



Independent State of Papua New Guinea

GENERAL ORDER NO. 5

**STAFF DEVELOPMENT, CAREER PATH PLANNING
& COMPETENCY BASED PERFORMANCE APPRAISAL**

Being a General Order to effect staff development programs, establish career path plans and performance appraisal of officers of the Public Service. This General Order details the procedures for planning staff development programs, including on the job and off the job training, work experience, counselling and assessment of performance and career path planning to improve productivity and efficiency in the Public Service.

Made under the:-

Public Services (Management) Act 1996 (as amended)

I, **John M Kali OBE**, Departmental Head of the Department of Personnel Management, by virtue of the powers conferred by Section 70 of the **Public Services (Management) Act 1996**, and all other powers me enabling, hereby issue General Order No 5, as part of the Fourth Edition of General Orders effective on and from 1st January 2012 and to remain in force until further notice.

JOHN M KALI OBE
Secretary

GENERAL ORDER NO. 5

STAFF DEVELOPMENT, CAREER PATH PLANNING & COMPETENCY BASED PERFORMANCE APPRAISAL

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GENERAL POLICY OBJECTIVES

- 5.1 This General Order is to be read together with General Order 6, which provides details of Public Service Training and Training Policy which is an integral part of the Staff Development process and contributes to the development of skills and knowledge of each individual.
- 5.2 This General Order details the procedures for planning staff development programs, which will include “on the job” and “off the job” training, work experience, counseling and assessment of viable career paths which will also improve the efficiency and productivity of each Department.
- 5.3 Staff Development is a management process which focuses upon the development needs of individuals related to their own level of competency to perform their roles and functions. Staff development processes must be designed to ensure that every individual is developed to utilise their capabilities to the maximum benefit of the Public Service and for their own benefit.
- 5.4 Departmental Heads are responsible for ensuring that proper staff development programs are in place and that staff are appraised regularly and the progress of their development is assessed utilising the procedures in this General Order. For this purpose the Departmental Staff Development & Training Committees established under this General Order must also advise the Departmental Head on staff development, career path planning and performance appraisal.

LEGISLATIVE OBLIGATIONS

- 5.5 Section 44 of the *Public Services (Management) Act* determines that the Secretary, Department of Personnel Management is responsible for initiating and coordinating staff, career and training plans in the Public Service. In other words, the Secretary is responsible for policy development and for overseeing implementation of staff development in the Public Service.
- 5.6 Departmental Heads are responsible under the Act for preparing and implementing their own staff development and training plans and for controlling career path planning and training in line with their respective Departmental staff and work needs.

DEPARTMENTAL STAFF DEVELOPMENT & TRAINING COMMITTEE

- 5.7 A Departmental Head shall appoint a **Staff Development & Training (SD&T) Committee** under General Order 5 to advise on staff development and training policy and the interpretation and implementation of this General Order.
- 5.8 The SD&T Committee comprises the Deputy Secretary with responsibility for training

matters, the Human Resource/Training Manager and the Staff Development & Training Officer.

Appointment of a Responsible Officer for the Conduct of Staff Development

- 5.9 Each Department will appoint a qualified and experienced training officer accredited by the Department of Personnel Management, normally a Staff Development & Training Officer, who will be made responsible by job description and this General Order for compliance with staff development functions within his/her Department.
- 5.10 The Staff Development & Training Officer will be responsible to the Chairperson of the Staff Development & Training Committee for advice on staff development as described under this General Order.

GENERAL PRINCIPLES OF STAFF DEVELOPMENT

APPLICATION OF DEPARTMENTAL CORPORATE PLANS

- 5.11 Government Policy requires that all Departments produce a five year Corporate Plan which will identify the Department's Mission and Corporate Goals. The Plan also identifies organisation and staff goals and training priorities derived from the overall Corporate Plan.
- 5.12 Complementing their Corporate Plans, each Department will describe broad staff development and training plans over the five year period, together with strategies for career path planning for key job groups identified by the Department, in consultation with the Secretary, Department of Personnel Management from time to time.
- 5.13 From the Corporate Plans, Key Result Areas for organisation and jobs are to be identified, and job descriptions produced to support the Department's organisation needs in accordance with General Order 2.

JOB DESCRIPTION, ACCOUNTABILITIES AND COMPETENCIES

- 5.14 The starting point for identification of staff development and training needs from an organisational and individual view point shall be the job description for every job, in the prescribed format under General Order 2.
- 5.15 Job Descriptions provide information on the job purpose, major job duties, accountabilities or outputs required of the job holder (wherever possible in quantitative form) and the competencies required of the job holder to satisfactorily perform the job.
- 5.16 The content of the job description provides the manner in which officers are selected according to their individual work experience, qualifications and competencies to fill positions in the Department's organisation on merit alone, in accordance with General Order 3.
- 5.17 Job descriptions are also to provide the basis for individual training needs assessment, staff development programs and the assessment of performance against job accountabilities and performance targets.

ASSESSMENT OF PERFORMANCE

- 5.18 Of necessity, staff development activities must encompass the measurement of individual past work performance in order to determine remedial action which may comprise, counseling disciplinary action, monetary reward, changed work experience and/or training.
- 5.19 Assessment of performance during probation under General Order 4 determines whether or not an officer is to be accepted for permanency in the Public Service. The performance assessment or appraisal process is described under this General Order and the Performance Appraisal Guidelines attached, and must be activated by the Staff Development & Training Committee at the intervals prescribed in the respective General Orders.

ASSESSMENT OF TRAINING NEEDS

- 5.20 In order to comply with legislative requirements to produce annual and five year training plans, and as part of the staff development and training process described under this General Order, a Training Needs Analysis must be conducted in accordance with General Order 6.
- 5.21 The starting point for an assessment of training needs and development of a training strategy and training plans for the organisation is the prescribed job description written pursuant to provisions of General Order 2.

CAREER PATH PLANNING FOR KEY JOB GROUPS

- 5.22 Career Path Planning is a strategy designed to match the skills, experience, qualifications and competencies of selected individual officers in key job groups to best meet the needs of each organisation and at the same time provide motivation for each individual. (See paragraphs General Order 5.31 to General Order 5.42 in this General Order for details on the application of career path plans to individual officers).
- 5.23 In practice, the establishment of career path plans will be limited to a minority of managerial, supervisory and professional positions. The established job families described under General Order 13 are to be assigned standard progression or promotional routes together with expected minimum periods of time at each job level within the job family.
- 5.24 In compliance with the Act, Departmental Heads are required to publicise standard career path routes for all technical, professional, supervisory and management job families within all work disciplines, showing the minimum time for training, qualifications and work experience within each job level, prior to progression to the next level.
- 5.25 In respect to senior management positions within each Department, the Staff Development & Training Committee shall describe the promotional routes and likely times for progression for each officer for discussion and agreement between the Departmental Head and with each senior officer at the time of issuing annual performance appraisal results.

