

**Kingdom of Cambodia**

**Nation-Religion-King**



**MINISTRY OF HEALTH**

**Performance  
Management System**

**USER'S MANUAL**

Department of Personnel

January 2006

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## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background**

The Institutional Development and Incentives for Better Healthcare Component of HSSP, funded by DFID, commenced in early 2004. Its main objectives are increasing productivity and improving the delivery of healthcare services. Following an extensive consultative process with senior government health staff and with representatives from the Council for Administrative Reform (CAR) and the Ministry of Economy and Finance (MEF), a report was produced which made a series of recommendations addressing both incentives and improved management processes.

Several of these recommendations identified the benefits to be gained from the implementation of a formal performance management system within the Ministry of Health.

The Ministry of Health began development of this performance management system, with technical assistance from OPM, in September 2005, after approval by a High Level Working Group appointed by the Minister. This resulted in the production of two documents:

1. The Ministry of Health Performance Management System, a summary of the system design, that was approved by the Minister for Health on 4<sup>th</sup> January 2006; and
2. The Ministry of Health Performance Management System User's Manual. This manual is intended as a guide for central Ministry of Health managers to the implementation and use of the performance management system.

Although the performance management system is intended to enhance the management of core functions within the central Ministry of Health, it is a useful tool for all MOH managers.

### **1.2 Performance Management System Development Process**

Development of the Ministry of Health Performance Management System has included the following activities:

- Discussion and approval of the Performance Management System concept by a High Level Working Group appointed by the Minister.
- Preparation of a first draft of the Performance Management System design.
- Consultation with managers from throughout the Ministry of Health on the first draft at two discussion meetings.
- Circulation of the final draft of the Performance Management System design to High Level Working Group members for final feedback.
- Final approval of the Performance Management System design by the Minister for Health.
- Launch of the Ministry of Health Performance Management System in January 2006.

### 1.3 Contents of this Manual

This manual contains the following chapters:

<b>Chapter</b>	<b>Title</b>	<b>Contents</b>
One	Introduction	The background and the development process of the Ministry of Health Performance Management System.
Two	What is Performance Management?	An explanation of performance management and its benefits.
Three	The Ministry of Health Performance Management System	An overview of the Ministry's performance management system, including <ul style="list-style-type: none"> <li>○ features of the PMS</li> <li>○ the PMS cycle</li> <li>○ the performance management process</li> <li>○ PMS responsibilities, including management, administration and the Performance Review Committee.</li> </ul>
Four	The Performance Management Process	A step-by-step guide for managers and staff to using the Ministry of Health Performance Management System.
Five	Performance Management Outcomes	A description of the actions to be taken as a result of high performance or unsatisfactory performance.
Annexes	Performance Management System Forms	The forms used in the MoH performance management system and an overview of the monthly performance management activities for Team Leaders, Department Directors and Directors General.

## CHAPTER TWO: WHAT IS PERFORMANCE MANAGEMENT?

*This chapter provides an explanation of the aims of performance management and its benefits.*

Performance management is a key management tool for ensuring that the organisation's objectives and plans are carried out on time and to the required standard.

### 2.1 Performance Management

Performance management is the process of *planning, monitoring, reporting and evaluating* organisation and individual performance. Planning often starts at the top of an organisation with the development of strategy. This strategy needs to be translated into meaningful plans for different areas of the organisation – this is referred to as operational planning. In order to make operational plans relevant to teams and individuals, it is necessary to further break these plans into team and individual plans. This is often termed *performance planning*.

Plans provide clarity and focus for teams and individuals about what is expected of them, but do not always result in improved performance. To enhance a team or an individual's ability to perform according to plans, it is necessary to provide monitoring and feedback – indications of progress towards achievement of the plan – and evaluation – final measurement of the outcome – to provide useful information so as the team or individual can adjust their performance to achieve what is planned.

This is called *PERFORMANCE MANAGEMENT*.

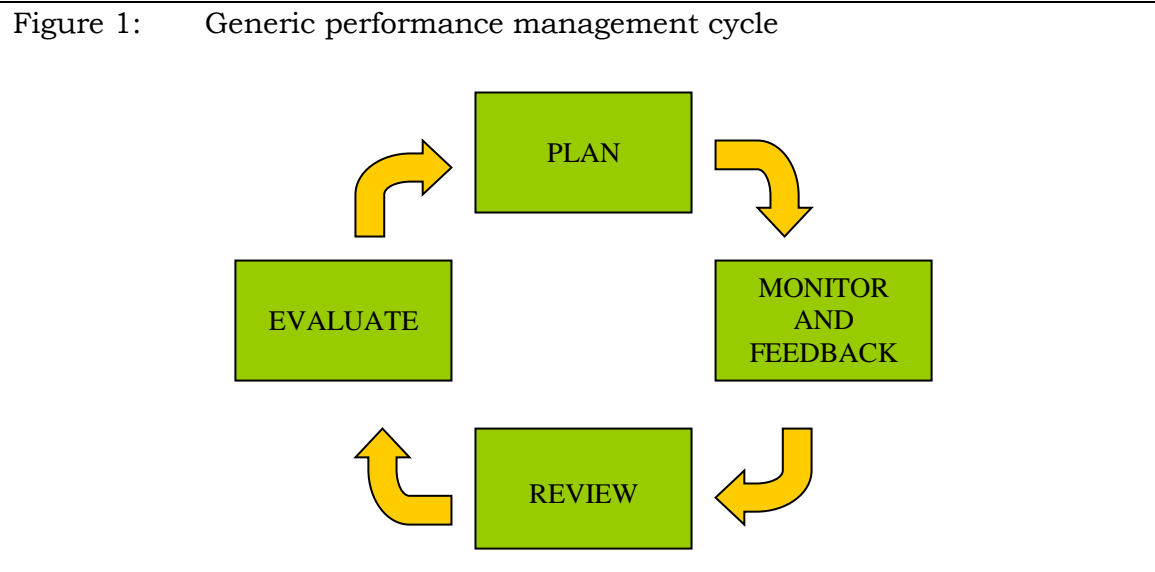
A performance management system enables organisations to systematically:

- Roll organisation objectives down to teams and individuals in the form of performance indicators
- Monitor performance against those indicators
- Consolidate monitoring reports to measure progress against organisation objectives
- Evaluate performance outcomes and review objectives and plans

Every performance management system contains the same generic approach, but differs to meet the organisation's specific needs. In addition to planning, monitoring, reporting and evaluation, performance management systems can:

- Provide data for organisation reporting e.g. to donors or shareholders;
- Provide data for remuneration reviews;
- Provide data for reward and recognition;
- Identify staff development needs;
- Provide information for organisation development and structural reviews.

A Performance Management System follows a generic performance management cycle:



1. PLAN – plans are set for teams and individuals within the organisation;
2. MONITOR AND FEEDBACK – progress against the plans is measured and communicated back to the team/individual
3. REVIEW - the team/individual uses the information to adjust performance so as to ensure they are able to fulfil the plans
4. EVALUATE – final measurement of achievement of the plan is conducted.

## 2.2 Benefits of a performance management system

- For the Ministry of Health
  - Communicates and reinforces MoH's values, strategies and priorities to all staff
  - Supports the execution of annual operational plans (AOPs)
  - Provides monitoring systems to enable effective reporting against agreed plans and other departmental responsibilities
  - Generates information for management decisions relating to future strategic and operational plans
- For Staff
  - Provides clarity about responsibilities, objectives and expected outputs
  - Provides feedback on their level of performance
  - Enables the development of plans and actions to address performance gaps and to improve level of performance

A performance management system tells people

- ❖ *What am I supposed to be doing?*
- ❖ *How well am I doing it?*
- ❖ *Does it matter to the organisation?*

## **CHAPTER THREE: THE MINISTRY OF HEALTH PERFORMANCE MANAGEMENT SYSTEM**

*This chapter provides an overview of the Ministry of Health Performance Management System, including its purpose, the principles upon which it is designed, the main features of the system and a description of the performance management cycle.*

### **3.1 The Purpose of the MoH Performance Management System**

The purpose of the Performance Management System is to further strengthen the Ministry's ability to deliver results by:

- Providing a mechanism for converting Annual Operational Plans into team work plans and individual objectives;
- Identifying additional objectives for inclusion in team and individual work plans;
- Providing monitoring of activities and progress towards objectives;
- Providing all team leaders and staff with clarity about responsibility and feedback about performance.

### **3.2 The Principles of the MoH Performance Management System**

The underlying principles of the Ministry of Health Performance Management System were identified and agreed by managers. They are as follows:

#### **■ Leadership**

A management tool to provide vision and direction to MoH staff

#### **■ Teamwork and Trust**

Provides an awareness of team interdependence based upon common needs and understandings

#### **■ Participation/Empowerment**

Consultation and involvement during planning, monitoring and evaluation provides staff with the mandate and motivation to achieve agreed goals

#### **■ Clear Goals and Objectives supported by policy and structure**

Clear purpose enabled by the Ministry of Health

#### **■ Effective Information and Timely Feedback**

Clear information provided where and when it is needed

#### **■ Continuous Improvement**

Feedback and information used to improve the operation of the Ministry of Health and the system itself.

### 3.3 The Features of the MoH Performance Management System

The Ministry of Health Performance Management System is tailored to meet the particular needs of the Ministry of Health and to fit into the Ministry's existing processes.

1. *The performance management system is closely linked to the MoH annual operational planning process.*

The performance management system takes the department annual operational plan (AOP) and converts it into team annual objectives, while following the annual planning cycle. Team quarterly work plans are developed to achieve these team annual objectives, and individual quarterly work plans are developed to provide each team member with clear tasks. At the end of the year, team annual evaluation provides information as to how effectively the team annual objectives have been achieved.

2. *The performance management system allows for functional objectives and personal development objectives, as well as objectives derived from the annual operational plan (AOP).*

There are three types of objectives that are included in the team annual objectives:

- *Organisation Development objectives* - determined through analysis of the AOP;
- *Functional objectives* - routine tasks and activities associated with the role and function of the department. This includes management activities for those in leadership positions
- *Personal or Team Development objectives* – aimed at improving the ability of the team or an individual to deliver high performance.

