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| **JAMAICA INFORMATION SERVICE**  **EMPLOYEE PERFORMANCE MANAGEMENT & DEVELOPMENT REVIEW**  **Senior Management- Grades 1-3** | | | | | |
| **EMPLOYEE INFORMATION** | | | | | |
| **SECTION A.** | | | | | |
| **FULL NAME:** | | | | **EMPLOYEE #:** | |
| **JOB TITLE:** | **GRADE:** | **DIVISION:** | | **DEPARTMENT:** | |
| **SECTION B. PARTICULARS OF APPRAISER**  **FULL NAME: JOB TITLE: GRADE:** | | | | | |
| **SECTION C. PARTICULARS OF REVIEWER**  **FULL NAME: JOB TITLE: GRADE:** | | | | | |
| **SECTION D. PURPOSE OF EVALUATION: (Please tick below where applicable)**  **ANNUAL ACTING APPOINTMENT PROMOTION**  **PROJECT TRANSFER JOB ROTATION INTERIM- 6mths**  **PROBATION**    **OTHER, (Please explain)** | | | | | |
| **EVALUATION RECORD** | | | | | |
| **REVIEW PERIOD: FROM: TO:**  **dd/mm/yy dd/mm/yy** | | | | | |
| **DATE EMPLOYED:** | | | **DATE ASSUMED CURRENT POSITION:** | | |
| **OVERALL SCORE:** | | | **ACTION START DATE:**  **dd/mm/yy** | | |
| **PERFORMANCE REVIEW INSTRUCTIONS** | | | | |
| **1**.        All information on this Employee Performance Management and Development Review Form should be in **BLOCK CAPITALS, script or be typewritten**. If the space provided on this Form for stating the set objectives/tasks or comment is insufficient, the additional information may be inserted on a separate sheet. | | | | |
| **2.        SETTING OBJECTIVES AND COMPETENCIES:**  The Individual Objectives, which must be derived from the Divisional Objectives and/or Job Functions, must be agreed between the employee and the immediate supervisor at the start of the review period and entered in Section G. The objectives must be Specific, Measurable, Achievable, Results-oriented, Time-based (SMART) and should relate to the targets established in the Corporate Strategic Plan for the same period - e.g. To reduce overtime costs in the Department from 200 to 120 hours by December 31 at a cost not exceeding $50,000. | | | | |
| **3.        PERFORMANCE MANAGEMENT PROCESS:**  Supervisors are required to monitor and review, periodically, the actual performance of their direct reports, against the agreed objectives and other related job functions to provide ongoing and timely feedback to the employee. However, a formal written Performance Appraisal and Development Review must be conducted at least twice per year. The appraisee must participate in the meeting and sign the form to record his input in the process. | | | | |
| **After the Performance Management and Development Review Meeting, and prior to submission to the HRD, the Appraiser must discuss the performance ratings and plans with the Reviewer (that is, with the immediate Supervisor or Head of Department).** | | | | |
| **4.        SCORING METHOD:**  The Supervisor and appraisee should agree and assign the relative weight of each objective based on its importance. The overall weighting should be 100%. It should be noted that the weights for the competencies are fixed by the management. | | | | |
| Key:  P = Priority Weighting R = Rating TS = Total Score  a.        Priority Weighting: Establish the relative weights for each MAJOR objective and enter in the P column. The total of the priority weighting must be 60%. e.g. Most important objective - 35%; Next in importance - 25% etc.  b.        Rating: Rate the employee’s performance for each objective on a scale of 1 - 5 and enter in the R column:  **RATING SCALE**:  **OBJECTIVES:** The total priority weighting must be 60%.  N/A – Not Applicable to employee.  **1.0 – 1.4** **Unsatisfactory**- Achieves **less than 50%** of the target. Significant corrective action is necessary. Achievements  consistently fell below the objectives. Immediate improvement is required in order to avoid disciplinary action.  **1.5 – 2.4** **Needs Improvement**- Achieves **50% - 64%** of the target. Frequently did not meet several of the objectives. Needs to  focus on improving weak areas outlined in the development plan in order to achieve the required level of  performance.  **2.5 – 3.4** **Meets Expectation** - Achieves **65% - 84%** of target. Employee’s overall performance is acceptable for accomplishing  objectives. In some areas, may have exceeded work objectives whereas in others, may have occasionally fallen  short.  **3.5 – 4.4** **Exceeds Expectation** - Achieves **85%-94%** of target. Employee’s performance substantially contributes towards  achieving the organisation’s results.  **4.5 – 5.0** **Outstanding** - Achieves **at least 95%** of target. Employee’s performance consistently exceeds the requirements of  the job. Employee has achieved levels of mastery in job knowledge and skill.  **COMPETENCIES:** The total of the Priority weighting must be 40%.    N/A – Not Applicable to employee.  **1.0 – 1.4 Important omissions in major aspects. Generally exhibits significant performance problems. Job knowledge**  **deficient. Teamwork and service quality poor.**  **1.5 – 2.4 Weaknesses in some areas. Performance problems experienced. Work volume inconsistent. Rarely goes beyond**  **defined job responsibilities. Teamwork and service quality below average.**  **2.5 – 3.4 Meets established criteria. Generally produces expected volume of work and displays good work attitude. Takes**  **initiative to solve problems. Service quality and teamwork good.**  **3.5 – 4.4 Demonstrates skills at a level beyond established standards. Sometime exceeds expectations and never falls below**  **standards. Volume and consistency of output clearly above average. Performs at a commendable level.**  **Demonstrates a high level of professionalism. Often identifies problems and makes recommendations to resolve**  **them. Service quality and teamwork clearly above average.**  **4.5 – 5.0 Demonstrates skills far beyond established standards. Consistently exceeds expectations, exceptional**  **performance. Demonstrates initiative consistently at a high level. Positive attitude towards helping others.**  **Foresees and responds to problems with a sense of urgency.** | | | | |

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| **SECTION E**  **CORPORATE OBJECTIVES 2018-2019** | |
| 1 | To be the leading source of GOJ Information, with special emphasis on the strategic priorities of the Administration |
| 2 | To provide state-of-the-art media services for the GOJ and our clients, built on a cutting edge ICT platform. |
| 3 | To have a brand that is recognized by our clients and the public for providing high quality products and services. |
| 4 | To build and maintain a high performance workforce. |
| 5 | To maintain Executive Agency status in accordance with the Financial Administration and Audit Act, the Executive Agency Act and the Regulations. |
| **SECTION F DIVISIONAL OBJECTIVES** | |
| **DIVISION:** | |
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| **SECTION G INDIVIDUAL OBJECTIVES** | | | | | | |
| **Rating Scale** | | | | | | |
| **N/A**- | | Not Applicable to employee. No basis for judgement. Have not observed the skill or activity. | | | | |
| **1.0 – 1.4** | | **Unsatisfactory**- Achieves **less than 50%** of the targets. Significant corrective action is necessary. Achievements consistently fell below the objectives. Immediate improvement is required in order to avoid disciplinary action. | | | | |
| **1.5 – 2.4** | | **Needs Improvement**- Achieves **50% - 64%** of the targets. Frequently did not meet several of the objectives. Needs to focus  on improving weak areas outlined in the development plan in order to achieve the required level of performance. | | | | |
| **2.5 – 3.4** | | **Meets Expectation** - Achieves **65% - 84%** of targets. Employee’s overall performance is acceptable for accomplishing  objectives. In some areas, may have exceeded work objectives whereas in others, may have occasionally fallen short. | | | | |
| **3.5 – 4.4** | | **Exceeds Expectation** - Achieves **85%-94%** of targets. Employee’s performance substantially contributes towards achieving the organisation’s results. | | | | |