ASSIGNMENT TO LONG TERM STAFF DEVELOPMENT PROGRAMS FOR SENIOR OFFICERS AND KEY PROFESSIONAL STAFF

- 5.26 By utilising results of the Corporate Planning Objectives and the Performance Appraisal System described in this General Order, Departmental Training Plans and the Career Path Plans described in paragraphs General Order 5.22 to General Order 5.25, Staff Development & Training Committees are to determine an appropriate staff development program for each individual senior officer for approval by the Departmental Head.
- 5.27 Senior Officers are defined as Assistant Secretaries, Deputy Directors, First Assistant Secretaries, Directors and Deputy Secretaries and their equivalent managerial categories in other public sector organisations which utilise these General Orders.
- 5.28 Key professional staff, including all university graduates, should also have formal staff development programs to cater for their personal development in line with Departmental staff training needs and to inspire, motivate and retain key resource personnel.
- 5.29 Staff Development Programs shall include the following components:
- (a) Job Description with Accountabilities and Required Competencies
 - (b) Relevant extracts from Corporate Training Plans
 - (c) Standard progression (promotion) routes within the job family and related job families
 - (d) Minimum times at each position within a job family (Career Path Planning Template)
 - (e) Essential on- and off-the-job training courses designed to achieve competencies and reach satisfactory operating efficiency to justify promotion to each position within a job family
 - (f) Essential work and responsibility experience required to meet performance standards
 - (g) Performance Appraisal Guidelines
 - (h) Timetable for performance appraisal.
- 5.30 Staff development programs must provide a guide to an officer's future career prospects in order for a Departmental Head to demonstrate an interest in an officer's future development and thereby provide job motivation.

CAREER PATH PLANNING

GENERAL OBJECTIVES AND CONSTRAINTS IN DESIGNING CAREER PATH PLANS

- 5.31 Career Path Planning is designed first and foremost to tailor an officer's personal skills, knowledge and competency development to meet the staff needs of an organization. An organisation will satisfy the development and career aspirations of individual officers only if such aspirations complement and conform to the organisational and work needs of the Department.
- 5.32 Departmental Heads are not permitted to make any binding verbal or written commitments to an officer which provide any kind of Departmental guarantee on future promotion within his/her Department. An individual officer's progression is to be

determined by the existence of a vacancy in the job family and application of the selection and appointment process under General Order 3.

- 5.33 All officers covered by this General Order on staff development and training programs are required to apply for vacant positions to which they aspire and to compete with all other officers who may apply for the same positions.
- 5.34 Career path planning will indicate to an officer covered by these provisions the promotional route through a managerial, professional or technical job family, together with the minimum likely experience (time to progress) needed to achieve the desired work experience, the qualifications and competencies at each level in the job family.

DESIGNING CAREER PATH PLANS FOR OFFICERS IN KEY JOB CATEGORIES AND MATCHING AN OFFICER'S WORK EXPERIENCE AND COMPETENCIES TO SPECIFIC CAREER PLANS

- 5.35 The Department of Personnel Management has developed **Guidelines on Structuring Career Path Plans**. Departments are required to utilise the Guidelines in preparing a report on the numbers of officers in Key Job Categories who are catered for by Career Path Plans.
- 5.36 Career Path Plans must take into account individual performance shortfalls and training needs measured annually under the Performance Appraisal System described herein. Staff Development Plans, inclusive of the Career Path Plans, are to reflect the need to develop and improve specific competencies required by the position occupied.
- 5.37 Officers who are understudying non-citizen contract officers or consultants under the requirement of General Order 14 which governs non-citizen employment shall be fully informed of the localization plans as part of his/her overall career path plans.

ENFORCING CAREER PATH PLANS

- 5.38 The *Public Services (Management) Act* requires that officers who depart from their substantive positions to undertake training and staff development courses should not be penalised in their career prospects and on return from training should be promoted as soon as possible to the positions for which they have been trained.
- 5.39 In order to effect this legislated requirement, positions held substantively by officers undertaking training shall not be filled substantively subject to General Order 5.40 by any other officer and may be filled by the Departmental Head on an acting basis only, pending the return of the substantive office holder from training.
- 5.40 In the event of a reorganisation effected whilst an officer is absent from substantive office on training, the Departmental Head shall as far as possible retain the said officer's position, or provided that the officer's substantive position has not been affected by redundancy, retain an alternative vacancy which the officer will occupy on return from training, provided that he/she has passed the examinations in accordance with this General Order.
- 5.41 The Secretary, Department of Personnel Management, on request from a Departmental Head, may designate positions which are the subject of this General Order as positions

under the *Public Services (Management) Act* and General Order 3 which shall not be subject to the selection and appointment process. This power has been delegated to Departmental Heads under the devolution strategy and shall be exercised in consultation with the Department of Personnel Management.

- 5.42 The requirements under this General Order are also repeated under the Selection and Appointment Provisions of General Order 3.

PERFORMANCE APPRAISAL SYSTEM

PURPOSE OF PERFORMANCE APPRAISAL

- 5.43 The Performance Appraisal System is facilitated by the **Staff Performance Appraisal Guidelines**, attached to this General Order, together with the **Staff Performance Appraisal Form SDT 5.1**.
- 5.44 One of the major instruments for measuring the performance of individual officers is through the Performance Appraisal System. This system will assist agencies to highlight staff deficiencies in terms of skills in particular occupational categories and project a relevant training program to address this situation. It is also used to determine promotional potential and to assess the need for counselling and ultimately for disciplinary action.
- 5.45 Performance Appraisal evaluates past performance and at the same time assists in identifying areas of weakness thereby creating opportunities for future staff development. The process must comprise both a measure of the work to be performed, together with a measure of the competency of the officer required to perform the work.
- 5.46 The Performance Appraisal System is designed to improve the overall work performance of each officer in the Public Service in a number of ways:
- (a) Firstly, to create a culture of accountability for high standards of work performance together with a reward system for good performance and a penalty system for poor performance;
 - (b) Secondly, to provide a pay method enabling supervisors to reward their subordinate officers' improved work performance through annual salary increments, thereby raising morale and a motivating effort;
 - (c) Thirdly, to identify areas of performance that can be improved by counselling, training, new work experience and/or other staff development activities, including identifying potential for promotion;
 - (d) Fourthly, by promoting efficient work performance in officers that will enable them to contribute meaningfully towards achievement of their Departments' organisational goals.

PERFORMANCE APPRAISAL GUIDELINES

- 5.47 The Performance Appraisal System will succeed in meeting the purposes defined above only

if the officers being appraised are provided with full details of the work results expected of them. Departmental Heads and Supervisors must continuously ensure that:

- (a) officers are to be informed of the Key Result Areas in their job descriptions and the tasks and the performance standards expected of them each year; and,
- (b) officers are to be provided with constructive and ongoing feedback on their individual performance through counseling and on-the-job training and development by their supervisors; and,
- (c) officers are to be regularly informed by their Departmental Heads of the achievements of their Departments and their contributions thereto; and,
- (d) officers are to be treated fairly in relation to other officers, counselled frequently about performance shortfalls and disciplined in a timely manner where necessary.

5.48 The end result of the "**competency based results oriented**" Performance Appraisal System will be continuously improving work performance, provided that managers and supervisors maintain open and constructive relationships with their subordinate officers and communicate their performance outcomes on a frequent basis.