3. *The performance management system fits within the Ministry of Health's organisation structure.*

The performance management system provides for planning, monitoring, feedback and evaluation at three levels:

- It incorporates *department* annual operational plans and annual evaluation against those plans;
- It provides *team* annual objectives and *team* quarterly work plans; and monitoring and evaluation of those plans; and
- It provides *individual* quarterly work plans and monitoring and feedback of performance against those plans.

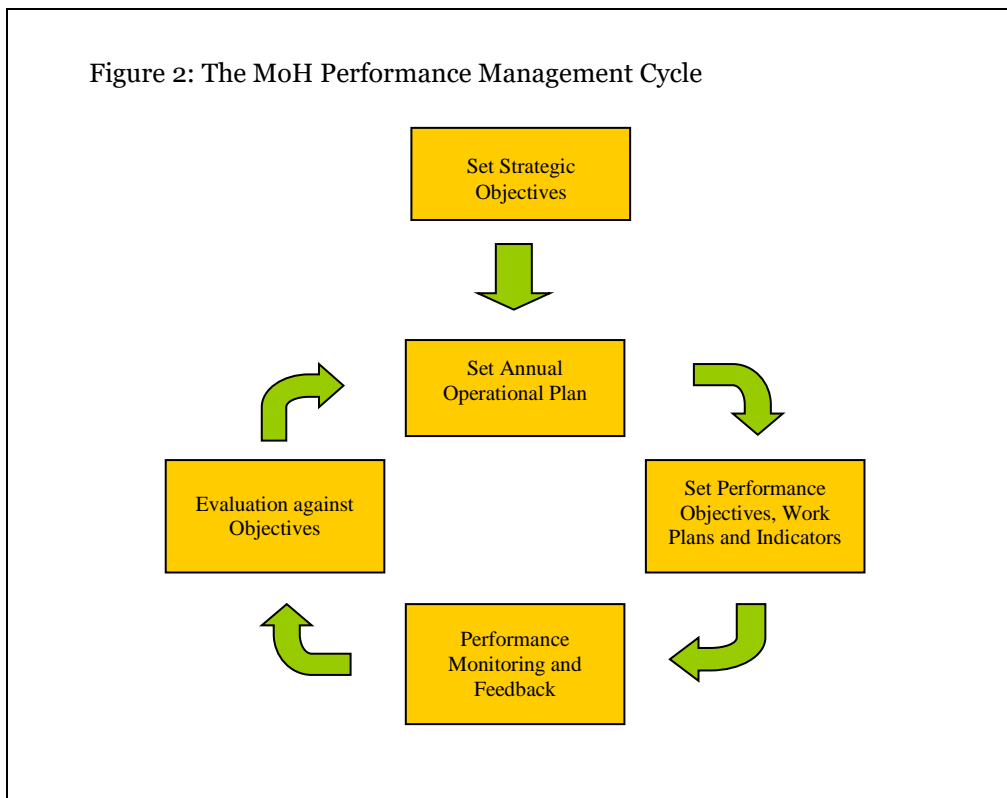
4. *The performance management system provides individual clarity and focus for staff members.*

With many objectives and priorities to contend with, it can be easy for teams and staff members to lose focus of what is important. The performance management system is a useful tool that enables team leaders to plan to achieve complex objectives by breaking them down into defined and manageable tasks for team members to complete, thus giving focus to the staff members and a clear understanding of how their tasks contribute to the Ministry of Health's strategies and performance.



### 3.4 The Ministry of Health Performance Management Cycle

The Ministry of Health Performance Management System works on an annual cycle, the same as the annual operational planning (AOP process).



The Health Sector Strategic Plan 2003–07 provides the basis for annual operational planning (see Fig 2). Once the annual operational plan is available, team and individual performance planning can take place. This breaks down the department operational plan into manageable portions. Performance objectives are set and work plans and indicators are agreed.

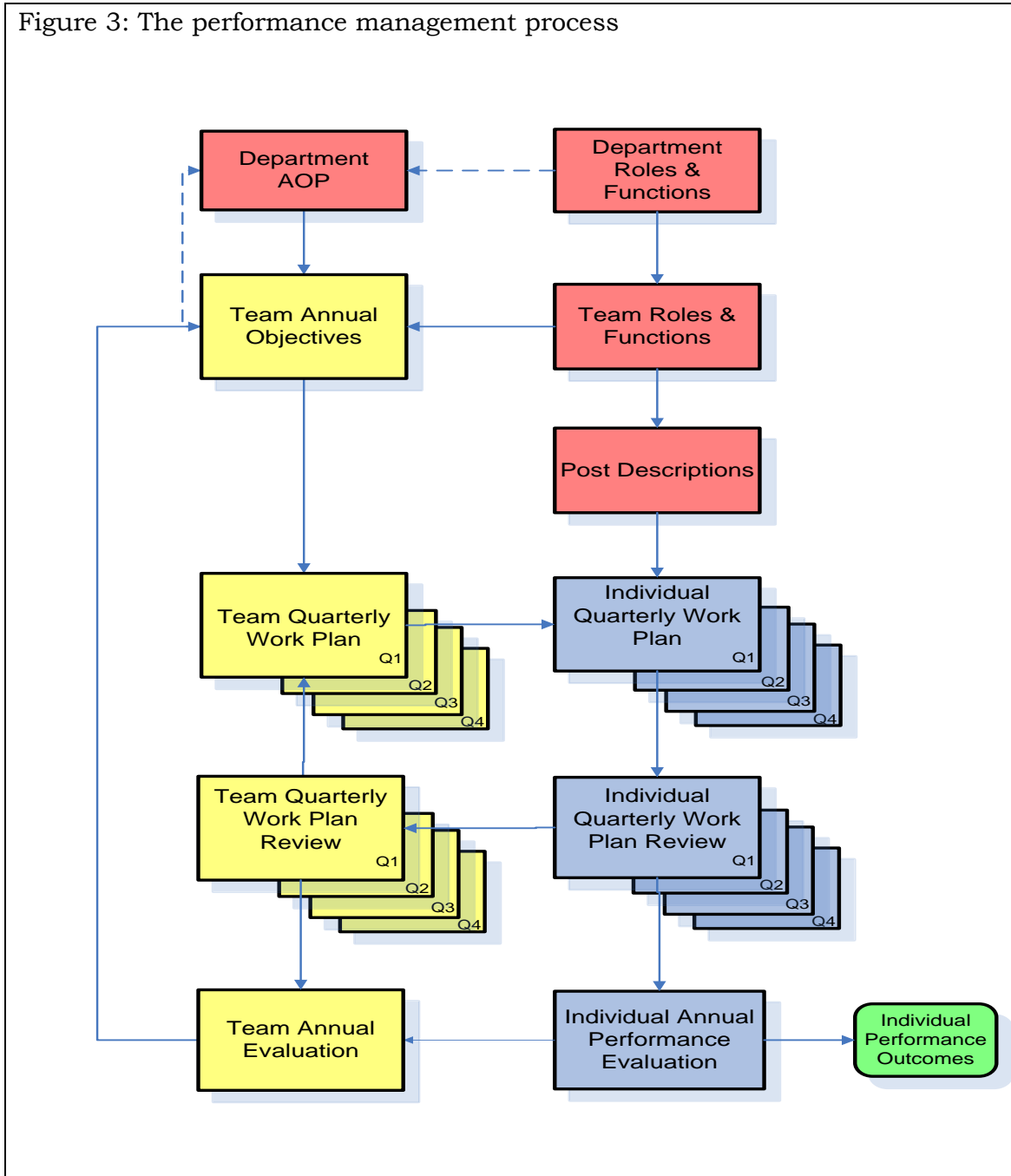
Performance monitoring takes place on a quarterly basis, providing feedback on how effectively tasks and activities are being completed, and on progress towards objectives.

At the end of the performance year, performance evaluation is undertaken to determine performance against the annual operational plans.

### 3.5 The MoH Performance Management Process Overview

The MoH performance management process is detailed in figure 3 below, with each step described in the following boxes:

Figure 3: The performance management process



<b>1. Team Annual Objectives</b>	
<b>Who:</b> Team Leader with Team Members	<b>Timing:</b> December, after approval of department AOPs
<p>The Team Annual Objectives provide the team with clear objectives for the year that are evaluated at the end of the year.</p> <p>The Team Annual Objectives are identified by considering:</p> <ul style="list-style-type: none"> <li>• Department Annual Operational Plan to determine organisation development objectives;</li> <li>• Team's roles and functions; to determine routine work objectives;</li> <li>• Team development needs; to determine team development objectives.</li> </ul> <p>The Team Annual Objectives serve as the Team Leader's annual objectives, as it is their job to lead the team to the achievement of the objectives.</p>	

<b>2. Team Quarterly Work Plan</b>	
<b>Who:</b> Team Leaders with Team Members	<b>Timing:</b> December/March/June/September, prior to the start of each quarter
<p>Prior to the beginning of each quarter, a Team Quarterly Work Plan that defines team activities for the quarter is developed.</p> <p>The Team Quarterly Work Plan is developed by considering the Team Annual Objectives, breaking them into quarterly activities and assigning each activity to a team member or members.</p> <p>The Team Quarterly Work Plan serves as the Team Leader's quarterly work plan, as it is their job to lead the team to the achievement of the work plan.</p>	

<b>3. Individual Quarterly Work Plan</b>	
<b>Responsibility:</b> Team Leader and each Team Member	<b>Timing:</b> December/March/June/September, prior to the start of each quarter and following Team Quarterly Work Plan development
<p>The Individual Quarterly Work Plan is developed through consultation between Team Leader and Team Member. It identifies the tasks that the Team Member should complete during the quarter to support the achievement of the Team Quarterly Work Plan.</p> <p>The Individual Quarterly Work Plan is developed by considering:</p> <ul style="list-style-type: none"> <li>• the Team Quarterly Work Plan;</li> <li>• the staff member's post description; and</li> </ul>	

- 'Not fully completed' tasks from the previous Individual Quarterly Work Plan Review.