| **4.5 – 5.0** | | **Outstanding** - Achieves **at least 95%** of targets. Employee’s performance consistently exceeds the requirements of the job. Employee has achieved levels of mastery in job knowledge and skill. | | | | |
| **Justify scores above 4 and below 2** | | | | | | |
| **INDIVIDUAL OBJECTIVES** | | | **COMMENTS** | **PRIORITY WEIGHT-ING (P) %** | **RATING (R)** | **TOTAL SCORE (P x R)** |
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| **ADDITIONAL ACCOMPLISHMENTS** | | | **COMMENTS** | | | |
| **1** |  | |  |  |  |  |
| **2** |  | |  |  |  |  |
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| **SUB-TOTAL** | | | | **60** |  | **x** |
| **AVERAGE** | | | |  |  | **x** |

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| **SECTION H COMPETENCIES – Grades 1-3** | | | | | |
| **Rating Scale:** | | | | | |
| **N/A** | **Not Applicable to employee.** | | | | |
| **1.0 – 1.4** | **Important omissions in major aspects. Generally exhibits significant performance problems. Job knowledge deficient. Teamwork and service quality poor.** | | | | |
| **1.5 – 2.4** | **Weaknesses in some areas. Performance problems experienced. Work volume inconsistent. Rarely goes beyond defined job responsibilities. Teamwork and service quality below average.** | | | | |
| **2.5 – 3.4** | **Meets established criteria. Generally produces expected volume of work and displays good work attitude. Takes initiative to solve problems. Service quality and teamwork good.** | | | | |
| **3.5 – 4.4** | **Demonstrates skills at a level beyond established standards. Sometime exceeds expectations and never falls below standards. Volume and consistency of output clearly above average. Performs at a commendable level. Demonstrates a high level of professionalism. Often identifies problems and makes recommendations to resolve them. Service quality and teamwork clearly above average.** | | | | |
| **4.5 – 5.0** | **Demonstrates skills far beyond established standards. Consistently exceeds expectations, exceptional performance. Demonstrates initiative consistently at a high level. Positive attitude towards helping others. Foresees and responds to problems with a sense of urgency.** | | | | |
| **COMPETENCIES** | | **COMMENTS** | **PRIORITY WEIGHT-ING (P) %** | **RATING (R)** | **TOTAL SCORE (P x R)** |
| 1. **Service Orientation** | |  | **4** |  |  |
| 1. Listens and responds effectively to customers. 2. Resolves customers’ problems to their satisfaction. 3. Uses team approach when dealing with customers. 4. Commits to exceeding customer expectation. 5. Respects internal and external customers. | |  |  |  |  |
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| 1. **Communication & Interpersonal Relations** | |  | **4** |  |  |
| 1. Speaks with confidence and credibility. 2. Listens well and solicits feedback. 3. Clear concise communicator. 4. Manages a variety of constituents. 5. Encourages others to express diverse opinions. | |  |  |  |  |
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| 1. **Leadership** | |  | **5** |  |  |
| 1. Communicates the Agency’s vision, mission and values. 2. Energises commitment to goals across the Agency. 3. Builds consensus and trust. 4. Delegates effectively and leads by example. | |  |  |  |  |
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| 1. **Motivation/Commitment** | |  | **3** |  |  |
| 1. Demonstrates strong commitment to business needs. 2. Follows through on commitment. 3. Self driven to achieve stretch targets. 4. Demonstrates recognition and concern for others. | |  |  |  |  |
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| 1. **Collaboration/Teamwork** | |  | **3** |  |  |
| 1. Develops cooperative professional relationships across the Agency. 2. Values group over individual performance. 3. Understands team members and individual values, goals and priorities and align them with the organisation. 4. Works effectively with the team. | |  |  |  |  |
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| **COMPETENCIES- Grades 1-3** | | | | **COMMENTS** | **PRIORITY WEIGHT-ING (P) %** | | **RATING (R)** | **TOTAL SCORE (P x R)** |
| 1. **Business Acumen** | | | |  | **4** | |  |  |