OFFICERS ENTITLED TO PERFORMANCE REVIEWS

5.49 The Performance Appraisal Form SDT5.1 is to be used for all probationary and permanent officers, having 6 months service or more, under provisions of various General Orders. Appraisal for Probationary Officers may be conducted quarterly in order to focus on specific staff development needs.

5.50 Performance Reviews must be conducted for all categories of public servants described herein at the frequency stated in relevant General Orders for the purpose of personnel administration and effective management of the Public Service as follows:

- (a) for probationary officers under General Order 4 for the purpose of assessing suitability of a probationary officer for permanency in the Public Service, at quarterly intervals;
- (b) for officers on staff development programs under this General Order, to be conducted at six monthly intervals annually for the purpose of assessing the progress and performance of each officer against staff development programs, to identify training needs etc;
- (c) for contracted officers, under General Order 9 for the purpose of assessing whether or not a Departmental Head wishes to renew a contract of employment;
- (d) for all permanent officers, under General Order 13, for purposes of assessing performance to award salary increments, where merited by the review;
- (e) for all permanent officers applying for positions in which promotion is involved, under General Order 3, to enable selection panels to make effective decisions based upon the merit of candidates.

NATIONAL PUBLIC SERVICE



STAFF PERFORMANCE APPRAISAL FORM

PERSONAL DETAILS OF OFFICER BEING ASSESSED:

Surname:	Other names:
Employment Number:	Previous names (if any):
Department/Administration/Agency:	Division/Branch/Unit:
Substantive position and No:	Acting position and No: <i>(if applicable)</i>
First Review Period:	Second review period :
Supervisor's name:	Supervisor's current position:

Staff Performance Appraisal Form SDT5.1

PART A: ANNUAL STAFF WORK PLAN

The tasks, duties, projects and activities taken from the agency's *Management Action Plan* and the officer's Job Description and any other duties or tasks that the officer is responsible for are to be written down at the BEGINNING of the appraisal period and the evaluation to be done at the END of the appraisal period.

INSTRUCTIONS FOR COMPLETING PART A:

1. In the **FIRST COLUMN**, first write down all the MAP Activities from the MAP Implementation Schedule or Business Plan activities that you have to do or assist with during the year and put in the MAP reference number.
2. If the MAP or Business Plan is very broad or general, and you are only doing a part of it, list the MAIN parts or tasks you will do in relation to that MAP activity. DO NOT list every single step involved.
3. In the **FIRST COLUMN**, list ongoing duties from the Job Description that you have to do during the year and put in the Job Description reference number.
4. In the **FIRST COLUMN**, List ANY other regular duties you have to do this year that are NOT in the MAP or in your Job Description.
5. In the **SECOND COLUMN**, Write down the specific outputs you have to produce in relation to these activities. That is, what specific thing (e.g. report), product (e.g. new database) or outcome (e.g. a better process) do you have to make or create?
6. In the **THIRD COLUMN**, Write down the due date for the activity. This can be one of three specified times or dates:
 - A set date (e.g. finish project by 31 August)
 - A turn around time (e.g. 5 days to reply to a letter)
 - Ongoing activity which has to be done all the time (write down "ongoing")

1. Required activities, tasks, projects and duties within the next 12 months	2. Required work output or result from this officer	3. Due date	4. MAP ref #	5. JD ref #	6. Rating out of five		7. Highest possible score : 5	
					1 st	2 nd	1 st	2 nd

Staff Performance Appraisal Form SDT5.1

1. Required activities, tasks, projects and duties within the next 12 months	2. Required work output or result from this officer	3. Due date	4. MAP ref #	5. JD ref #	6. Rating out of five		7. Highest possible score : 5	
					1 st	2 nd	1 st	2 nd
A. TOTAL SCORE FOR ANNUAL STAFF WORK PLAN:								

Supervisor's comments on activities, tasks, and duties and ratings: *(compulsory)*

Officer's comments on activities, tasks, and duties and ratings: *(compulsory)*

Staff Performance Appraisal Form SDT5.1

PART B: REQUIRED JOB COMPETENCIES AND SKILLS

INSTRUCTIONS FOR COMPLETING PART B:

1. At the beginning of the appraisal period, the Supervisor is required, in consultation with the officer who occupies the positions, to identify and list in **PART B** up to SIX (6) main job competencies and skills for the position that the officer occupies (e.g. writing skills; computer skills; negotiation and advocacy skills; accountancy skills; presentation skills; filing skills; gardening skills; driving skills; etc). In other words, what skills knowledge does the position need to carry out the activities identified in Part A?
2. In addition, staff with supervisory responsibilities are to be assessed on the standard additional four (4) management competencies in the table below

JOB COMPETENCIES AND SKILLS	Rating out of five		Highest possible score : 5	
	1 ST	2 ND	1 ST	2 ND
1.				
2.				
3.				
4.				
5.				
6.				
Additional competencies for supervisory and managerial positions				
7. Strategic and business planning skills				
8. Budgeting and financial management skills (if required in position)				
9. Leadership and staff supervision skills				
10. Written and verbal communication skills				
B. Total score for required job competencies and skills:				

Supervisor's comments on job competencies and skills: (compulsory)

Officer's comments on job competencies and skills: (compulsory)

GUIDE TO THE FIVE LEVEL RATING APPLICABLE TO PART A (WORK PLAN) AND PART B (SKILLS & COMPETENCIES)

The following guide to the performance ratings should be used by Supervisors when assessing the officer and allocating a rating in **Part A** and **Part B** of the *Staff Performance Appraisal Form*.

Performance Ratings Guide to Part A and Part B

1. WELL BELOW REQUIRED LEVEL	
1. Timing:	Most of the time does not meet required deadlines
2. Output:	Most of the time does not produce the required work
3. Quality Level:	Most of the time does not meet the required quality level or professional standards for the activity or area of work
2. BELOW REQUIRED LEVEL	
1. Timing:	Regularly does not meet required deadlines without a reasonable excuse
2. Output:	Regularly does not produce the required work
3. Quality Level:	Regularly does not meet the required quality level or professional standards for the activity or area of work
3. AT REQUIRED LEVEL	
1. Timing:	Generally and regularly meets required deadlines and if not has a reasonable excuse
2. Output:	Generally and regularly produces the required output or performs the ongoing work and if not has a reasonable excuse
3. Quality Level:	Generally and regularly meets the required quality level or professional standards for the activity or area of work
4. ABOVE REQUIRED LEVEL	
1. Timing:	EXCEEDS and PROMPTLY MEETS all required deadlines or has reasonable excuse for not meeting them
2. Output:	Generally and regularly produces MORE THAN the required output or ongoing work
3. Quality Level:	Generally and regularly EXCEEDS the required quality level or professional standards for the activity or area of work
5. WELL ABOVE THE REQUIRED LEVEL	
1. Timing:	Generally and regularly finishes the required work WELL BEFORE the required deadlines or has a VERY GOOD excuse for not meeting them
2. Output:	Generally and regularly produces MORE THAN the required output or ongoing work and VOLUNTARILY takes on extra work
3. Quality Level:	Generally and regularly EXCEEDS AT AN OUTSTANDING AND EXCELLENT LEVEL the required quality level or professional standards for the activity or area of work

Staff Performance Appraisal Form SDT5.1

PART C: GENERAL WORK STANDARDS

NOTE: In the Table below, the *regular and ongoing* personal work related characteristics of an officer *during the appraisal period* are to be rated as either SATISFACTORY (scores 2 points) or NEEDS IMPROVEMENT (scores 1 point) in PART C. Please see the *Staff Performance Appraisal Guidelines* and the guide below for definitions of the terms used in the table below.