Personal Development Objectives are also agreed by considering:

- the staff member's Individual Annual Performance Evaluation from the previous year;
- the skills and knowledge needed to complete the assigned tasks; and
- the staff member's post description.

#### 4. Team Quarterly Work Plan Review

**Responsibility:**

Team Leaders and Team Members

**Timing:**

March/June/September/December, at the end of each quarter

The Team Quarterly Work Plan is reviewed at the end of the quarter to determine progress towards the Team Annual Objectives and to aid planning for the next quarter.

The Team Quarterly Work Plan Review is conducted by considering:

- The Team Quarterly Work Plan activities and outputs;
- Results against each activity; and
- Where activities are not completed, future actions required.

*★This process can be supported by regular team meetings during the quarter.*

#### 5. Individual Quarterly Work Plan Review

**Responsibility:**

Team Leader and each Team Member

**Timing:**

March/June/September/December, at the end of each quarter

There are two stages to the Individual Quarterly Work Plan Review.

**Stage 1: Individual Self-Assessment**

Prior to the Team Quarterly Work Plan Review (step 4 above), each staff member completes a self-assessment of their performance against their Individual Quarterly Work Plan. This information is used in the Team Quarterly Work Plan Review.

**Stage 2: Individual Quarterly Work Plan Review**

After the Team Quarterly Work Plan Review (stage 4 above), the Team Leader and each Team Member meet to conduct an Individual Quarterly Work Plan Review to determine performance against the Individual Quarterly Work Plan.

The Individual Quarterly Work Plan Review is conducted by considering:

- The Individual Quarterly Work Plan; and
- The Individual Self-Assessment.

*★This process can be supported by regular team meetings during the quarter.*

## 6. Team Annual Evaluation

**Responsibility:**

Team Leaders and Team Members

**Timing:**

December, coinciding with the 4<sup>th</sup> quarter Team Quarterly Work Plan Review

The Team Annual Evaluation is conducted by reviewing the Team Quarterly Work Plan Reviews to assess overall annual performance against the Team Annual Objectives. This information can then be used for planning of Team Annual Objectives for the next year, and to provide information for use in the Annual Review of the department's Annual Operational Plan.

## 7. Individual Annual Performance Evaluation

**Responsibility:**

Team Leader and each Team Member

**Timing:**

December, coinciding with the 4<sup>th</sup> quarter Individual Quarterly Work Plan Review

Individual annual performance evaluation is conducted by reviewing the Individual Quarterly Work Plan Reviews to assess overall annual performance and contribution to team objectives. Discussion is held about performance gaps and personal development needs and opportunities.

## **CHAPTER FOUR: THE PERFORMANCE MANAGEMENT PROCESS**

*This chapter provides a step-by-step description of the Ministry of Health Performance Management process that will guide all managers and staff through successful use of the system.*

The performance management process follows the flowchart in figure 3. In this chapter, the process is divided into four steps, each with a number of tasks. These steps are in chronological order and detail the tasks to be completed by Team Members, Team Leaders and Department Directors.

The process commences in December, as soon as the Department Annual Operational Plan (AOP) has been approved. Team Annual Plans are then developed.

Work planning and monitoring occurs in four quarterly cycles through the year, culminating in an end of year evaluation.

Planning and evaluation takes place at team and individual levels.

### **4.1 MoH Performance Management System Process**

#### **Step One – Identify Team Annual Objectives**

##### **★ TASK 1.1:**

##### **TEAM ANNUAL OBJECTIVES MEETING**

###### **□ WHEN?**

December of the previous year, after approval of the Department Annual Operational Plan for the coming year.

###### **□ WHAT?**

The team meets to identify the annual objectives. To do this, they consider:

- The Department Annual Operational Plan - to determine organisation development objectives. These are assigned to the team in the Annual Operational Plan;
- The team's roles and functions - to determine routine work objectives. These specify the routine work that the team is required to carry out to maintain the regular operations of the Ministry of Health;
- Team development needs - to determine team development objectives. These are identified through considering the team's competency development needs to achieve the other objectives, and may be identified in the previous year's individual annual performance evaluation process; and
- Objectives from the previous year that were not completed, as identified in the Team Annual Evaluation.

The team also agrees suitable indicators for each objective.

The Team Annual Objectives and Indicators are recorded in the relevant columns on the **Team Annual Objectives form** (see Annex 1 and example 1 below).

**WHO?**

The Team Leader arranges a meeting that is attended by the whole team.

*Example 1:*

<b>Team Annual Objectives</b>		
<b>Name of Team:</b> Bureau of Categorisation, Department of Personnel		<b>Year:</b> 2005
<b>Team Objectives</b>	<b>Indicators</b>	<b>Results</b>
1. Conduct review of all posts and develop new post descriptions for all Department posts	New post descriptions approved by Department Director by June 2005	
2. Recruitment and Selection processes reviewed to include post competency requirements	New appointment processes approved by Minister by October 2005	
3. Database maintained and up to date	<ul style="list-style-type: none"> <li>▪ All new staff appointments entered into database within one month</li> <li>▪ All staff transfers entered in database by end of each quarter</li> </ul>	
4. Develop team capacity for database management	All team members able to develop databases using Microsoft Access	

*Please note:*

*Objectives 1 and 2 above are examples of organisation development objectives aimed at improving the operation of the Ministry of Health.*

*Objective 3 is an example of a functional objective, reflecting important routine work done by the team.*

*Objective 4 is an example of a team development objective that provides extra skills and ability to team members.*

**★ TASK 1.2:**

**APPROVAL OF TEAM ANNUAL OBJECTIVES**

**WHEN?**

December of the previous year, after the Team Annual Objectives Meeting (Task 1.1 above).

**WHAT?**

The Team Leader meets with the Department Director and presents the Team Annual Objectives. The Team Annual Objectives are discussed to verify that they fulfill the Annual Operational Plan and the functional tasks of the team.

When the Department Director is satisfied, s/he approves the Team Annual Objectives. Once approved, these Team Annual Objectives form the basis of the Team Leader Annual Performance Evaluation (see Task 4.3).

If the Department Director is not satisfied with the Team Annual Objectives, then s/he may ask the Team Leader to meet with his/her team again to review the Team Annual Objectives (return to Task 1.1).

**WHO?**

The Team Leader meets with the Department Director to present and discuss the Team Annual Objectives.

## Step Two – Develop Team and Individual Quarterly Work Plans

### ★ TASK 2.1:

#### TEAM QUARTERLY WORK PLAN MEETING

##### □ **WHEN?**

December/March/June/September, prior to the start of each performance quarter.

##### □ **WHAT?**

The Team Quarterly Work Plan records activities to be implemented in the quarter to move the team towards achievement of the Team Annual Objectives by the end of the year.

The team meets to develop the Team Quarterly Work Plan. For each objective, the team agrees:

- Activities to be completed in the quarter;
- Team Member(s) responsible for each activity;
- When (which month) the activities will be implemented;
- What are the resources needed for each activity;
- What are the outputs required from each activity; and
- What is the means of verification that the activity has been completed.

The agreements are recorded on the **Team Quarterly Work Plan form** (see Annex 2 and example 2 below).

##### □ **WHO?**

The Team Leader arranges a meeting that is attended by the whole team.

*Example 2:*

Team Quarterly Work Plan							
Name of Team: Bureau of Categorisation				Year: 2005		Quarter: 1st	
<b>Objective: 1.</b> Conduct review of all posts and develop new post descriptions for all Department posts							
Activities	Who (Responsible Team Members)	When			Resources	Outputs	Means of Verification
		M1	M2	M3			
Distribute copies of all existing Post Descriptions to Bureau Chiefs for review	Bunthoeun		X		Post Descriptions	PDs received by each Bureau Chief	Signed confirmation list from Bureau Chiefs
Meeting held with all Bureau Chiefs to discuss bureau roles	Chhay Bunthoeun			X	Meeting Room	Meeting Minutes	Copy of meeting minutes
<b>Objective: 2.</b> Recruitment and selection processes reviewed to include post competency requirements							
Activities	Who (Responsible Team Members)	When			Resources	Outputs	Means of Verification
		M1	M2	M3			
Distribute copies of existing selection process to all department Directors	Naren	X			Selection Process document	Document received by each department Director	Signed distribution list from Directors



## ★ **TASK 2.2:**

### **TEAM QUARTERLY WORK PLAN APPROVAL**

#### **WHEN?**

December/March/June/September, after the Team Quarterly Work Plan Meeting (Task 2.1 above).

#### **WHAT?**

The Team Leader meets with the Department Director and presents the Team Quarterly Work Plan. The Team Quarterly Work Plan is discussed to verify that it addresses the Team Annual Objectives.

When the Department Director is satisfied, s/he approves the Team Quarterly Work Plan. Once approved, the Team Quarterly Work Plan forms the basis of the Team Leader's Quarterly Work Plan Review (see Task 3.4).

If the Department Director is not satisfied with the Team Quarterly Work Plan, then s/he may ask the Team Leader to meet with his/her team again to review the Team Quarterly Work Plan (return to Task 2.1).

#### **WHO?**

The Team Leader meets with the Department Director to present and discuss the Team Quarterly Work Plan.

## ★ **TASK 2.3:**

### **INDIVIDUAL QUARTERLY WORK PLAN MEETINGS**

#### **WHEN?**

December/March/June/September, after approval of the Team Quarterly Work Plan (Task 2.2 above).

#### **WHAT?**

The Individual Quarterly Work Plan records tasks that the team member will carry out to contribute to achievement of the Team Quarterly Work Plan. It is based upon the activities assigned to the Team Member in the Team Quarterly Work Plan, on agreed personal development activities, and on the Team Member's Post Description.

The Team Leader meets with each Team Member separately to agree their Individual Quarterly Work Plan. For each Team Activity assigned to the Team Member, the Team Leader and Team Member discuss and reach agreement on the related tasks that the Team Member will complete.

The key point in these meetings is that there should be consultation and agreement on the contents of the Individual Quarterly Work Plan.

The relevant Team Activities and Team Member's Tasks are recorded in the first two columns of the **Individual Quarterly Work Plan and Work Plan Review form** (see Annex 3 and Example 3 below) and the form is signed by both parties.

