SHIFT – FROM TRADITIONAL APPRAISAL TO A NEW PERFORMANCE MANAGEMENT POLICY FRAMEWORK

In recognition of these challenges, the Public Services Commission in collaboration with the Office of the Head of the Civil Service and other key stakeholders considered it prudent to develop a New Performance Management Policy Framework and with the key objectives of:

Ensuring an objective and transparent scheme of assessment of performance is in place;

- creating a clear direction for employees by ensuring that work is aligned with the strategic effort and direction of the public services;
- assisting employees to improve performance by providing them with training and development relevant to individual performance areas, career aspirations and longer term organisational needs;
- providing an equitable and transparent framework for regular and constructive discussions between supervisors and employees about future organisational developments, operational plans and their alignment with individual workplans, goals and priorities; and

- developing mechanisms for rewarding high performance and managing unsatisfactory performance, and that continuity in office of post holders in the public services will depend on performance.

In addition new key elements have been included in the New Performance Management Policy Framework. These were:

- translation of national perspective/development plans into work agendas by institutions;
- developing performance targets from the work agenda by institutions;
- developing workplans including performance targets and personal development plans for staff within institutions; and
- developing processes and framework including incentives sanctions, training, career developments etc. to ensure the cultivation of the performance management mindset in the public services.

In the conceptualization of the New Performance Management Policy Framework four key principles were adapted. These principles of Accountability, Transparency, Equity and Ownership, theoretically, were considered as the building constructs to guide the development of the policy statements/guidelines, the Performance Management System, as well as the assessment instruments and tools.

Accountability: Every individual, unit, department/division in the public service is to be held accountable on a continuous basis to his/her superior, the public/beneficiaries of services to ensure that national development goals and value for money for resources entrusted in his/her care are attained. Within this context, every individual including Heads of the Public Services Chief Executive Officers/Chief Directors, Heads of Departments and Directors are to have annual performance targets whose attainment will be enforced by appropriate combinations of incentives and sanctions.

Transparency: The process for holding individuals and Public Service Institutions accountable should as practically as possible be transparent. This implies the following amongst others:

- i. setting of performance targets at both the individual and institutional level and based on a consultative process between the assessee and the assessor;
- ii. assessment outcomes should be discussed between assessee and assessor and where necessary, divergent perceptions should be recorded for review by a higher level;

- iii. forms and formats for the assessment process should be easily available to all, clear and precise in terms of what has to be done; and
- iv. at the institutional level, service beneficiaries should be part of both the process and outcome of the assessment.

Equity: In addition to transparency is equity consideration in the assessment process. Equity in the context of this policy implies the following amongst others:

- i. the system should not be discriminatory with respect to gender, ethnicity, geographical location, physical infirmity etc;
- ii. there should be horizontal equity in the sense that as practically as possible, grades within classes located in different public service organisations should be accessed through the same process;
- iii. there should be vertical equity in the sense that as practical as possible the assessment process and its outcomes should be complementary/consistent with the ladders in each class; and lastly
- iv. frequency and use of assessment outcomes should as practical as possible be the same for every individual or public service institution.

Ownership: The process and outcome of the assessment mechanism must be owned by the assessee, the assessors and stakeholders. This implies that at the individual level of assessment.

- i. the assessee and the assessor should set and agree on the targets;
- ii. the assessee and the assessor should agree on the assessment me
- iii. the assessee and the assessor should agree on the incentive/sanctions framework; and
- iv. the individual personal development plan should be part of the assessment framework. At the institutional level ownership will entail
 - a) as practical as possible, the public service institutions and their stakeholders setting the performance targets together;
 - b) as practical as possible the public service institutions and their stakeholders agreeing on the assessment mechanisms within a government policy framework; and lastly
 - c) the public service institutions strategic/corporate/sector plans should be part of the assessment framework.