If rated as needing improvement, the improvement required should be identified and written down on the form and the officer should be re-assessed in three months in this area.

Personal Work Related Characteristics	Satisfactory(2) or Needs Improvement(1)		Highest possible score: 2		Identified improvement required
	1 ST	2 ND	1 ST	2 ND	
1. Standard of dress			2	2	
2. Co-operation with supervisors and team members			2	2	
3. Job attitude, sense of duty and reliability			2	2	
4. Ability to learn and adaptability to change			2	2	
5. Attendance at work and punctuality			2	2	
6. Courtesy and good manners towards with clients and colleagues			2	2	
Total score			12	12	

Supervisor's comments on work related characteristics of officer: *(compulsory)*

Officer's comments on his or her work related characteristics: *(compulsory)*

Staff Performance Appraisal Form SDT5.1

GUIDE TO THE TWO LEVEL RATING APPLICABLE TO PART C

The following guide to the two level performance ratings for **Part C** should be used by Supervisors when assessing the general work standards of the officer and allocating a rating in **Part C** of the *Staff Performance Appraisal Form*.

1. Standard of dress
1. Needs Improvement
<ul style="list-style-type: none"> Sometimes dresses shabbily or has dirty clothes; wears improper footwear contrary to General Orders
2. Satisfactory
<ul style="list-style-type: none"> Most of the times dresses in a tidy manner and appropriate to the nature of the work being performed by the officer
2. Co-operation with supervisors and team members
1. Needs Improvement
<ul style="list-style-type: none"> Sometimes fails to co-operate with supervisors and/or team members Sometimes obstructs supervisors and/or team members in their work
2. Satisfactory
<ul style="list-style-type: none"> Resolves inter-personal problems between team members and promotes supervisory efforts Encourages and supports other team members and supervisors in work efforts
3. Job attitude, sense of duty and reliability
1. Needs Improvement
<ul style="list-style-type: none"> Generally not interested in the work to be completed, resulting in below standard work output and cannot be relied upon to meet work obligations and undertakings Devotes working time to pursuing personal objectives outside of normal duty and allows personal interests to override the performance of duties
2. Satisfactory
<ul style="list-style-type: none"> Displays active interest, generally completing the work on time, and if not, has acceptable explanation Always considers work demands above personal interests during normal working time Can usually be relied upon to meet work obligations and undertakings
4. Ability to learn and adaptability to change
1. Needs Improvement
<ul style="list-style-type: none"> Unable or slow to absorb new information and learn new methods and procedures Finds difficulty in adapting to new ways of working
2. Satisfactory
<ul style="list-style-type: none"> Generally able to, or quick to, absorb and apply new information, methods and procedures Rapidly adapts to changing work requirements
5. Attendance at work and punctuality
1. Needs Improvement
<ul style="list-style-type: none"> Absent from place of work from time to time and unable to provide acceptable reasons for absence. Often late for work or work related meetings without acceptable reason
2. Satisfactory
<ul style="list-style-type: none"> Rarely absent and always able to provide documented genuine and acceptable reasons Usually attends work on time and when late provides an acceptable reason
6. Courtesy and good manners towards with clients and colleagues
1. Needs Improvement
<ul style="list-style-type: none"> Creates work problems when interacting with customers/clients. Is rude or abusive towards clients or colleagues or speaks in a loud or aggressive manner
2. Satisfactory
<ul style="list-style-type: none"> Always maintains constructive customer relations in the resolution of work problems Displays good manner and courtesy to all clients and work colleagues

Staff Performance Appraisal Form SDT5.1

PART D: CALCULATION OF OVERALL PERFORMANCE RATING

NOTE: Once an appraisal has been completed for PARTS A, B and C, the Supervisor is required to complete the appropriate boxes by entering the actual and maximum possible scores applicable to the officer under each of the completed Parts the Form to obtain an Overall Performance Rating.

Some examples are given in the *Staff Performance Appraisal Guidelines* to assist Supervisors to obtain the Overall Performance Rating for the officer being appraised.

Overall Performance Rating Chart

The following calculation formula to used to determine percentage scores for PARTS A, B, and C:

Percentage Score = Actual Score *Divided* by Maximum Possible Score *Multiply* by 100%

SCORE FOR EACH OF THE THREE PARTS A TO C	ACTUAL SCORE		MAXIMUM POSSIBLE SCORE	
	1 ST	2 ND	1 ST	2 ND
PART A				
PART B				
PART C				
TOTAL SCORES:				
PERCENTAGE RATING				
OVERALL PERFORMANCE RATING				
ANNUAL PERFORMANCE RATING				

The Overall Performance Rating derived from the above formula is then read off the Overall Performance Rating Table according to the Percentage Score, as follows:

RATING DEFINITION	PERCENTAGE RATING ALL CATEGORIES	OVERALL PERFORMANCE RATING
WELL ABOVE THE REQUIRED LEVEL	86 - 100%	5
ABOVE REQUIRED LEVEL	70 – 85%	4
AT REQUIRED LEVEL (AVERAGE)	50 – 69%	3
BELOW REQUIRED LEVEL	30 – 49%	2
WELL BELOW REQUIRED LEVEL	0 – 29%	1

PART E: DEVELOPMENTAL AND TRAINING REQUIREMENTS**PART E(1): TRAINING UNDERTAKEN IN THE PAST TWELVE (12) MONTHS:**

Course or training activity name	Dates & Duration	Training provider	Skills developed	Cost & source of funding

PART E(2): SKILLS AND COMPETENCIES TO BE UPGRADED AND RELEVANT TRAINING TO UNDERTAKEN IN THE NEXT 12 MONTHS
 (Subject to funding being available)

Skills to be developed	Course or training activity name	Training provider	Proposed dates & duration	Cost & source of funding

Supervisor's comments on developmental & training requirements of officer: *(compulsory)*

Officer's comments on his or her developmental & training requirements: *(compulsory)*

PART F: POTENTIAL FOR PROMOTION

NOTE: Dependent upon the officer's Overall Performance Rating, the supervisor is required to indicate whether or not the officer has potential for promotion at the end of the year. In order for the supervisor to recommend an officer for promotion, his or her overall performance rating should be three (3) or above. Tick the appropriate box that best indicates the officer's level of potential for promotion at the end of year (that is, only once per year).