□ **WHO?**

The Team Leader has a meeting with each Team Member to agree their Individual Quarterly Work Plan.

*Example 3:*

Individual Quarterly Work Plan and Work Plan Review				
Name of Team Member: Bunthoeun		Year: 2005		Quarter: 1 <sup>st</sup>
Objective: 1. Conduct review of all posts and develop new post descriptions for all Department posts				
Team Activities	Team Member's Tasks	Results		
		FC	NC	Remarks
Distribute copies of all existing Post Descriptions to Bureau Chiefs for review	<ul style="list-style-type: none"> <li>○ Make copies of all Post Descriptions</li> <li>○ Write memo to Bureau Chiefs asking them to review Post Descriptions</li> <li>○ Distribute Post Descriptions and memo to all Bureau Chiefs</li> <li>○ Get Bureau Chiefs to sign distribution list</li> </ul>			
Meeting held with all Bureau Chiefs to discuss bureau roles	<ul style="list-style-type: none"> <li>○ Arrange suitable date and venue for meeting</li> <li>○ Send invitations to Bureau Chiefs</li> </ul>			

**Step Three – Review Team and Individual Quarterly Work Plans**

★ **TASK 3.1:**

**INDIVIDUAL QUARTERLY WORK PLAN SELF-ASSESSMENT**

□ **WHEN?**

March/June/September/December, at the end of each performance quarter.

□ **WHAT?**

The Individual Quarterly Work Plan Self-Assessment is conducted by each team member to determine their performance against their Individual Quarterly Work Plan.

Each team member should consider:

- Whether they have fully completed the tasks assigned to them; and
- If not, what are the reasons that they have not fully completed the tasks?

The self assessment is recorded in the Results section of the **Individual Quarterly Work Plan and Work Plan Review form** (see Annex 3 and Example 4 below) which is then forwarded to the Team Leader.

□ **WHO?**

Team Members conduct their own self-assessment.

Example 4:

Individual Quarterly Work Plan and Work Plan Review				
Name of Team Member: Bunthoeun		Year: 2005		Quarter: 1 <sup>st</sup>
Objective: 1. Conduct review of all posts and develop new post descriptions for all Department posts				
Team Activities	Team Member's Tasks	Results		
		FC	NC	Remarks
Distribute copies of all existing PDs to Bureau Chiefs for review	o Make copies of all Post Descriptions	✓		All completed by end of February
	o Write memo to Bureau Chiefs asking them to review PDs	✓		
	o Distribute PDs and memo to all Bureau Chiefs	✓		
	o Get Bureau Chiefs to sign distribution list	✓		
Meeting held with all Bureau Chiefs to discuss bureau roles	o Arrange suitable date and venue for meeting	✓		Meeting to be held in April
	o Send invitations to Bureau Chiefs		*	

★ **TASK 3.2:**

**TEAM QUARTERLY WORK PLAN REVIEW**

□ **WHEN?**

March/June/September/December, at the end of each performance quarter.

□ **WHAT?**

The Team Quarterly Work Plan Review determines the team's performance against the Team Quarterly Work Plan and the progress towards achievement of the Team Annual Objectives.

The Team Leader firstly reviews all Individual Quarterly Work Plan Self-Assessments from the Team Members to gain an overview of the number of tasks and team activities fully completed.

The team then meets to review the Team Quarterly Work Plan and agrees the results of each activity. To determine the results, the team considers the required outputs and the means of verification that were agreed in the Team Quarterly Work Plan.

If the activity is not completed (i.e. outputs were not achieved), the team determines further actions required to complete the activity. These future actions are then included in the Team Quarterly Work Plan for the next quarter.

The Results of each activity and the Future Actions required are recorded on the **Team Quarterly Work Plan Review form** (see Annex 4 and example 5 below), which is then forwarded to the Director.

□ **WHO?**

The Team Leader arranges a meeting that is attended by the whole team.

*NOTE 1: This task can be supported by regular team meetings throughout the quarter. These meetings would monitor progress towards achievement of the team activities.*

*NOTE 2: This meeting can be combined with the Team Quarterly Work Plan Meeting (Task 2.1) for the next quarter.*

Example 5:

Team Quarterly Work Plan Review			
Name of Team: Bureau of Categorisation, Department of Personnel		Year: 2005	Quarter: 1st
Objective: 1. Conduct review of posts and develop new post descriptions for all Department posts			
Activities	Outputs	Results	Future Action
Distribute copies of all existing Post Descriptions to Bureau Chiefs for review	Post Descriptions received by each Bureau Chief	Completed	Not required
Meeting held with all Bureau Chiefs to discuss bureau roles	Meeting Minutes	Not yet complete – meeting postponed	Meeting to be held on 6 <sup>th</sup> April
Objective: 2. Recruitment and selection processes reviewed to include post competency requirements			
Activities	Outputs	Results	Future Action
Distribute copies of existing selection process to all department Directors	Document received by each department Director	Completed	Not required

★ **TASK 3.3:**

**INDIVIDUAL QUARTERLY WORK PLAN REVIEW**

□ **WHEN?**

March/June/September/December, after the Team Quarterly Work Plan Review (Task 3.2 above).

□ **WHAT?**

The Individual Quarterly Work Plan Review determines the team member's performance against their Individual Quarterly Work Plan, and contribution to the Team Quarterly Work Plan.

The Team Leader meets with each Team Member separately to consider the Individual Quarterly Work Plan Self-Assessment (Task 3.1 above). If there is disagreement over the results, evidence is sought and the outcomes discussed and agreed. Where tasks were not fully completed, the reasons for non-completion are discussed, and future actions agreed. These future actions are then included in the Individual Quarterly Work Plan for the next quarter.

The key point in these meetings is that there should be consultation and agreement on the results of the Individual Quarterly Work Plan Review.

The agreed outcome of the meeting is recorded on the **Individual Quarterly Work Plan and Work Plan Review form** (see Annex 3 and Example 4 above and 6 below) and the form is signed by both parties.

□ **WHO?**

The Team Leader has a meeting with each Team Member to agree their Individual Quarterly Work Plan results.

*NOTE 1: This task can be supported by meetings with individual team members throughout the quarter. These meetings would monitor progress towards achievement of the individual tasks.*

*NOTE 2: These meetings can be combined with the Individual Quarterly Work Plan Meetings (Task 2.3) for the next quarter.*

*Example 6: Individual Quarterly Work Plan Review form*

Individual Quarterly Work Plan Review Submitted to the Team Leader			
Date: 26/03/05	Team Member Name: Bunthoeun	Signature: <i>Bunthoeun</i>	
Individual Quarterly Work Plan Review seen by Team Leader and Discussed with Team Member			
Date: 29/03/05	Team Leader	Name: Sarom	Signature: <i>Sarom</i>
	Team Member	Name: Bunthoeun	Signature: <i>Bunthoeun</i>
Comments by Team Leader			
Overall, a good performance. There were two tasks not completed, but neither was the fault of Bunthoeun, and both will be completed early in the next quarter.			
Rating:	# Tasks Fully Completed (FC)	9	
	# Tasks Not Fully Completed (NC)	2	
Comments by Team Member			
I had trouble getting the co-operation of some Bureau Chiefs, causing the meeting to be postponed when few turned up, but will be able to complete the tasks with the support of my Team Leader.			
Agreement by Team Leader			
Date: 30/03/05	Name: Sarom	Signature: <i>Sarom</i>	
Agreement by Team Member			
Date: 31/03/05	Name: Bunthoeun	Signature: <i>Bunthoeun</i>	

★ **TASK 3.4:**

**TEAM LEADER QUARTERLY WORK PLAN REVIEW**

**WHEN?**

March/June/September/December, after the Team Quarterly Work Plan Review (Task 3.2 above).

**WHAT?**

The Team Leader Quarterly Work Plan Review determines the team leader's performance during the quarter measured against team performance.

The Director meets with each Team Leader separately to consider the results of their Team Quarterly Work Plan Review. Where activities were not completed, Director and Team Leader discuss the reasons and agree the future actions to be taken.

The key point in these meetings is that there should be consultation and agreement on the results of the Team Leader Quarterly Work Plan Review.

The outcome of the meeting is recorded on the **Team Leader Quarterly Work Plan Review form** (see Annex 5 and example 7 below) and the form is signed by both parties.

**WHO?**

The Director has a meeting with each Team Leader to agree their Team Quarterly Work Plan results.

*NOTE 1: This task can be supported by meetings with individual team leaders throughout the quarter. These meetings would monitor progress towards achievement of the individual tasks.*

**NOTE 2:** *These meetings can be combined with the Team Quarterly Work Plan Approval Meetings (Task 2.2) for the next quarter.*

*Example 7:*

<b>Team Leader Quarterly Work Plan Review</b>			
<b>Team Quarterly Work Plan Submitted to Department Director</b>			
Date: 25/12/04	Team Leader Name: Sarom	Signature: <i>Sarom</i>	
<b>Team Quarterly Work Plan Seen by Director and Discussed with Team Leader</b>			
Date: 27/12/04	Director	Name: Vichea	Signature: <i>Vichea</i>
	Team Leader	Name: Sarom	Signature: <i>Sarom</i>
<b>Team Quarterly Work Plan Review Submitted to Department Director</b>			
Date: 29/03/05	Team Leader Name:	Signature:	
<b>Team Quarterly Work Plan Review Seen by Director and Discussed with Team Leader</b>			
Date: 31/03/05	Director	Name: Vichea	Signature: <i>Vichea</i>
	Team Leader	Name: Sarom	Signature: <i>Sarom</i>
<b>Comments by Department Director</b>			
Good progress, but need to ensure that the draft PDs are submitted for approval as soon as possible. Sarom needs to follow up to ensure that team members are not having problems with their work.			
<b>Rating:</b>	# Activities Fully Completed (FC)		4
	# Activities Not Fully Completed (NC)		2
<b>Comments by Team Leader</b>			
Activities were not complete due to lack of co-operation among Bureaus. Will meet with other Bureau Chiefs to agree how to work better together.			
<b>Agreement by Department Director</b>			
Date: 31/03/05	Name: Vichea	Signature: <i>Vichea</i>	
<b>Agreement by Team Leader</b>			
Date: 02/04/05	Name: Sarom	Signature: <i>Sarom</i>	

## Step Four – Conduct Team and Individual Annual Performance Evaluations

### ★ TASK 4.1:

#### TEAM ANNUAL EVALUATION

**WHEN?**

December, coinciding with the 4<sup>th</sup> quarter Team Quarterly Work Plan Review (Task 3.2).