POLICY STATEMENTS/ GUIDELINES

A number of policy statements/guidelines have been developed. These are:

- **Policy Statement 1: Performance Management (PM) shall be a management tool for meeting organisational goals**
- Performance management is an integral part of the institution's business process. It is about the everyday actions and behaviours of managers and employees working as a team to deliver the goals of the institution to meet customer needs, improve performance, and themselves. Performance management is not about a set of forms, the annual appraisal ritual, or the merit or bonus scheme only.
- **Policy Statement 2: Performance Management shall be used to create a shared understanding of what is to be achieved and how it is achieved.**
- Managers and employees are required to use a PM system to create a shared understanding about what is to be achieved and how it is achieved. Managers and supervisors must ensure that individuals and teams have a common understanding of how their jobs connect to the mission and goals of the business. To improve performance they also need to know what superior performance looks like, and how to achieve it.
- **Policy Statement 3: Performance Management shall be viewed both as an approach and a system for managing people and other organisational resources.**
- The focus of performance management in public service institutions is connecting people to one another, and to the institution as a whole and its values. Managers and supervisors are mandated to support people to work together to achieve shared aims through effective utilisation of resources. Managers and supervisors will be accountable for working effectively (through coaching and motivating) with those for whom they are accountable.
- **Policy Statement 4: Performance Management shall be used to promote the health and long-term growth of the institution**
- Managers and employees are enjoined to work together to meet the vision and goals of the organisation through consistent capacity building of the employees to ensure the sustainability and longevity of the institution.
- **Policy Statement 5: Competencies and measurement standards shall drive the performance management process to achieving desired results.**

- Managers and employees are required to identify and define the competencies and measurement standards to steer the work unit, teams, and individuals to produce superior performance, and foster a learning climate conducive to continuous development.
- **Policy Statement 6: Performance Management shall drive the process through clear, consistent, visible and active involvement of the governing bodies, senior executives and managers.**
- Senior leadership is directed to personally articulate/spread the word about the mission, vision, and goals to various levels within the company, and are also involved in the dissemination of both performance expectations and results throughout the business.
- **Policy Statement 7: Management and staff shall adopt effective and open communication systems at all levels for the successful promotion of the performance management process.**
- Managers and employees are required to proactively communicate with one another, stakeholders, and customers in order to share assessment results, and any new initiatives to improve performance.
- Internal communication is an inherent requirement for all employees and managers to ensure accomplishment of organisational goals. External communication is important to strengthen partnerships with customers and in eliciting favourable support from stakeholders.
- **Policy Statement 8: Performance measurements shall be linked to performance planning and assessment.**
- Targets should be linked to appraisal and assessment discussions. Managers, supervisors, and employees are required to identify the correct measures by which performance and competence will be assessed. The institution shall have valid and reliable data for the selected measures.
- Targets that are linked to appraisal and assessment discussions are designed to make managers, teams, and employees at all levels accountable for their contributions to the achievement of the overall strategy.
- **Policy Statement 9: Incentives, rewards, recognition and sanctions shall be linked to performance.**
- A clear link between achieving a specified performance target and some form of meaningful incentives, rewards or recognition should be used as a positive performance incentive.

- **Policy Statement 10: Performance results and progress shall be openly shared/communicated with employees, customers, and stakeholders.**
- While sensitive information generally must be protected performance measurement information will be openly and widely shared with employees, customers, stakeholders, vendors, and suppliers to the greatest extent practicable. Information about performance objectives and specific progress toward these objectives should be provided on an organization's Intranet site, employee bulletin boards, and public notice boards.
- **POLICY STATEMENT 11: Performance measurement results shall be used to effect continuous change and improvement.**
- It is mandatory to use assessment results to foster continuous performance improvement, and to set realistic goals for managers and employees.

THE NEW PERFORMANCE MANAGEMENT SYSTEM (PMS)

The New Performance Management System encapsulates the underlying principle that performance is an on-going process that takes place from the time an employee joins the organisation until they leave and should be used in that time to support and develop people through their employment with the organisation. It is a robust and comprehensive system seen from a holistic perspective. These principles therefore, have been instructive in the formulation of the policy statements as already discussed.

In turn, these statements have provided guidance towards how the Framework should be implemented and the manner and explanation/ and development of the overall system process and tools. The system presents a methodology how individual performance can be measured and also institutional performance. Thus, the focus of assessment is on the individual as well as the institution. Unlike, the old system, this new system approach includes the recognition for rewards, sanctions, training, as well as career development for the individual.