Officer's potential for promotion	Officer's rating from Part D
1. Work output does not warrant potential for promotion	
2. No evidence of promotion potential at present	
3. Potential for promotion	
4. Ready for promotion above his or her substantive level	
5. Highly suitable for promotion above his or her substantive level	

PART G: PERFORMANCE AND SALARY INCREMENTS

Officer's end of year <u>Annual Performance Rating</u> From PART D	
Officer's current salary point	
Salary action to be taken according to the Increment Schedule in PART G of the Staff Performance Appraisal Guidelines	INCREMENT
	NO INCREMENT

PART H: CERTIFICATION BY SUPERVISOR AND OFFICER

Supervisor's certification:

I certify that I have assessed and interviewed the officer in accordance with the *Staff Performance Appraisal Guidelines* in a fair and impartial manner

(1st Appraisal Period) SIGNATURE: _____ DATE: _____

(2nd Appraisal Period) SIGNATURE: _____ DATE: _____

Officer's certification: (cross out the boxed comments that do not apply)

I certify that I have been/have not been assessed in accordance with the *Staff Performance Appraisal Guidelines* and I agree/do not agree with the outcomes of this appraisal.

(Circle appropriate response)

(1st Appraisal Period) SIGNATURE: _____ DATE: _____

I certify that I have been/have not been assessed in accordance with the *Staff Performance Appraisal Guidelines* and I agree/do not agree with the outcomes of this appraisal.

(Circle appropriate response)

(2nd Appraisal Period) SIGNATURE: _____ DATE: _____

PART I: STAFF PERFORMANCE APPRAISAL VERIFICATION

This section is to be completed by the Department or Authority Human Resource Manager (or equivalent position) and submitted to the Senior Management Committee for verification and moderation to ensure it fits within the normal distribution curve in the Guidelines.

SECTION	SPA FORM CHECKLIST	YES/NO	REQUIRED ACTION
Personal details	Have all personal details been identified?		
	Are all the personal details correct?		
Part A	Does the SPA Form have a completed <i>Annual Staff Workplan</i> ?		
	Is the <i>Annual Staff Workplan</i> linked to the MAP and the employee's Job Description?		
	Has a score been allocated for all due items listed in the <i>Annual Staff Workplan</i> ?		
	Are the supervisor and staff member comments related to the <i>Annual Staff Workplan</i> ?		
Part B	Have the required competencies and skills for the position been identified?		
	Has a score been allocated for all listed competencies and skills?		
	Are the supervisor and staff member comments related to the required competencies and skills?		
Part C	Has a score been allocated for all listed personal work related characteristics?		
	Are the supervisor and staff member comments related to the listed personal work related characteristics?		
Part D	Has an "Overall Performance Rating" been allocated to the officer?		
	Are the score calculations accurate?		
	Do the scores given to the officer seem reasonable? (are they excessively low or high?)		
	Should the appraisal be done again by HRM Branch in consultation with the supervisor and staff member to verify the accuracy and reasonableness of the score?		
Part E	Has training received by the officer in the past 12 months been identified?		
	Has proposed training for the officer been identified with full required details?		
	Is the proposed training in line with the Department's HRD Plan?		
	Is there budget for the proposed training?		
SECTION	CHECKLIST	YES/NO	REQUIRED ACTION
Part F	Has the officer's promotion potential been identified?		

	Is this reasonable based on the SPA?		
	Are there any suitable positions at the next highest level?		
Part G	Has the salary action been identified?		
	Has the salary action been undertaken by HRM Branch?		
Part H	Have both the supervisor and staff member signed the certification?		
	Does the staff member agree with the SPA outcomes?		
	If not, has counseling been provided to the employee?		
	Is mediation by the HRM Manager required between the supervisor and staff member? On what date was mediation provided: _____		
Appeals	Has the staff member lodged an appeal?		
	On what date was the appeal lodged: _____ Is this date within seven days of the date of the disputed SPA		
	Has the appeal been finalised?		
	Has the SPA been changed as a result of the appeal?		

2. IF APPLICABLE, AMENDED OVERALL RATING: ___ AMENDED ON: _____

AMENDED BY: (tick box that applies)

a) Agreement between supervisor and staff member

b) Senior management verification process

c) Outcome of appeal process

3. DATE SALARY INCREMENT TO BE PAID: _____

4. CERTIFICATION:

NAME: _____ SIGNATURE: _____ DATE: _____
HRM MANAGER OR EQUIVALENT POSITION

NAME: _____ SIGNATURE: _____ DATE: _____
DIVISION MANAGER OR DIRECTOR OR EQUIVALENT POSITION

NAME: _____ SIGNATURE: _____ DATE: _____
DEPUTY SECRETARY OR EQUIVALENT POSITION

NAME: _____ SIGNATURE: _____ DATE: _____
SECRETARY OR EQUIVALENT POSITION (signature only necessary if rating amended)



NATIONAL PUBLIC SERVICE

STAFF PERFORMANCE APPRAISAL GUIDELINES

**DEVELOPED BY THE DEPARTMENT OF PERSONNEL MANAGEMENT
FOR THE PURPOSE OF COMPLETING
PERFORMANCE APPRAISAL FORM SDT 5.1
IN ALL NATIONAL DEPARTMENTS AND
PROVINCIAL AND LOCAL GOVERNMENT ADMINISTRATIONS**

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1. INTRODUCTION

Performance appraisal is the process of planning, monitoring, reviewing and making decisions about staff performance. The National Public Service Performance Appraisal System is designed to improve the overall work performance of each officer in the Papua New Guinea Public Service in a number of ways:

Firstly, to provide a pay method enabling supervisors to reward their subordinate officer's improved work performance through annual salary increases.

Secondly, to identify areas of performance that can be improved by counseling, training, new work experience and/or other staff development activities, including potential for promotion.

Thirdly, to encourage effective and efficient work performance in officers that would enable them to contribute meaningfully towards achievement of their departments' overall organizational goals and the completion of the activities listed in their *Management Action Plan*.

To implement the Performance Appraisal System, the *Performance Appraisal Form (FORM SDT6.1)* is to be used in accordance with these Guidelines for all officers below Departmental Head level.

2. POLICY PRINCIPLES

The Performance Appraisal System is based on the principle that the purposes defined above will only be fulfilled if the officers being appraised are provided with full details of the work results expected of them *at the beginning of the appraisal period*. This requires that each officer have an Annual Work Plan **linked** to the agency's *Management Action Plan*. Supervisors must continuously ensure that their staff:

- are made aware of their key tasks and the performance standards expected of them;
- are provided with constructive and ongoing feed-back on their individual performance through counseling and on-job training and development;
- are informed of the achievements of their Departments and their contributions; and,
- are treated fairly in relation to other officers and are provided with the opportunity to improve.

The end result of such a performance appraisal system will be continuously improving work performance, provided that supervisors maintain open and constructive relationships with their subordinate officers and communicate with them on a frequent basis about their work performance.

3. POLICY PROCEDURES

3.1 Guidance for the supervisor conducting an appraisal

In consultation with the officer, the *Staff Performance Appraisal Form* is to be completed by the supervisor at the end of the appraisal period during each six month working period to assess the three main aspects of the officer's work performance:

Part A: Completion at satisfactory level of assigned tasks, projects, duties and activities taken from the agency's *Management Action Plan* (or Business Plan), the officer's Job Description, and any other assigned tasks or duties.

Part B: competencies and requirements at a satisfactory level.

Part C: the *regular and ongoing* attainment of general work standards by the officer.