**WHAT?**

The Team Annual Evaluation is conducted by the team to determine their overall performance against the Team Annual Objectives.

The team considers:

- The Objectives and Indicators set at the beginning of the performance year;
- The results of the four Team Quarterly Work Plan Reviews

To determine whether each objective has been achieved, partly achieved or not achieved. Reasons for non-achievement of any objectives will be discussed to

determine further actions for inclusion in the next year's Team Annual Objectives.

The team annual evaluation results are recorded in the Results section of the **Team Annual Objectives form** (see Annex 1 and Example 8 below), which is then forwarded to the Department Director.

**WHO?**

The Team Leader arranges a meeting that is attended by the whole team.

*NOTE :* This meeting can be combined with the 4<sup>th</sup> quarter Team Quarterly Work Plan Review Meeting (Task 3.2).

Example 8:

Team Annual Objectives		
Name of Team: Bureau of Categorisation		Year: 2005
Team Objectives	Indicators	Results
1. Conduct review of all posts and develop new post descriptions for all Department posts	New post descriptions approved by Department Director by June 2005	Complete. New post descriptions approved by Department Director in June 2005
2. Recruitment and selection processes reviewed to include post competency requirements	New appointment processes approved by Minister by October 2005	Not complete. New processes completed and sent to Minister, but not yet approved.
3. Database maintained and up to date	<ul style="list-style-type: none"> <li>▪ All new staff appointments entered into database within one month</li> <li>▪ All staff transfers entered in database by end of each quarter</li> </ul>	Achieved. 2 <sup>nd</sup> quarter database update was delayed due to information problems.

★ **TASK 4.2:**

**INDIVIDUAL ANNUAL PERFORMANCE EVALUATION**

**WHEN?**

December, coinciding with the 4<sup>th</sup> quarter Individual Quarterly Work Plan Review (Task 3.3).

**WHAT?**

The Individual Annual Performance Evaluation assesses the team member's performance throughout the year against their four Individual Quarterly Work Plans, and their contribution to the Team Annual Objectives.

The Team Leader meets with each Team Member separately to discuss and agree:

- Tasks completed and not completed in the four Individual Quarterly Work Plan Reviews, and the reasons for non-completion;
- Development opportunities for the Team Member, by identifying areas for performance improvement and considering what training and development would benefit performance, and by considering career development;
- Contributions made towards achievement of the Team Annual Objectives or improvement of Ministry of Health processes or performance that are additional to the Individual Quarterly Work Plans.

The key point in these meetings is that there should be consultation and agreement on the results of the Individual Annual Performance Evaluation and on personal development needs and opportunities for the Team Member.

The agreed results, personal development needs and opportunities, and comments from both parties are recorded on the **Individual Annual Performance Evaluation form** (see Annex 6 and Example 9 below) and the form is signed by both parties. Copies of the four Individual Quarterly Work Plans are attached to the form, which is then forwarded to the Department Director for his/her review and approval.

**WHO?**

The Team Leader has a meeting with each Team Member to conduct their Individual Annual Performance Evaluation.

*NOTE : These meetings can be combined with the Individual Quarterly Work Plan Review Meetings (Task 3.3) for the fourth quarter.*

*Example 9:*

Individual Annual Performance Evaluation				
Team Member Name: Bunthoeun			Year: 2005	
	Q1	Q2	Q3	Q4
# Activities Fully Completed (FC)	9	8	9	7
# Activities Not Fully Completed (NC)	2	3	0	1
Individual Annual Performance Evaluation Discussed by Team Leader and Team Member				
Date: 25/12/05	Team Leader	Name: Sarom	Signature: <i>Sarom</i>	
	Team Member	Name: Bunthoeun	Signature: <i>Bunthoeun</i>	
Performance Development Opportunities Identified				
<ul style="list-style-type: none"> <li>o Policy Writing – arrange coaching with Botum</li> <li>o MS Powerpoint - – Bunthoeun to find a suitable course to enable effective presentations</li> </ul>				
Comments by Team Leader				
A good year's work, but had trouble completing tasks due to lack of co-operation from other Bureaus. We need to build more understanding across the department about common goals to promote co-operation				
Comments by Team Member				
I feel that I tried hard but others did not support me. Need help from the Team Leader to work with other Bureaus.				
Agreement by Team Leader				
Date: 25/12/05	Name: Sarom		Signature: <i>Sarom</i>	
Agreement by Team Member				
Date: 26/12/05	Name: Bunthoeun		Signature: <i>Bunthoeun</i>	
Comments by Department Director				
I acknowledge tat there is still a lack of understanding of common departmental objectives. Better department consultation in the planning process next year will address this issue.				
Approval by Department Director				
Date: 03/01/06	Name: Vichea		Signature: <i>Vichea</i>	

★ **TASK 4.3:**

**TEAM LEADER ANNUAL PERFORMANCE EVALUATION**

**WHEN?**

December, coinciding with the 4<sup>th</sup> quarter Team Leader Quarterly Work Plan Review (Task 3.4).



□ **WHAT?**

The Team Leader Annual Performance Evaluation determines the team leader's performance throughout the year measured against team performance.

The Department Director meets with each Team Leader to discuss and agree:

- The results of their Team Annual Evaluation;
- The results of their four Team Quarterly Work Plan Reviews;
- The management objectives contained in the Team Leader Annual Performance Evaluation form (see Annex 7);
- Development opportunities for the Team Leader, by identifying areas for performance improvement and considering what training and development would benefit performance, and by considering career development;
- Contributions made towards achievement of the Department Annual Operational Plan (AOP) or improvement of Ministry of Health processes or performance that are additional to the Team Annual Objectives.

The key point in these meetings is that there should be consultation and agreement on the results of the Team Leader Annual Performance Evaluation and on identified personal development needs and opportunities for the Team Leader.

The agreed results, development opportunities and comments from both parties are recorded on the **Team Leader Annual Performance Evaluation form** (see Annex 7 and Example 10 below) and the form is signed by both parties and forwarded to the Director General for his review and approval.

□ **WHO?**

The Department Director has a meeting with each Team Leader to conduct the Team Leader Annual Performance Evaluation.

*Example 10:*

<b>Team Leader Annual Performance Evaluation</b>			
Name: Sarom		Team: Categorisation	
		Year: 2005	
<b>Team Annual Objectives</b>			
# Team Annual Objectives Fully Completed			9
# Team Annual Objectives Not Fully Completed			2
<b>Annual Management Objectives</b>	<b>Performance Indicators</b>		<b>Result</b>
1. To review the training and development needs of all team members, examine opportunities for enriching job content, and provide on the job coaching where required	<ul style="list-style-type: none"> <li>• Personal Development Opportunities identified for all team members in Annual Performance Evaluation</li> <li>• Personal Development Opportunities carried out for all team members</li> </ul>		Still some development activities to be completed.
2. To ensure that team objectives have been clearly communicated to all team members and that information on performance is regularly reported	<ul style="list-style-type: none"> <li>• Team Annual Objectives developed in consultation with team</li> <li>• Team Quarterly Work Plans completed and submitted on time</li> <li>• Team Quarterly Work Plan Reviews completed and submitted on time</li> <li>• Team Annual Evaluations completed and submitted on time</li> </ul>		Completed. All PM activities done on time.
3. To improve the management of work in the team by ensuring all team members have relevant post descriptions, and roles and responsibilities are clearly allocated and performance is monitored	<ul style="list-style-type: none"> <li>• Post descriptions reviewed annually</li> <li>• Individual Quarterly Work Plans completed and submitted on time</li> <li>• Individual Quarterly Work Plan Reviews completed and submitted on time</li> <li>• Individual Annual Evaluations completed and submitted on time</li> </ul>		Done on time.
<b>Individual Annual Performance Evaluation Discussed with Director</b>			
Date: 03/01/06	Team Leader	Name: Sarom	Signature: Sarom
	Director	Name: Vichea	Signature: Vichea
<b>Performance Development Opportunities Identified</b>			
Leadership skills Communication Skills			

<b>Comments by Director</b>		
Need to conduct more follow up with staff to ensure that tasks are being completed. Team members do not always come forward with problems. Maybe more regular team meetings would provide an opportunity to assess progress and any issues.		
<b>Comments by Team Leader</b>		
I am happy with performance of the team during the year, but I need to build more of a team to enable more co-operation and more communication.		
<b>Agreement by Director</b>		
Date: 03/01/06	Name: Vichea	Signature: Vichea
<b>Agreement by Team Leader</b>		
Date: 05/01/06	Name: Sarom	Signature: Sarom
<b>Comments by Director General</b>		
I would like to see a higher level of performance from the Categorisation Bureau. They are important to the management of our staff, and so need to ensure that activities are completed on time.		
<b>Approval by Director General</b>		
Date: 10/01/06	Name: Botum	Signature: Botum

#### ★ **TASK 4.4:**

### **DIRECTOR ANNUAL PERFORMANCE EVALUATION**

#### **WHEN?**

February, after completion of the Annual Review of the department's Annual Operational Plan (see the Ministry of Health Planning Manual).

#### **WHAT?**

The Director Annual Performance Evaluation assesses the Department Director's performance throughout the year measured against the department's Annual Operational Plan (AOP).

The Director General meets with the Department Director to consider:

- The results of the department's Annual Review;
- The management objectives contained in the Director Annual Performance Evaluation form (see Annex 8);
- Development opportunities for the Department Director, by identifying areas for performance improvement and considering what training and development would benefit performance, and by considering career development;
- Extra tasks or contributions made towards achievement of the department's Annual Operational Plan (AOP) or improvement of Ministry of Health processes or performance.