The Performance Management System (PMS) for the Public Services provides it with a tool to increase excellence, transparency, accountability and communicate its values and objectives to employees. It enables a performance driven culture with emphasis on continuous feedback and employee development. The PMS provides significant advantages to the Public Services and its workers as detailed in the table below:

| <i>Strategic</i> | <i>Organisational/ Business Benefits</i> | <i>Individual Benefits</i> |
|---|--|--|
| <ul style="list-style-type: none"> • <i>Public Service Organisations will stay on the course of strategic vision and mission</i> • <i>Public Service Organisations will achieves its strategic targets according to plan to the satisfaction of its stakeholders and regulators</i> • <i>Able to implement strategic initiatives (projects that are aimed to deliver strategic value to operations) on time and within budget</i> • <i>Public Service Organisations will achieve financial efficiency leading to cost savings</i> | <ul style="list-style-type: none"> • <i>Clear alignment between individual objectives/ targets and the businesses objectives/ targets result in improved business performance</i> • <i>Clear structure and processes in place to define, guide and focus performance on organisational priorities</i> • <i>An honest and transparent process providing a forum for open conversations about what is high performance, how it is recognised, and how it should be rewarded to ensure that the organisation continues to build a pool of rare talent to compete in the market</i> • <i>An indisputable process through which poor performers are eliminated, and excellent performers retained</i> | <ul style="list-style-type: none"> • <i>Clear and measurable targets to improve staff contribution to the organisation</i> • <i>Improved individual motivation and engagement</i> • <i>Increased job satisfaction and performance</i> • <i>Targeted staff development and growth</i> • <i>Fact and evidence-based recognition and reward of the individual, reducing bias and dissatisfaction</i> |

FROM THE TRADITIONAL APPRAISAL SYSTEM TO THE NEW PERFORMANCE MANAGEMENT SYSTEM

From the foregoing the New Performance Management System is inextricably linked to the overall context of the organization. It is about being specific about the future as well as reviewing the past. It is therefore a process for sharing what has been achieved, what needs to be achieved, how it is to be achieved and for managing people to make it more likely that it would be achieved. It has largely replaced appraisal systems as a process to monitor and improve peoples' performance.

An effective performance management system needs to facilitate alignment between the strategic direction of the organisation, its various organisational units and teams, and the performance of individual members of staff, while also ensuring that the core principles upon which it is founded provide for a fair, equal and open process for assessing, monitoring and reviewing performance

The performance management system which has evolved from these principles depicts a cyclical process consisting of six stages:

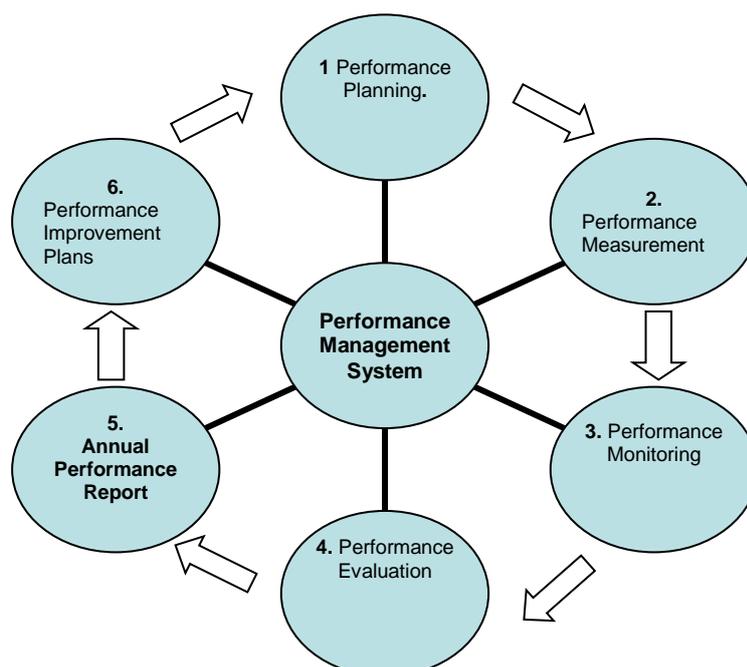
- performance Planning
- Performance Measurement

- Performance Monitoring
- Performance Evaluation
- Annual Performance Reporting
- Performance Improvement Plans