- The appraisal period will commence at the beginning of the calendar year and end at the end of the year. Subject to the availability of the supervisor and officer being appraised, a performance review shall be done by 15 July again by 30 January. The appraisal period for officers who commence

employment after the beginning of the calendar year shall commence from the date that they commenced employment with that agency. **Formal assessment is a bi-annual process.**

- However, the appraisal of an officer's performance should not be confined to the completion of the Staff Performance Appraisal Form once every 6 months and 12 months. An officer's performance should be appraised through an on-going process of informal checks on the officer's performance at regular intervals during the year. For this purpose, all staff should complete brief **Weekly Activity Reports** under the *Monitoring and Evaluation Framework* for the agency's *Management Action Plan*.
- It is the responsibility of the supervisor to detect both the good as well as any unfavourable qualities of officers under their charge and to ensure that appropriate actions are taken to correct the unfavourable aspects. **In particular, the supervisor is to check on a weekly basis that the officer is completing his or her assigned tasks and activities on time and at a satisfactory quality level and that their attendance and punctuality record is satisfactory. Supervisors who fail to supervise and monitor their staff on a consistent, regular and rational basis will be subject to disciplinary procedures.**
- The aim of the supervisor should be to present the most accurate picture of the officer he or she is reporting on. The supervisor's assessment and comments must not be influenced by incidents which occurred out-side the reporting period and which are unrelated to the officer's work or performance. In this regard, the supervisor **MUST**:
 - **Exclude personal bias** for or against individual officers on qualities which are unrelated to an officer's performance (e.g. province of origin or personal relationships). The supervisor must always be as objective as possible and exclude all personal and subjective considerations.
 - **Appraise only within the context of an officer's job** so that ratings are made on an officer's total record of skills, personal qualities and performance against the main tasks over the review period.
 - **Encourage the officer being appraised** to achieve his or her personal best in the workplace through positive, honest, straightforward and constructive feedback on their performance

3.2 Guidance for the officer being appraised

- The annual performance appraisal provides an opportunity to improve your work performance and identify your training needs. In your appraisal, your supervisor will be commenting upon various aspects of your work performance.
- In doing so the supervisor is required to give an honest and constructive opinion on your work performance. It involves you and your supervisor spending time together to discuss and document your performance against specified objective criteria and standards set out in the *Staff Performance Appraisal Form* at the beginning of the appraisal period.
- In the event that you do not agree with any part of your supervisor's rating or comments, you are free to record your own comments on the *Staff Performance Appraisal Form*. You may also lodge an appeal with your Departmental Head if you consider that your supervisor's assessment of your work performance is incorrect or unfair.

3.3 Completing the Staff Performance Appraisal Form

PART A: Annual Staff Work Plan

- In **PART A**, at the beginning of the appraisal period (generally the beginning of the calendar year), the supervisor is to list in order of importance the main tasks and/or projects to be undertaken by the officer over the upcoming work year. Detailed instructions are provided in the SPA FORM.
- These tasks, projects and ongoing activities are to be taken from the agency's *Management Action Plan* and the officer's Job Description and required outputs developed for each activity. The *Annual Staff Work Plan* in **PART A** should be developed in consultation with the officer being appraised.
- In respect of a specific project, the officer should be appraised on the main activities and tasks taken from the agency's *Management Action Plan*.
- In respect of re-current activities, the officer should be assessed against the Job Description for the position they occupy.
- The supervisor is then required to rank the officer's performance under each main task according to a five point rating scale, by ticking one box that he or she considers best reflects the level of achievement reached. Two columns are provided so that two assessments can to be done during the year at the end of June and at the end of December.

PART B: Required Job Competencies and Skills

- In **PART B**, at the beginning of the appraisal period (generally the beginning of the calendar year), the Supervisor is required, in consultation with the officer who occupies the position, to identify **SIX** main competencies and skills required for the position. Detailed instructions are provided in the SPA FORM.
- In addition, staff with supervisory and managerial responsibilities is to be assessed on four extra standard managerial competencies.
- At the annual appraisal the Supervisor is required to tick the box that best describes the level of competency and skill achieved by the officer being appraised, as compared to the level required for adequate performance of the officer's job duties, tasks and project activities.
- In making this assessment the supervisor should be aware of the specialist technical skills and knowledge required for the performance of technical and professional positions. Does the officer possess the required technical and /or professional qualifications required at a satisfactory level?

Guide to the five level performance rating applicable to PART A and PART B

The following guide to the performance ratings should be used by Supervisors when assessing the officer and allocating a rating in **Part A** and **Part B** of the *Staff Performance Appraisal Form*:
Performance Ratings Guide to Part A and Part B

1. WELL BELOW REQUIRED LEVEL	
1. Timing:	Most of the time does not meet required deadlines
2. Output:	Most of the time does not produce the required work

3.Quality Level:	Most of the time does not meet the required quality level or professional standards for the activity or area of work
2. BELOW REQUIRED LEVEL	
1. Timing:	Regularly does not meet required deadlines without a reasonable excuse
2. Output:	Regularly does not produce the required work
3.Quality Level:	Regularly does not meet the required quality level or professional standards for the activity or area of work
3. AT REQUIRED LEVEL	
1. Timing:	Generally and regularly meets required deadlines and if not has a reasonable excuse
2. Output:	Generally and regularly produces the required output or performs the ongoing work and if not has a reasonable excuse
3.Quality Level:	Generally and regularly meets the required quality level or professional standards for the activity or area of work
4. ABOVE REQUIRED LEVEL	
1. Timing:	EXCEEDS and PROMPTLY MEETS all required deadlines or has reasonable excuse for not meeting them
2. Output:	Generally and regularly produces MORE THAN the required output or ongoing work
3.Quality Level:	Generally and regularly EXCEEDS the required quality level or professional standards for the activity or area of work
5. WELL ABOVE THE REQUIRED LEVEL	
1. Timing:	Generally and regularly finishes the required work WELL BEFORE the required deadlines or has a VERY GOOD excuse for not meeting them
2. Output:	Generally and regularly produces MORE THAN the required output or ongoing work and VOLUNTARILY takes on extra work
3.Quality Level:	Generally and regularly EXCEEDS AT AN OUTSTANDING AND EXCELLENT LEVEL the required quality level or professional standards for the activity or area of work

PART C: General Work Standards

- In **PART C**, using the guide below, the *regular and ongoing* work related characteristics of an officer are to be rated as either **SATISFACTORY (scores 2 points)** or **NEEDS IMPROVEMENT (scores 1 point) in terms of meeting the general work standards.**
- If rated as needing improvement, the improvement required should be identified and written down on the form and the officer should be re-assessed in three months on this particular item.