The key point in these meetings is that there should be consultation and agreement on the results of the Director Annual Performance Evaluation and on development opportunities for the department Director.

The agreed results, development opportunities and comments from both parties are recorded on the **Director Annual Performance Evaluation form** (see Annex 8 and Example 11 below) and the form is signed by both parties.

#### **WHO?**

The Director General has a meeting with each Department Director to conduct the Director Annual Performance Evaluation.

*Example 11:*

<b>Director Annual Performance Evaluation</b>			
Name: Vichea		Department: Personnel	
		Year: 2005	
<b>Department Annual Operational Plan</b>			
# Department Annual Objectives Fully Completed		9	
# Department Annual Objectives Not Fully Completed		3	
<b>Annual Management Objectives</b>		<b>Performance Indicators</b>	
1. To review the training and development needs of all team leaders and team members, examine opportunities for enriching job content, and provide on the job coaching where required		<ul style="list-style-type: none"> <li>Personal Development Opportunities identified for all team leaders and team members in Annual Performance Evaluation</li> <li>Personal Development Opportunities carried out for all team members</li> </ul>	
2. To ensure that team objectives have been clearly communicated to all team leaders and team members and that information on performance is regularly reported		<ul style="list-style-type: none"> <li>Department Annual Operational Plan developed in consultation with team</li> <li>Department Annual Review completed and submitted on time</li> <li>Department Quarterly Plans developed in consultation with team</li> <li>Department Quarterly Monitoring completed and submitted on time</li> </ul>	
3. To improve the management of work in the department by ensuring all team leaders and members have relevant post descriptions, and roles and responsibilities are clearly allocated and performance is monitored		<ul style="list-style-type: none"> <li>Post descriptions reviewed annually</li> <li>Team Quarterly Work Plans approved on time</li> <li>Team Quarterly Work Plan Reviews approved on time</li> <li>Team Leader Annual Performance Evaluations completed and submitted on time</li> </ul>	
<b>Annual Performance Evaluation Discussed with Director General</b>			
Date: 10/01/06	Director	Name: Vichea	Signature: <i>Vichea</i>
	Director General	Name: Botum	Signature: <i>Botum</i>
<b>Performance Development Opportunities Identified</b>			
Need to develop HR strategic skills to contribute to workforce planning and change management for the Ministry. Find suitable workshop or conference, and identify mentor.			
<b>Comments by Director General</b>			
Generally a good performance from the Personnel Department. Performance management process has been used well to manage outcomes, but more support and development for Bureau Chiefs would increase performance.			
<b>Comments by Director</b>			
I am generally happy with the Department's performance. Several Bureau Chiefs need more development to enable them to deliver results more effectively. I will start regular weekly meeting with Bureau Chiefs to provide more support.			
<b>Agreement by Director General</b>			
Date: 10/01/06	Name: Botum	Signature: <i>Botum</i>	
<b>Agreement by Director</b>			
Date: 12/01/06	Name: Vichea	Signature: <i>Vichea</i>	

## 4.2 Performance Management System Roles and Responsibilities

### 4.2.1 *Effective Operation of the Performance Management System*

The effective operation of the performance management system is the responsibility of all managers throughout the Ministry of Health.

Directors General oversee the use of the PMS in their directorates, as the PMS provides them with assurance that department plans contribute to MoH objectives, and the feedback and evaluation assures them that the objectives are being achieved. Similarly with Department Directors and Team Leaders - all benefit from the use of the PMS as a tool to achieve their objectives.

Responsibility for the effective operation of the performance management system is as follows:

#### *Directors General*

- Ensure that Department Directors' Annual Performance Evaluations are completed;
- Review the consistency of Director and Team Leader Annual Performance Evaluations with the Annual Review of the department's Annual Operational Plan, and approve.

#### *Department Directors*

- Ensure that Team Annual Objectives and Team Quarterly Work Plans are completed and submitted by Team Leaders and approved;
- Ensure that Team Quarterly Work Plan Reviews and Team Annual Evaluations are completed and submitted by Team Leaders, and approved;
- Ensure that Team Leader Individual Performance Evaluations are completed and submitted to the Director General;
- Review the consistency of Individual Annual Performance Evaluations and Team Quarterly Work Plan Reviews with Team Annual Evaluations, and approve.

#### *Team Leaders*

- Ensure that Individual Quarterly Work Plan Reviews and Individual Annual Performance Evaluations are completed and submitted to the Department Director at the end of the year;
- Ensure that team members' personal development objectives are followed up, with support and advice from the Human Resource Development Department.

If irregularities in the operation of the performance management system are identified, the Performance Review Committee is informed and conducts an investigation of the associated department and/or team of the Ministry of Health.

### **4.2.2 Administration of the Performance Management System**

The performance management system is administered by the Department of Personnel. Their responsibility is to ensure that:

- The PMS manual and all forms are up to date and available to the Ministry of Health for use;
- All managers throughout the Ministry of Health are familiar with the performance management system and able to use it, and to conduct training as required.
- Copies of all Individual Annual Performance Evaluation forms are placed on personnel files.

### **4.2.3 Role of the Performance Review Committee**

The primary role of the Performance Review Committee is to monitor the effectiveness of the PMS and its outcomes.

The Performance Review Committee is appointed by the Minister and comprises of the following members:

- Secretary of State or Undersecretary of State (Chairperson)
- Director General for Administration and Finance

- Director General for Health
- Director General of Inspection
- Director of Personnel (Secretary)

When the Chairperson is not available for a meeting, the Director General for Administration and Finance chairs the meeting.

The Performance Review Committee has the following responsibilities:

***Meet annually in December to:***

- Arrange an annual review of the performance of the PMS, in order to identify potential improvements to the system;
- To arrange spot checks to ensure the proper use and functioning of the PMS.

***Meet as required:***

- To act as an appeals body for disciplinary action taken as a result of unsatisfactory performance;
- To investigate any irregularities or allegations of collusion in the PMS.

## CHAPTER FIVE: PERFORMANCE MANAGEMENT OUTCOMES

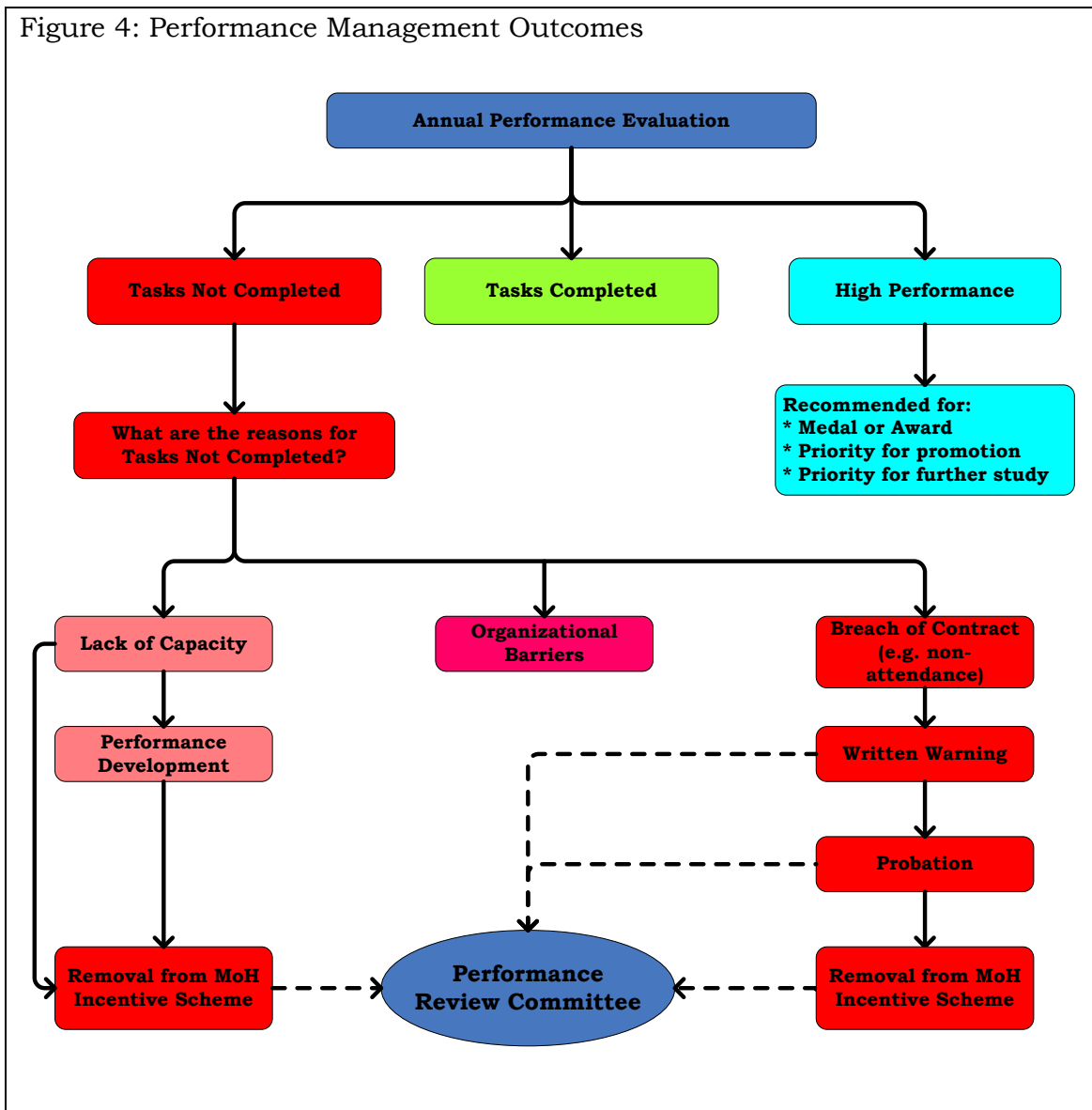
*This chapter details the outcomes of the performance management system and explains the actions to be taken as a result of high or unsatisfactory performance.*

### 5.1 Performance Management Outcomes

There are three possible outcomes of the Individual Annual Performance Evaluation:

1. Tasks Completed;
2. High (above expectation) Performance; and
3. Tasks Not Completed.

Figure 4: Performance Management Outcomes



### 5.1.1 **Tasks Completed**

When all assigned tasks during the four quarters are fully completed and general performance is satisfactory, this is noted in the Comments box on the Individual Annual Performance Evaluation form. This is the most common outcome from the Individual Annual Performance Evaluation and indicates that the person is fulfilling the requirements of their role.