This system follows a logical succession of stages which facilitates explicit links between each phase of the performance management process be it probation, appraisal, career development, promotion, rewards, discipline etc

The key elements include:

- ensuring an objective, universally acceptable and transparent scheme of assessment of performance;
- translation of national development plans into work plans by institutions;
- developing performance targets from the work plans by institutions;
- ensuring that work is aligned with the strategic efforts and direction of individuals and the organisation they work for through realistic targets;
- developing work plans based on the Strategic/Business Plans of the institutions;
- developing processes and framework for rewards, incentives, sanctions, training, career development etc. to ensure the cultivation of the performance management mindset in the Public Service; and
- establishing Monitoring and Evaluation mechanism for ensuring adherence and compliance.



LEVELS OF ASSESSMENT

There are two levels of assessment within the performance management system - the institutional and the individual levels;

INSTITUTIONAL LEVELS

Every institution in the Public Service will undertake a bi-annual institutional level assessment.

INDIVIDUAL LEVELS

Individual levels of assessments will involve every Head of the Public Service, Chief Executive Officer, Chief Director, Director, Head of Department and other Staff of the Public Service. Each of these positions is designated as an accountability position.

PERFORMANCE PLANNING

The performance plans should include key metrics at the institutional and individual level, how these metrics are going to be used/ attained; the timelines associated with each of these metrics, the capacity building needs including environmental factors required to ensure the attainment of the targets, the cost associated with the implementation of the performance plans etc. Public Service Institutions shall ensure that they develop their strategic/ corporate/ sector plans. These documents shall serve as reference points for measuring institutional performance. It is also to be employed in setting targets for the employees and measuring the performance of work. In relation to the above, if a superior/manager changes an employee's performance plan during the performance cycle, the employee would be evaluated based on the performance plan in effect during each portion of the cycle.

PERFORMANCE MEASUREMENT

Performance measurement is of use in helping set agreed-upon performance goals, allocating and prioritizing resources, informing managers to either confirm or change current policy or programme directions to meet those goals, and report on the success in meeting those goals.

The tools include:

- Competency frameworks
- Key performance indicators
- Metrics (scaling, ratings)
- Annual appraisal/ assessment system
- Probationary reviews
- Observation on the job

- Psychometric tests and other behavioural assessments

PERFORMANCE MONITORING

- It shall be the responsibility of each He 10 Public Services/Chief Executives of Public Corporations to develop monitoring mechanisms and take corrective measures to deal with issues identified through its established monitoring mechanism. Major systemic constraints should be referred to the Public Services Commission for resolution/ advice.
- The Public Services Commission may periodically conduct audit of organizational performance management practices to ascertain compliance by the Public Services/Institutions.

PERFORMANCE EVALUATION

- Performance Evaluation/Assessment shall be an important component of this Performance Management System. It shall be conducted for the various levels and grades of the public services and the results employed for Strategic Human Resource decisions including recognition, rewards, sanctions and assessing institutional performance and productivity.

ANNUAL PERFORMANCE REPORTING/ APPRAISAL

Annual Performance Reports will be a key mechanism by which public service institutions are accountable through the Public Services Commission to the Government and ultimately to Parliament for the efficiency, effectiveness and economy with which they manage the resources they administer. This is at the institutional level. The New Staff Performance Appraisal System is to help develop individuals, assist in identifying individual training needs, and ensure career and succession planning. The system applies to all levels of staff. It provides for the use of different instruments of assessment for the Heads of public institutions. It has the following five main facets, listed sequentially:

- Annual Performance Appraisal Planning, which is expected to be completed in January each year
- Mid-year Performance Review
- End of year Review and Appraisal
- Decision Making
- Grievance Resolution