| 1. Contributes to the business planning process. 2. Tracks expenses and implements cost saving measures to stay within budget. 3. Contributes to policy formulation and review. | | | |  |  | |  |  |
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| 1. **Learning/Performance Improvement** | | | |  | **4** | |  |  |
| 1. Mentors and coaches others. 2. Continuously assesses and improves efficiency. 3. Completes performance appraisals. 4. Provides regular feedback. | | | |  |  | |  |  |
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| 1. **Professionalism/Personal Development** | | | |  | **3** | |  |  |
| 1. Demonstrates high integrity, ethics and values. 2. Commits to personal and organisational development. | | | |  |  | |  |  |
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| 1. **Self Management** | | | |  | **2** | |  |  |
| 1. Manages personal limitations (time weaknesses etc.). 2. Practices self restraint. 3. Accepts accountability for own actions. | | | |  |  | |  |  |
| 1. **Strategic Vision, Focus and Understanding** | | | |  | **5** | |  |  |
| 1. Communicates and manages the Agency’s alignment with the strategic plan and vision. 2. Champions solutions. 3. Possesses sound knowledge of the Agency’s mandate. 4. Demonstrates a clear understanding of how the job impacts on the Agency’s performance. | | | | |  | |  |  |
| **11. Problem solving** | | | | | **3** | |  |  |
| 1. Gathers appropriate information/ input for decision making. 2. Ability to make unbiased judgement. 3. Respects others’ decisions. | | | | |  | |  |  |
| **COMPETENCIES SUB-TOTAL** | | | | | **40** | |  | **x** |
| **INDIVIDUAL OBJECTIVES B/F** | | | | | **60** | |  | **X** |
| **OVERALL SCORE** | | | | | **100** | |  | **X** |
| **AVERAGE** | | | | |  | |  | **X** |
| **FINAL SCORE INTERPRETATION** | | | | | | | | |
| 1. **– 1.4** | | **0 - 49%** | **Unsatisfactory -** Achieves less than 50% of the targets | | | | | |
| **1.5 – 2.4** | | **50 – 64%** | **Needs Improvement -** Needs to focus on improving performance in weak areas outlined in development plan. | | | | | |
| **2.5 – 3.4** | | **65 – 84%** | **Meets Expectations -** May have exceeded work objectives in some areas and may have fallen short occasionally | | | | | |
| **3.5 – 4.4** | | **85 - 94%** | **Exceeds Expectations -** Performance substantially contributes to achieving organization’s results | | | | | |
| **4.5 – 5.0** | | **95 - 100%** | **Outstanding -** Performance consistently exceeds the requirements of the job. Employee has achieved levels of mastery in job knowledge and skill. | | | | | |
| **SECTION I**  **EMPLOYEE DEVELOPMENT PLAN & COMMENTS** | | | | | | | | |
| **IMPROVEMENT NEEDED:** | | | | | | **BY WHEN (DD/MM/YY)** | | |
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| **EMPLOYEE’S COMMENTS (e.g. ON THE COMPANY’S POLICIES,PRACTICES, THIS REVIEW)**  **EMPLOYEE’S SIGNATURE DATE:**  **dd/mm/yy** | | | | | | | | |
| **APPRAISER’S COMMENTS (e.g. on the overall performance, staff development)**  **APPRAISER’S SIGNATURE DATE:**  **dd/mm/yy** | | | | | | | | |
| **REVIEWER’S COMMENTS (e.g. On the overall performance of employee, staff development)**  **REVIEWER’S SIGNATURE DATE:**  **dd/mm/yy** | | | | | | | | |
| **FOR HUMAN RESOURCES DEPARTMENT/TRAINING & DEVELOPMENT** | | | | | | | | |
| **CONTENTS REVIEWED BY: HR UNIT DATE:**  **dd/mm/yy**  **TRAINING UNIT DATE:**  **dd/mm/yy** | | | | | | | | |
| **SCORE RECORDED BY: DATE:**  **dd/mm/yy** | | | | | | | | |

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| **SECTION J Strategic Initiatives for Next Reporting Period**  **( Strategic Initiatives are to be aligned to the Corporate Strategic Goals)** | | | |
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| **SECTION K**  **DIVISIONAL OBJECTIVES** | | | |
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| **SECTION L INDIVIDUAL OBJECTIVES** | | **PRIORITY WEIGHTING (P) %** | **BY WHEN (DD/MM/YY)**  **%AGE OF TARGET TO BE MET** |
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| **OVERALL SCORE** | | 100 |  |