### 5.1.2 **High Performance**

*Examples of high performance are:*

*All assigned tasks completed effectively and on time and:*

- *Extra duties and tasks completed to contribute to team objectives*
- *Initiative demonstrated to improve processes and team performance*
- *Personal development objectives achieved*

If a Team Member performs exceptionally well, and achieves more than was planned, this is recorded as High Performance in the Comments box on the Individual Annual Performance Evaluation Form.

When the Individual Annual Performance Evaluation Form is forwarded to the Department Director for their review and approval, s/he can make any of the following recommendations:

- That the Team Member is considered for a medal or other award;
- That the Team Member is given priority consideration when opportunities for promotion arise; and/or
- That the Team Member is given priority consideration when opportunities for further (long-term) study arise.

High performance only happens in exceptional cases. Remember that, if a person has fulfilled the requirements of their role, then their performance is satisfactory. If a person has achieved more than was expected and made a real contribution to his/her team or the Ministry of Health, then their performance may be regarded as high.

### 5.1.3 **Tasks Not Completed**

If some of the assigned tasks during the four quarters were not completed, the Team Leader analyzes the reasons for non-completion before deciding on the appropriate action to be taken. This is recorded in the Comments box on the Individual Annual Performance Evaluation Form.

Possible reasons for non-completion of tasks (as indicated in Figure 4 above) are:

#### **(a) Lack of Capacity**

*Examples of lack of capacity include:*

- *lack of skills required to perform in the role;*
- *lack of knowledge required to perform in the role.*

The Team Leader may conclude from the annual performance evaluation discussion that a Team Member did not have the **capacity** to perform

agreed tasks and to contribute to achievement of the team annual objectives.

Step 1: The Team Leader, with the Team Member, identifies specific performance development needs and recommends performance development activities to be undertaken to improve the Team Member's performance.

(If it is determined that the Team Member's lack of capacity cannot be resolved through performance development activities, then the Team Leader may conclude that the Team Member is not suitable for the position and recommend immediate **removal from the MoH incentive scheme** (see section 5.2).)

The Team Member should be given a set period, usually a minimum of three months, to demonstrate that they have improved their performance as a result of the personal development activities.

Step 2: If they do not demonstrate improved performance and an ability to complete assigned tasks within the set period, then the Team Leader may conclude that the Team Member is not suitable for the position and recommend **removal from the MoH incentive scheme** (see section 5.2).

***Performance development** can be in the form of skills training or extra support from other Team Members and/or the Team Leader, and is recorded on the Individual Annual Performance Evaluation Form.*

#### **(b) Organization Barriers**

*Examples of organisation barriers include:*

- *lack of necessary resources available;*
- *lack of coordination or co-operation between teams and departments;*
- *lack of budget or funds available;*
- *conflicting priorities or objectives.*

The Team Leader may conclude from the annual performance evaluation discussion that tasks are not completed as a result of **organisation barriers**.

Action: The Team Leader takes action to ensure that those barriers are addressed in the next performance period, so as the Team Member's tasks can be completed. The findings are recorded on the Individual Annual Performance Evaluation Form.

Where organisation barriers are identified as the reason for the non-completion of tasks, there are no implications for the Team Member.

#### **(c) Breach of Contract**

*Examples of breach of contract include:*

- *Repeated absence from work;*
- *misconduct;*
- *failure to obey instructions/insubordination.*



The Team Leader may conclude that a Team Member is in **breach of contract** and has shown no willingness to perform agreed tasks.

- Step 1: The Team Leader recommends that the Department Director issues a written warning to the Team Member. The written warning will inform the Team Member of the nature of the breach of contract and the future behaviour standards expected.
- Step 2: If the Team Member remains in breach of contract during the warning period, then the Team Leader recommends that the Department Director places the Team Member on three-month probation.
- Step 3: If the Team Member remains in breach of contract during the probation period, then the Team Leader recommends that the Department Director starts the procedure for **removal from the MoH incentive scheme** (see section 5.2).

## **5.2 Removal from the MoH Incentive Scheme**

### **5.2.1 Action for Removal**

If the Team Leader decides that the Team Member:

- (a) Has a lack of capacity and is unable to improve; or
- (b) Is in breach of contract;

Then the Team Leader makes a recommendation to the Department Director that the Team Member is removed from the MoH Incentive Scheme.

The Department Director considers the recommendation, and may ask for further information. Further information can be gained by:

- Meeting with the Team Leader;
- Meeting with the Team Member;
- Asking for supporting documents.

If the Department Director agrees with the Team Leader and approves the recommendation for removal from the MoH incentive scheme, the Department Director and Team Leader meet with the Team Member to inform them of the decision and the reasons for the decision. A letter is given to the Team Member confirming the decision and a copy of the letter is forwarded to the Personnel Department, which takes the necessary action to remove the Team Member from the incentive scheme.

### **5.2.2 Appeal**

The Team Member has the right to appeal the decision of removal from the incentive scheme.

An appeal should be made in writing to the Chair of the Performance Review Committee within 10 days of receiving the letter confirming the decision. The appeal should outline the reason given for removal from the incentive scheme, and the reason(s) for appeal.

Upon receipt of an appeal, the Chair of the Performance Review Committee will arrange for the appeal to be heard by the Committee. The following steps will be taken:

- An investigation will be arranged to be completed by a suitable person, to gather all relevant information regarding the Team Member's performance and behaviour related to the breach of contract. An investigation report will be produced which will include all relevant work reports and outputs, meeting minutes, Individual Quarterly Work Plan and Work Plan Reviews, Individual Annual Performance Evaluations, and any other relevant documents, and may include interviews with the Team Leader and Team Member. The investigation should be completed within two weeks of the appeal being lodged.
- The investigation report will be given to the Chair of the Performance Review Committee, who will give copies to the members of the Performance Review Committee, the Department Director, the Team Leader and the Team Member.
- The Chair of the Performance Review Committee shall convene a meeting to hear the appeal. The Department Director, Team Leader and Team Member shall be invited to attend the appeal meeting, which will be held within two weeks of the reception of the investigation report, and shall be given one week's notice of the meeting.
- In the appeal meeting:
  - the Team Leader shall be invited to explain the reason(s) that the member was recommended for removal from the incentive scheme;
  - The Department Director shall be invited to explain the reason(s) that the recommendation was approved;
  - The Team Member shall be invited to explain the reason(s) for the appeal.
  - Further discussion to establish and confirm facts shall take place.
  - Once the Performance Review Committee members are satisfied that they have all necessary information, they will retire and reach a consensus decision.
- The Performance Review Committee's decision will be communicated to the Team Member in writing, with copies given to the Team Leader and Department Director. The Performance Review Committee's decision is final.



**Annex 1:**

**Team Annual Objectives**

<b>Name of Team:</b>	<b>Year:</b>
----------------------	--------------

<b>Team Objectives</b>	<b>Indicators</b>	<b>Results</b>

**Annex 2:**

**Team Quarterly Work Plan**

<b>Name of Team:</b>	<b>Year:</b>	<b>Quarter:</b>
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<b>Objective:</b>							
<b>Activities</b>	<b>Who (Responsible Team Members)</b>	<b>When</b>			<b>Resources</b>	<b>Outputs</b>	<b>Means of Verification</b>
		<b>M1</b>	<b>M2</b>	<b>M3</b>			

<b>Objective:</b>							
<b>Activities</b>	<b>Who (Responsible Team Members)</b>	<b>When</b>			<b>Resources</b>	<b>Outputs</b>	<b>Means of Verification</b>
		<b>M1</b>	<b>M2</b>	<b>M3</b>			

**Annex 3:**

**Individual Quarterly Work Plan and Work Plan Review**

<b>Name of Team Member:</b>	<b>Year:</b>	<b>Quarter:</b>
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<b>Objective:</b>				
Team Activities	Team Member's Tasks	Results		
		FC	NC	Remarks
<b>Team Leader's Comments:</b>				

<b>Objective:</b>				
Team Activities	Team Member's Tasks	Results		
		FC	NC	Remarks
<b>Team Leader's Comments:</b>				

<b>Objective:</b>				
<b>Team Activities</b>	<b>Team Member's Tasks</b>	<b>Results</b>		
		<b>FC</b>	<b>NC</b>	<b>Remarks</b>
<b>Team Leader's Comments:</b>				

<b>Personal Development Objectives</b>				
<b>Personal Development Objectives</b>	<b>Team Member's Activities / Outputs</b>	<b>Results</b>		
		<b>FC</b>	<b>NC</b>	<b>Remarks</b>
<b>Team Leader's Comments:</b>				

<b>Individual Quarterly Work Plan Submitted to Team Leader</b>		
Date:	Team Member Name:	Signature:

<b>Individual Quarterly Work Plan seen by Team Leader and Discussed with Team Member</b>			
Date:	Team Leader	Name:	Signature:
	Team Member	Name:	Signature:

<b>Individual Quarterly Work Plan Review Submitted to the Team Leader</b>		
Date:	Team Member Name:	Signature:

<b>Individual Quarterly Work Plan Review seen by Team Leader and Discussed with Team Member</b>			
Date:	Team Leader	Name:	Signature:
	Team Member	Name:	Signature:

<b>Comments by Team Leader</b>		
<b>Rating:</b>	<b># Tasks Fully Completed (FC)</b>	
	<b># Tasks Not Fully Completed (NC)</b>	

<b>Comments by Team Member</b>

<b>Agreement by Team Leader</b>		
Date:	Name:	Signature:

<b>Agreement by Team Member</b>		
Date:	Name:	Signature:

**Annex 4:**

**Team Quarterly Work Plan Review**

<b>Name of Team:</b>	<b>Year:</b>	<b>Quarter:</b>
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<b>Objective:</b>			
<b>Activities</b>	<b>Outputs</b>	<b>Results</b>	<b>Future Action</b>