Training

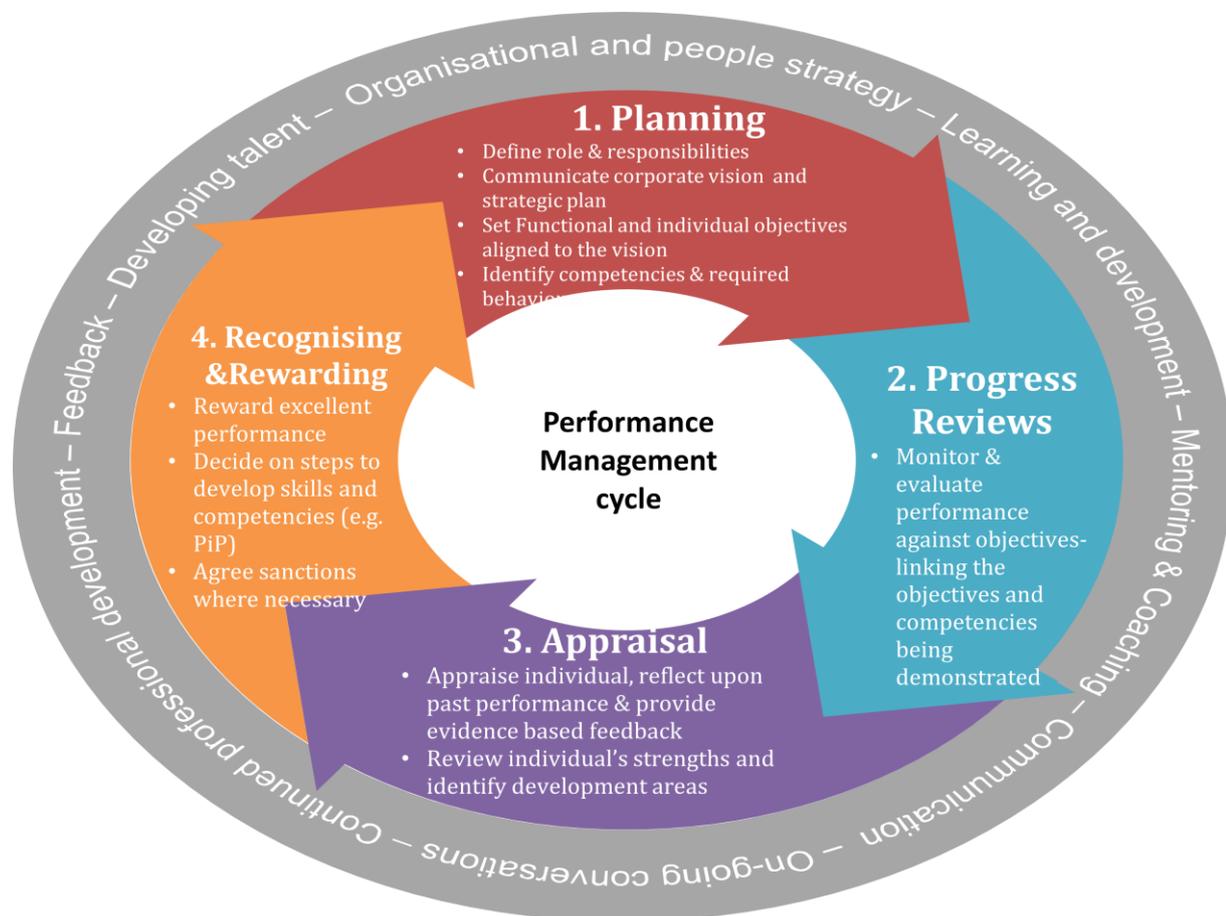
Further training may be appropriate to improve poor performance or to increase effective performance.

The matrix below shows the shift in the traditional sense of appraisal to one of performance management:

| TRADITIONAL APPRAISAL | NEW PERFORMANCE MANAGEMENT |
|---|--|
| Prescriptive in nature – concentrates on what has to be achieved | Normative – hinges on how to make it more likely that it will be achieved |
| Interest is in the individual’s past. | Emphasizes on how staff should operate |
| Seen by staff and managers as a year meeting | It is a continuous process throughout the year informally and formally through review meeting at three monthly or six monthly intervals |
| <ul style="list-style-type: none"> • Top down approach – one way assessment by the Manager / supervisor • One- way communication flow | <ul style="list-style-type: none"> • Top down and bottom up approach – helps managers /supervisors to ensure corrective measures before something goes wrong • Two –way communication flow |
| Reliance on how far the individual has met the tasks of job descriptions as in the appraisal | Concerned with what an individual does and how they do it |
| Usually concentrates on past results | <ul style="list-style-type: none"> • Reviews past results for both positive and problematic areas • Concentrates on identifying and agreeing with the individual’s achievements for the next period |
| Individuals asked to choose the training they would wish to undertake | <ul style="list-style-type: none"> • Concerned with establishing a coaching relationship between the Manager /Supervisor and the individual. • Staff feel supported and motivated whilst the learning they undertake is appropriate, relevant and of use in their work, thereby enhancing their performance and contribution to the organizational goals |