Performance Ratings Guide to Part C:

1. Standard of dress
1. Needs Improvement
• Often dresses shabbily or has dirty clothes; wears improper footwear contrary to General Orders
2. Satisfactory
• Most of the times dresses in a tidy manner and appropriate to the nature of the work
2. Co-operation with supervisors and team members

1. Needs Improvement
•sometimes fails to co-operate with supervisors and/or team members •obstructs supervisors and/or team members in their work
2. Satisfactory
•Resolves inter-personal problems between team members and promotes supervisory efforts •Encourages and supports other team members and supervisors in work efforts
3. Job attitude, sense of duty and reliability
1. Needs Improvement
•Generally not interested in the work to be completed, resulting in below standard work output and cannot be relied upon to meet work obligations and undertakings •Devotes working time to pursuing personal objectives outside of normal duty and allows personal interests to over-ride the performance of duties
2. Satisfactory
•Displays active interest, generally completing the work on time, and if not, has acceptable explanation •Always considers work demands above personal interests during normal working time •Can usually be relied upon to meet work obligations and undertakings
4. Ability to learn and adaptability to change
1. Needs Improvement
•Unable or slow to absorb new information and learn new methods and procedures •Finds difficulty in adapting to new ways of working
2. Satisfactory
•Generally able to, or quick to, absorb and apply new information, methods and procedures •Rapidly adapts to changing work requirements
5. Attendance at work and punctuality
1. Needs Improvement
•absent from place of work from time to time and unable to provide acceptable reasons for absence. •often late for work or work related meetings without acceptable reason
2. Satisfactory
•Rarely absent and always able to provide documented genuine and acceptable reasons •Usually attends work on time and when late provides an acceptable reason
6. Courtesy and good manners towards with clients and colleagues
1. Needs Improvement
•Creates work problems when interacting with customers/clients. •Is rude or abusive towards clients or colleagues or speaks in a loud or aggressive manner
2. Satisfactory
•Always maintains constructive customer relations in the resolution of work problems •Displays good manner and courtesy to all clients and work colleagues

PART D: Calculation of Overall Performance Rating

Once an appraisal has been completed for **PARTS A, B and C**, the Supervisor is required to complete the appropriate boxes by entering the actual and maximum possible scores applicable to the officer under each of the completed Sections of the Form. The end result is the *Overall Performance Rating*.

Overall Performance Rating Table and Example Calculations

The following calculation formula to used to determine percentage scores for **PARTS A, B, and**

C:

Percentage Score = Actual Score Divided by Maximum Possible Score Multiply by 100%Some

examples are given below to assist Supervisors to obtain the **Overall Performance Rating** for the officer being appraised. The Overall Performance Rating derived from the above formula is then read off the Overall Performance Rating Table according to the Percentage Score, as follows:

RATING DEFINITION	PERCENTAGE RATING CATEGORIES	ALL OVERALL PERFORMANCE RATING
WELL ABOVE THE REQUIRED LEVEL	86 - 100%	5
ABOVE REQUIRED LEVEL	70 – 85%	4
AT REQUIRED LEVEL (AVERAGE)	50 – 69%	3
BELOW REQUIRED LEVEL	30 – 49%	2
WELL BELOW REQUIRED LEVEL	0 – 29%	1

The *Overall Performance Rating* figure is then used to determine the officer's promotional potential under **PART F** and any salary increments to be awarded under **PART G**.

The assessment of done in **PARTS A, B and C** can also be used to determine the training needs of the officer in the **PART E**.

EXAMPLE 1: Ten tasks were listed giving a maximum possible score for Part A of $10 \times 10 = 100$.

SCORE FOR EACH OF THE THREE PARTS A TO C	ACTUAL SCORE	MAXIMUM POSSIBLE SCORE
PART A	70	100
PART B	18	25
PART C	10	12
TOTAL SCORES:	98	137
PERCENTAGE RATING	71%	
OVERALL PERFORMANCE RATING	4	

EXAMPLE 2: Eight tasks were listed giving a maximum score for Part A of $8 \times 10 = 80$

SCORE FOR EACH OF THE THREE PARTS A TO C	ACTUAL SCORE	MAXIMUM POSSIBLE SCORE
PART A	40	80
PART B	10	25
PART C	6	12
TOTAL SCORES:	56	117
PERCENTAGE RATING	47%	
OVERALL PERFORMANCE RATING	2	

EXAMPLE 3: Five tasks were listed giving a maximum possible score for Part A of 5 x 10 = 50

SCORE FOR EACH OF THE THREE PARTS A TO C	ACTUAL SCORE	MAXIMUM POSSIBLE SCORE
PART A	30	50
PART B	15	25
PART C	4	12
TOTAL SCORES:	49	87
PERCENTAGE RATING	56%	
OVERALL PERFORMANCE RATING	3	

PART E: Developmental and Training Requirements

After completing **PARTS A, B, AND C** and arriving at the Overall Performance Rating in **PART D**, the Supervisor should be able to identify the strengths and weaknesses of the officer being appraised. The supervisor should identify any deficiencies and note under **PART E** what training and development plans have been made to over-come these short-falls. This part needs to identify:

1. **PART E(1)** – Identify the training undertaken (if any) in the past 12 months

2. **PART E(2)** – Identify the specific job related skills competencies that need to be upgraded and the **specific** training activities that the officers needs to attend in the next 12 months to upgrade the identified skills shortcomings.

The HRM Division/Branch of each respective department or agency must incorporate these training needs identified to form the basis of annual training plans, that eventually will form the (3) year training plans for the Department.

PART F: Potential for Promotion

- Dependent upon the officer's Overall Performance Rating, the supervisor is required to indicate whether or not the officer has potential for promotion at the end of the year. In order to do so the supervisor should, in conjunction with the Staff Development Officer, have identified a suitable career path for the officer. With the knowledge of the job skill and knowledge requirements of next higher level position to which the officer would aim to be promoted, the supervisor can assess the officer's potential to fulfill the higher level requirements.

PART G: Performance and Salary Increments

Dependent upon the Officer's Overall Performance Rating, and current Salary Point calculated from **PART E**, the decision to award or not award a salary increment, can be determined using the **Increment Schedule**: (NB; Increment Schedules are updated from time to time through the Public Employees' Association and Government MOA.)

Current salary point	Overall performance rating	New salary point after increment
Salary point 5	Well above required level (5)	Increment to salary point as determined
	Above required level (4)	Increment to salary point as determined

	Required level (3)	No increment
	Below required level (2)	No increment
	Well below required level (1)	No increment
Salary point 4	Well above required level (5)	Increment to salary point 5
	Above required level (4)	Increment to salary point 5
	Required level (3)	No increment
	Below required level (2)	No increment
	Well below required level (1)	No increment
Salary point 3	Well above required level (5)	Increment to salary point 4
	Above required level (4)	Increment to salary point 4
	Required level (3)	Increment to salary point 4
	Below required level (2)	No increment
	Well below required level (1)	No increment
Salary point 2	Well above required level (5)	Increment to salary point 3
	Above required level (4)	Increment to salary point 3
	Required level (3)	Increment to salary point 3
	Below required level (2)	No increment
	Well below required level (1)	No increment
Salary point 1	Well above required level (5)	Increment to salary point 2
	Above required level (4)	Increment to salary point 2
	Required level (3)	Increment to salary point 2
	Below required level (2)	Increment to salary point 2
	Well below required level (1)	No increment

Salary increment will be awarded only on an annual basis and will not be back dated to previous years. Where annual staff performance appraisal has not been conducted salary increment will be forfeited.