<b>Objective:</b>			
<b>Activities</b>	<b>Outputs</b>	<b>Results</b>	<b>Future Action</b>



**Annex 5:**

**Team Leader Quarterly Work Plan Review**

**Team Quarterly Work Plan Submitted to Department Director**

Date:	Team Leader Name:	Signature:
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**Team Quarterly Work Plan Seen by Director and Discussed with Team Leader**

Date:	Director	Name:	Signature:
	Team Leader	Name:	Signature:

**Team Quarterly Work Plan Review Submitted to Department Director**

Date:	Team Leader Name:	Signature:
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**Team Quarterly Work Plan Review Seen by Director and Discussed with Team Leader**

Date:	Director	Name:	Signature:
	Team Leader	Name:	Signature:

**Comments by Department Director**

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<b>Rating:</b>	<b># Activities Fully Completed (FC)</b>	
	<b># Activities Not Fully Completed (NC)</b>	

**Comments by Team Leader**

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**Agreement by Department Director**

Date:	Name:	Signature:
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**Agreement by Team Leader**

Date:	Name:	Signature:
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**Annex 6:**

**Individual Annual Performance Evaluation**

<b>Team Member Name:</b>	<b>Year:</b>
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	Q1	Q2	Q3	Q4
<b># Activities Fully Completed (FC)</b>				
<b># Activities Not Fully Completed (NC)</b>				

**Individual Annual Performance Evaluation Discussed by Team Leader and Team Member**

Date:	Team Leader	Name:	Signature:
	Team Member	Name:	Signature:

**Performance Development Opportunities Identified**

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**Comments by Team Leader**

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**Comments by Team Member**

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**Agreement by Team Leader**

Date:	Name:	Signature:
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**Agreement by Team Member**

Date:	Name:	Signature:
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**Comments by Department Director**

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**Approval by Department Director**

Date:	Name:	Signature:
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**Annex 7: Team Leader Annual Performance Evaluation**

<b>Name:</b>	<b>Team:</b>	<b>Year:</b>
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<b>Team Annual Objectives</b>	
<b># Team Annual Objectives Fully Completed</b>	
<b># Team Annual Objectives Not Fully Completed</b>	

<b>Annual Management Objectives</b>	<b>Performance Indicators</b>	<b>Result</b>
1. To review the training and development needs of all team members, examine opportunities for enriching job content, and provide on the job coaching where required	<ul style="list-style-type: none"> <li>Personal Development Opportunities identified for all team members in Annual Performance Evaluation</li> <li>Personal Development Opportunities carried out for all team members</li> </ul>	
2. To ensure that team objectives have been clearly communicated to all team members and that information on performance is regularly reported	<ul style="list-style-type: none"> <li>Team Annual Objectives developed in consultation with team</li> <li>Team Quarterly Work Plans completed and submitted on time</li> <li>Team Quarterly Work Plan Reviews completed and submitted on time</li> <li>Team Annual Evaluations completed and submitted on time</li> </ul>	
3. To improve the management of work in the team by ensuring all team members have relevant post descriptions, and roles and responsibilities are clearly allocated and performance is monitored	<ul style="list-style-type: none"> <li>Post descriptions reviewed annually</li> <li>Individual Quarterly Work Plans completed and submitted on time</li> <li>Individual Quarterly Work Plan Reviews completed and submitted on time</li> <li>Individual Annual Evaluations completed and submitted on time</li> </ul>	

<b>Individual Annual Performance Evaluation Discussed with Director</b>			
Date:	Team Leader	Name:	Signature:
	Director	Name:	Signature:

<b>Performance Development Opportunities Identified</b>

<b>Comments by Director</b>

<b>Comments by Team Leader</b>

<b>Agreement by Director</b>		
Date:	Name:	Signature:

<b>Agreement by Team Leader</b>		
Date:	Name:	Signature:

<b>Comments by Director General</b>		

<b>Approval by Director General</b>		
Date:	Name:	Signature:

## Annex 8: Director Annual Performance Evaluation

<b>Name:</b>	<b>Department:</b>	<b>Year:</b>
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<b>Department Annual Operational Plan</b>	
<b># Department Annual Objectives Fully Completed</b>	
<b># Department Annual Objectives Not Fully Completed</b>	

<b>Annual Management Objectives</b>	<b>Performance Indicators</b>	<b>Result</b>
1. To review the training and development needs of all team leaders and team members, examine opportunities for enriching job content, and provide on the job coaching where required	<ul style="list-style-type: none"> <li>• Personal Development Opportunities identified for all team leaders and team members in Annual Performance Evaluation</li> <li>• Personal Development Opportunities carried out for all team leaders and team members</li> </ul>	
2. To ensure that team objectives have been clearly communicated to all team leaders and team members and that information on performance is regularly reported	<ul style="list-style-type: none"> <li>• Department Annual Operational Plan developed in consultation with team</li> <li>• Department Annual Review completed and submitted on time</li> <li>• Department Quarterly Plans developed in consultation with team</li> <li>• Department Quarterly Monitoring completed and submitted on time</li> </ul>	
3. To improve the management of work in the department by ensuring all team leaders and team members have relevant post descriptions, and roles and responsibilities are clearly allocated and performance is monitored	<ul style="list-style-type: none"> <li>• Post descriptions reviewed annually</li> <li>• Team Quarterly Work Plans approved on time</li> <li>• Team Quarterly Work Plan Reviews approved on time</li> <li>• Team Leader Annual Performance Evaluations completed and submitted on time</li> </ul>	

<b>Annual Performance Evaluation Discussed with Director General</b>			
Date:	Director	Name:	Signature:
	Director General	Name:	Signature:

<b>Performance Development Opportunities Identified</b>

<b>Comments by Director General</b>

<b>Comments by Director</b>		

<b>Agreement by Director General</b>		
Date:	Name:	Signature:

<b>Agreement by Director</b>		
Date:	Name:	Signature:

**Annex 9:**

**Annual Overview of the Ministry of Health Performance Management System**

Month	Team Member	Team Leader	Dept Director	Director General
<b>End of December (Previous Year)</b>		Hold team meeting to: <b>Task 1.1:</b> Agree Team Annual Objectives <b>Task 2.1:</b> Develop Team Quarterly Work Plan for Q1	Hold individual meetings with Team Leaders to: <b>Task 1.2:</b> Approve Team Annual Objectives <b>Task 2.2:</b> Approve Team Quarterly Work Plan for Q1	
		Hold individual meetings with team members to: <b>Task 2.3:</b> Agree Individual Quarterly Work Plan for Q1		
<b>January / February</b>				
<b>End of March</b>	<b>Task 3.1:</b> Complete Individual Quarter Work Plan Self-Assessment for Q1			
		Hold team meeting to: <b>Task 3.2:</b> Conduct Team Quarterly Work Plan Review for Q1 <b>Task 2.1:</b> Develop Team Quarterly Work Plan for Q2		
		Hold Individual meetings with team members to: <b>Task 3.3:</b> Conduct Individual Quarterly Work Plan Review for Q1 <b>Task 2.3:</b> Agree Individual Quarterly Work Plan for Q2	Hold individual meetings with Team Leaders to: <b>Task 3.4:</b> Conduct Team Leader Quarterly Work Plan Review for Q1 <b>Task 2.2:</b> Approve Team Quarterly Work Plan for Q2	
<b>April/May</b>				
<b>End of June</b>	<b>Task 3.1:</b> Complete Individual Quarter Work Plan Self-Assessment for Q2			
		Hold team meeting to: <b>Task 3.2:</b> Conduct Team Quarterly Work Plan Review for Q2 <b>Task 2.1:</b> Develop Team Quarterly Work Plan for Q3		
		Hold Individual meetings with team members to: <b>Task 3.3:</b> Conduct Individual Quarterly Work Plan Review for Q2 <b>Task 2.3:</b> Agree Individual Quarterly Work Plan for Q3	Hold individual meetings with Team Leaders to: <b>Task 3.4:</b> Conduct Team Leader Quarterly Work Plan Review for Q2 <b>Task 2.2:</b> Approve Team Quarterly Work Plan for Q3	

Month	Team Member	Team Leader	Dept Director	Director General
<b>July / August</b>				
<b>End of September</b>	<b>Task 3.1:</b> Complete Individual Quarter Work Plan Self-Assessment for Q3	Hold team meeting to: <b>Task 3.2:</b> Conduct Team Quarterly Work Plan Review for Q3 <b>Task 2.1:</b> Develop Team Quarterly Work Plan for Q4		
		Hold Individual meetings with team members to: <b>Task 3.3:</b> Conduct Individual Quarterly Work Plan Review for Q3 <b>Task 2.3:</b> Agree Individual Quarterly Work Plan for Q4		
		Hold individual meetings with Team Leaders to: <b>Task 3.4:</b> Conduct Team Leader Quarterly Work Plan Review for Q3 <b>Task 2.2:</b> Approve Team Quarterly Work Plan for Q4		
<b>October / November</b>				
<b>End of December</b>	<b>Task 3.1:</b> Complete Individual Quarter Work Plan Self-Assessment for Q4	Hold team meeting to: <b>Task 3.2:</b> Conduct Team Quarterly Work Plan Review for Q4 <b>Task 4.1:</b> Conduct Team Annual Evaluation		
		Hold Individual meetings with team members to: <b>Task 3.3:</b> Conduct Individual Quarterly Work Plan Review for Q4 <b>Task 4.2:</b> Individual Annual Performance Evaluation		
		Hold individual meetings with Team Leaders to: <b>Task 3.4:</b> Conduct Team Leader Quarterly Work Plan Review for Q3 <b>Task 4.3:</b> Team Leader Annual Performance Evaluation		
		<b>Task 4.2:</b> Approve Individual Annual Performance Evaluations		
		<b>Task 4.3:</b> Approve Team Leader Annual Performance Evaluations		
<b>January</b>				
<b>Next year February</b>				Hold individual meetings with Department Directors to: <b>Task 4.4:</b> Conduct Director Annual Performance Evaluation of the previous year