MECHANISMS FOR ASSESSMENT: THE NEW STAFF PERFORMANCE APPRAISAL AND REVIEW FORM

The Staff Performance Appraisal Reporting System is an annual performance appraisal cycle involving four key phases as presented in the diagram below:



The New Staff Performance Appraisal and Review Form has been designed and developed as an instrument for performance planning as well as for evaluating the performance of a worker in relation to his/her contribution to the overall improvement of the organization's performance. The performance appraisals help develop individuals and are essential for the effective management of people and organizations.

Performance appraisals also assist in identifying individual training needs and are important for career and succession planning for the individuals. In filling the forms, all members of staff, supervisors, Heads of Sections and Divisions must read, understand and follow the guidelines provided in this manual thoroughly. It is the responsibility of the Heads of respective (divisions) organizations initiate the process by setting targets for his/her immediate subordinates who shall in turn do same with those they supervise. It is expected that the overall target would be set by Ministers / Boards/Councils immediately after the budget is read.

Phase One – Performance Planning

Top management shall complete the performance planning processes for the overall organization using the organization's strategic annual plans to create work plans for the various departments within the organization. Top management must clearly define the key results areas (KRAs), key performance indicators (KPIs) and targets and outline required resources.

Following this process Top management shall communicate the plans to heads of Directorates and sections to undergo the same planning process for their Directorates or Sections. After management have completed the planning process, individual managers shall complete the process with individual members of their team by planning and setting individual performance targets, KRA's and KPI's from work plans derived from the organization's strategic annual plans. The process during this phase is diagrammed below:



The target setting process must be interactive between the supervisor and the worker. This should be undertaken within the month of January of each year.

Phase Two – Progress Reviews

The key success of any PMS is derived from the ongoing and regular dialogue on progress and performance against objectives. This allows for culture of continuous feedback and coaching to employees to reinforce positive behaviours. Providing an employee with a constructive feedback continuously on their performance is arguably the most important element of the appraisal cycle.

Therefore, to ensure that set targets are being achieved and the work plan is on course, there shall be a **formal mid-year review assessment (in July each year)** between the supervisor and the worker and adjust targets if necessary.

In addition, the supervisor and the worker shall carry out regular discussion and communicate on progress of work throughout the year and adjust targets if necessary. Records must be kept for all regular discussions and progress review meetings.

Phase Three – Review and Appraisal

At the end of the year, the Supervisor will evaluate worker's performance against set targets. The performance appraisal will cover both objectives and demonstration of required Competencies.

The Head of the organization working through the HR Directorate must ensure that there is an open, engaging, timely and consistent process across the organization to allow for an objective, accurate, useable and mutually acceptable review outcome.

Phase Four- Decision Making

The PMS is a tool to increase excellence, transparency, and accountability and communicate organization's values and objectives to workers. It will enable a performance driven culture with emphasis on continuous feedback and employee development.

This phase allows for deciding courses of action based on performance appraisal results. The decisions may include recognition/reward, training, promotion, career development **mentoring and coaching** and or sanctions if necessary.

REWARDS AND SANCTIONS

The Performance Management System has also incorporated a rewards/incentives and sanctions mechanism based on the overall assessment scored by an assessee. This will vary for each grade of persons in the public service taking into account responsibilities, career dynamics and progression of the affected persons.

Extra ordinary Performance

- Superior /managers are encouraged to recognize incidents of employee performance that truly are extraordinary. A supervisor should document incidents of extraordinary performance on a special form to be designed.
- The form must be signed by the superior/manager and reviewer, given to the employee, and a copy retained in the supervisor's confidential file until the annual performance evaluation is completed. If the employee receives an overall annual evaluation of extraordinary performance, the form must be attached to the annual evaluation form to support the performance scores.