PART H: Certification by Supervisor and Officer

- This Section must be signed by both parties after the performance review to certify that the *Staff Performance Appraisal Guidelines* have been followed in conducting the performance review.
- An appraisal conducted by a Supervisor is only a interim indicative appraisal. The performance rating allocated to the officer shall be verified by the Department or Authority senior management in accordance with PART I.

PART I: Staff Performance Appraisal Verification

- An appraisal conducted by a Supervisor of an officer is only a indicative draft appraisal. The performance rating allocated to the officer by the supervisor shall be verified by the Department or Authority in accordance with **PART I** of the Staff Appraisal Form and **Section 3.4** below.

3.3 Staff Performance Appraisal Verification and Moderation Procedure

- Supervisors must submit all appraisals within one month of the end of the appraisal to their Human Resource Manager (or equivalent position) in their Department of Authority. The Human Resource Manager (or equivalent position) must keep a record of returns submitted and obtain any outstanding returns.

- The Human Resource Manager (or equivalent position) must analyze all the draft appraisals and produce a statement of draft outcomes in the form of a frequency distribution table, and lists of individual ratings by Branch or Division, and with recommendations for any corrective action, and submit it to the Management Committee of the Department or Authority.
- All draft staff appraisals are to be reviewed for consistency and realism, against the following ‘normal distribution’ curve:
- If the draft ratings are not close to this distribution curve, they will have to be moderated, i.e. re-examined and adjusted by referral back to Branch Heads and supervisors. The Management Committee may be able to identify specific anomalies based on personal experience and knowledge of the staff in the Department or Authority.
- If a staff appraisal is referred back to the Supervisor for review and adjustment, it should be resubmitted within 10 working days to the Management Committee through the Human Resource Manager (or equivalent position). The Management Committee should then repeat its review, make any final adjustments and approve a final outcome.

Level	Description of level	Percentage of staff expected at this level
1	Well below the required level	5 percent
2	Below the required level	20 percent
3	At the required level	50 percent
4	Above the required level	20 percent
5	Well above the required level	5 percent

3.5 Appeals Procedure

- Should the officer consider that the supervisor did not follow the *Staff Performance Appraisal Guidelines* in undertaken the performance review or if he or she considers that the outcomes of the performance appraisal are incorrect or unfair in relation to the supervisor's or Management Committee's Overall Performance Rating and/or his recommendations for further training, then he or she may lodge a *written* appeal to the Departmental Head.
- A *written* appeal should be lodged with the Departmental Head by an aggrieved officer within seven (7) working days after the final performance rating has been verified by the Management Committee and the officer has been informed outcome. Late appeals will NOT be accepted.
- The Departmental Head will forward the appeal to an Appeals Panel chaired by his or her delegate, who will normally be the officer responsible for personnel matters within the Department (e.g. Personnel Officer or HRM Manager). The Appeal Panel shall comprise of the Departmental Head's delegate as the Chairman and the Department's Training Officer. The Chairman shall provide to the parties to the appeal **seven (7) days written notice** of when the hearing is to be conducted.
- At the appeal hearing the Chairman shall, in the first instance, conduct a mediation session between the Supervisor and the officer being appraised in an attempt to come to an agreement on the final appraisal assessment outcome. The Chairman will act as a mediator and identify the differences between the two parties and attempt to bring the parties together in agreement **within three hours**.

-
- If no agreement can be reached between the Supervisor and the officer being appraised within three hours, they shall leave the hearing and the Chairman and the Training Officer shall jointly discuss whether or not the Overall Performance Rating and the other Sections of the *Staff Performance Appraisal Form* are to stay the same or are to be amended.
 - The Chairman of the Appeal Panel shall make this decision and inform *in writing* the parties to the appeal **within three (3) working days**.
 - The amended form shall be submitted to the Departmental or Authority Head (or his or her delegate) for final approval and the necessary salary actions (if any) be taken, and the Head of the Department shall inform *in writing* the parties to the appeal **within three (3) working days** of his or her decision. There shall be no appeal against the decision of a Departmental Head in relation to an amended and completed *Performance Appraisal Form* (SDT6.1).

4. LINKAGES WITH LEGISLATION AND OTHER POLICIES

- General Order No 5 – Staff Development, Career Path Planning and Performance Appraisal
- General Order 13 – Salaries and Allowances

5. FINANCIAL, STAFFING, AND ADMINISTRATIVE IMPLICATIONS

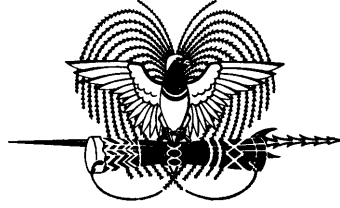
- These Guidelines impose no additional financial, staffing, administrative, and capital resource requirements on agencies beyond existing policy requirements and available staff resources.
- Salary increments should be budgeted for within existing agency budgets while the administrative arguments to implement these Guidelines can be implemented by existing staff within agencies. There are no additional capital resource requirements.

6. MONITORING AND EVALUATION

- The implementation of these Guidelines will be reviewed on a bi-annual basis by the Department of Personnel Management in consultation with Government agencies.
- In addition, on request from the Secretary of the Department of Personnel Management, Departmental Heads will be required to provide Status Reports on the implementation of the Staff Performance Appraisal System within their organisation.
- Department of Personnel Management auditors and internal auditors or any other auditors during their auditing process must sight the staff performance appraisal as evidence for payment of salary increment.

7. CONTACT DETAILS

- For further information and advice on implementing the *Performance Appraisal Guidelines* and conducting staff appraisals using **FORM SDT5.1** please call the Policy and Research Division of the Department of Personnel Management on 327-6345.



Independent State of Papua New Guinea

**NATIONAL PUBLIC SERVICE
GENERAL ORDERS**

**RECOMMENDATION TO THE SECRETARY, MR JOHN M KALI OBE, TO APPROVE
GENERAL ORDER NO. 5 OF 1ST JANUARY 2012**

**STAFF DEVELOPMENT, CAREER PATH PLANNING
& COMPETENCY BASED PERFORMANCE APPRAISAL**

To: Secretary

Date: 08 March 2012

We, the under-signed, confirm that **General Order No. 5 of 1st January 2012**, hereto attached, has been drafted in accordance with Government policies and the appropriate Sections of *Organic Law* the *Public Services (Management) Act*, and the **Regulations** and reflects:

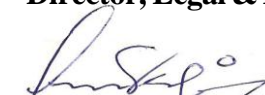
- (a) all policy changes made by the National Executive Council in the period 1st June 2002 to 31st December 2011;
- (b) all changes to the **Constitution**, the *Organic Law on Provincial & Local Level Governments* and the *Public Services (Management) Act 1996*, to effect implementation of the Provincial and Local Level Government Reforms; and,
- (c) all other changes to the *Public Services (Management) Act 1996*, which have been brought into force since 1st June 2002.

On behalf of the Executive Management Team, we recommend that the Secretary authorise this General Order for publication and distribution to line Departments and Agencies.


AGNES FRIDAY
Executive Manager, HRAS


RAVU VERENAGI
Deputy Secretary, Policy


ISIKEL MESULAM
Director, Legal & Investigations


RAVU VAGI
Deputy Secretary, Operations