Sub-standard Performance

- Superiors/manager should immediately identify poor, substandard, or unacceptable performance. Supervisors normally should address first-time minor or marginal performance issues through performance counselling and coaching.
- Where an employee's performance is found inadequate after counselling /coaching, he/she should be subject to informal improvement action. The Sanctions for non-performance shall apply to all officers in the public service who score a performance rating equivalent to unacceptable/substandard.

In all instances they shall be in the form of moderate to harsh decisions for each category.

Actions for Non-Performance

Demotion or re-assignment

- An employee, whose performance during the period is documented as not improving, may be demoted to a position in a lower Pay Band or reassigned to another position in the same Pay Band that has lower level duties if the institution identifies another position that is more suitable for the employee's performance level.
- When an employee is moved to another position with lower duties due to unsatisfactory performance during, or at the end of the evaluation period, the action is considered a Performance Demotion.

Reduced Duties

As an alternative, the institution may allow the employee who is unable to achieve satisfactory performance during the period to remain in his or her position, and reduce the employee's duties. Such a reduction should occur following and based on evaluation and must be accompanied by a concurrent salary reduction.

Termination

If the organization determines that there are no alternatives to demote, reassign, or reduce the employee's of duties, termination based on the unsatisfactory re-evaluation is the proper action. The employee who receives an unsatisfactory re-evaluation will be terminated at the end of evaluation period following due process.

APPEAL

If an employee disagrees with an evaluation and cannot resolve the disagreement with the supervisor, the employee may appeal for another review of the evaluation based on the appeal process provided as in the Staff Appraisal Form.

The Heads of the Public Services/Chief Executive Officers/Chief Directors shall develop a procedure for reviewing and resolving disputes of employees concerning performance ratings and/or performance evaluation decisions. Such a procedure may be incorporated as part of an existing grievance procedure, or it may be administered separately.

GOVERNANCE STRUCTURE

The governance mechanisms capture the roles, responsibilities, authority relationships and how these processes/relationships would ensure the sustainability of the system in place.

- The **Public Services Commission** will be responsible for developing the guidelines, standards, regulations and procedures which will provide the framework for institutionalization of the PMS in the public services.
- The **Governing Councils and Boards** will be responsible for the administration and evaluation of Performance Agreements signed with CEOs.
- The **Heads of the Public Services/Chief Executives/ Chief Directors** will be responsible for the administration and enforcement of the Performance Management System (PMS) in their respective agencies
- The **Ministry of Finance and Economic Planning, the National Development Planning Commission and the Fair Wages and Salaries Commission** providing indices/ measures for incentives, rewards/ increments/sanctions and productivity.
- The **Public Services Commission** shall require each public service organization to provide annually a performance report on all aspects of its Human Resource Managements activities or submit whatever evidence and / or information it deems appropriate to facilitate its work.

Conclusion

The introduction and implementation of the New Performance Management System will provide a platform for a rationale and scientific assessment of performance of public service employees which until the roll out this year has been largely subjective, arbitrarily and sometimes flavoured with favouritism. The objectivity of the New System of Performance Assessment would assist policy makers and managers of public service institutions to measure productivity and growth as well as

the determination of value-for-money of government budgetary outlay to public services institutions. This would engender proper planning and effective allocation of the nation's revenue resources. The new System, has the following expected outputs and benefits:-

- enables the Public Service to attract and retain talent;
- leads to significant improvement in performance and customer sensitivity among Public Servants;
- promotes professionalization of the HR Management in the entire Public Service for improved management of staff;
- offers equal opportunities, for progression on merit and recognition for all sexes, ethnic backgrounds, occupational groups and grades; while ensuring high morale amongst public servants;
- contributes to higher productivity, strengthens the ability of the public service to create the enabling environment for private sector operations and attainment of Millennium Development Goals;
- contribute to higher productivity and increase in the national gross domestic product;
- positively impact on the macro-economy and its indicators and accelerate the pace towards achieving the Millennium Development Goals;
- expected benefits to the Nation and stakeholders shall outweigh the total investment outlay;
- as a management tool for assessment, public service institutions shall endeavour to meet timelines and deadlines and at the same time not sacrificing quality;
- lead to improved customer sensitivity and responsiveness; and
- public satisfaction with the services of the Public Service Institutions shall be greatly enhanced.