



REPUBLIC OF GHANA

LOCAL GOVERNMENT SERVICE

ANNUAL PERFORMANCE REPORT

PERFORMANCE CONTRACT BETWEEN

HON. METROPOLITAN, MUNICIPAL & DISTRICT CHIEF EXECUTIVE (MMDCE)

AND

METROPOLITAN, MUNICIPAL & DISTRICT COORDINATING DIRECTOR (MMDCD)

(..... - 31st December, 2015)

..... METROPOLITAN / MUNICIPAL / DISTRICT ASSEMBLY

..... REGION

SIGNATURE & DATE BY HON. MMDCE:

.....

SIGNATURE & DATE BY MMDCD:

.....

CONFIDENTIAL

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1. INTRODUCTION

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

The Performance Contract between the Hon. Metropolitan, Municipal & District Chief Executive (MMDCE) and Metropolitan, Municipal & District Coordinating Director (MMDCD) for the Metropolitan / Municipal / District Assembly was signed on day of 2015, effective, 2015 - 31st December, 2015.

The performance of MMDCD was assessed on the basis of the achievement of specific key outputs/deliverables set out under Schedules 1 and 2 over the agreed Performance Contract.

Schedule 1

Based on the job summary, the Key Performance Areas (KPA) for the period under review are categorised into:

- 1) Top Priorities for the MMDA
- 2) Performance Reporting
- 3) Implementation of Annual Action Plan (AAP) and Financial Management
- 4) Human Resource (HR) Management
- 5) Customer Service Initiatives
- 6) Work Environment Improvement Initiatives and Cross-Cutting Issues

Schedule 2

- 1) MMDCD's Personal Capacity Enhancement Deliverables.

This Performance Report presents the annual assessment and evaluation of the Performance of the MMDCD.

2. PERFORMANCE EVALUATION

2.1. SCHEDULE 1: KEY PERFORMANCE AREAS

2.1.1. KEY PERFORMANCE AREA (KPA) 1: INSTITUTION-SPECIFIC OUTPUTS AND DELIVERABLES (TOP PRIORITY FOR MMDA) (25 % OVERALL WEIGHT OUT OF SIX KPAs)

(Information for the columns a, b and c is to be copied from the KPA-1 of the Performance Contract)

KEY PERFORMANCE INDICATORS (KPIs)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4)	OVERALL RATING
a		b	c	d	e = b*d
1.1					
1.2					
1.3					
1.4					
∑ OVERALL RATING / KPA (Sum of Column e)					

*Rating scale is indicated in Annex 1.

2.1.2. KEY PERFORMANCE AREA (KPA) 2: PERFORMANCE REPORTING
(20 % OVERALL WEIGHT OUT OF SIX KPAs)

KEY PERFORMANCE INDICATORS (KPIs) (Minimum 2 & Maximum 4)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4)	OVERALL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
2.1	Develop detailed and accurate 2016 Annual Action Plan and budget and submit by Oct 2015;	40%	Professionalism, Client Focus and Participation		
2.2	Prepare and submit 2 nd and 3 rd quarter capacity building reports to RCC by 15 July and 15 October 2015;	30%	Professionalism, Accountability		
2.3	Prepare and submit 2 nd and 3 rd quarter progress reports to RCC by 15 July and 15 October 2015;	30%	Professionalism, Accountability and Transparency		
∑ OVERALL RATING / KPA (Sum of Column e)					

*Rating scale is indicated in Annex 1.

2.1.3. KEY PERFORMANCE AREA (KPA) 3: IMPLEMENTATION OF ANNUAL ACTION PLAN AND FINANCIAL MANAGEMENT
(20 % OVERALL WEIGHT OUT OF SIX KPAs)

KEY PERFORMANCE INDICATORS (KPIs) (Minimum 2 & Maximum 4)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4)	OVERALL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
3.1	Accurately record and follow-up on all actions taken by Audit Reports Implementation Committee (ARIC) to address audit queries quarterly by 15 th July and 15 th October 2015;	25%	Transparency , Accountability and Effective and Efficient use of Resources		
3.2	Develop and approve 2016 Annual Procurement Plan by November 2015.	25%	Professionalism, Effective and efficient use of Resource		
3.3	Ensure completion of at least 80% of activities in the Annual Action Plan by 31 st December 2015;	30%	Professionalism, Participation, Effective and efficient use of Resource and Accountability		
3.4	Ensure implementation of at least 60% of annual Capacity Building interventions by 31 st December 2015;	20%	Professionalism and Accountability		
∑ OVERALL RATING / KPA (Sum of Column e)					

Rating scale is indicated in Annex 1.

2.1.4. KEY PERFORMANCE AREA (KPA) 4: HUMAN RESOURCE (HR) MANAGEMENT
(25 % OVERALL WEIGHT OUT OF SIX KPAs)

KEY PERFORMANCE INDICATORS (KPIs) (Minimum 2 & Maximum 4)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4)	OVERALL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
4.1	Prepare and submit detailed staff list and promotion register to HoS through RCC by Dec 2015;	10%	Professionalism, and Transparency		
4.2	Prepare comprehensive capacity building plan and submit to RCC by 1 st week of October 2015;	25%	Professionalism, Effective and Efficient use of Resources and Transparency		
4.3	Prepare comprehensive 2015 staff Appraisal plan by July 2015 and undertake review by October 2015.	40%	Professionalism and Accountability		
4.4	Update and submit accurate and comprehensive monthly HRMIS data to RCC by 15 th of the ensuing month ;	25%	Professionalism, Transparency and Accountability		
∑ OVERALL RATING / KPA (Sum of Column e)					

*Rating scale is indicated in Annex 1.

2.1.5. KEY PERFORMANCE AREA (KPA) 5: CUSTOMER SERVICE INITIATIVES
(5 % OVERALL WEIGHT OUT OF SIX KPAs)

KEY PERFORMANCE INDICATORS (KPIs) (Minimum 2 & Maximum 4)		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4)	OVERALL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
5.1	Organize sensitization workshops on LGS protocols (SoS, CoS, CoC, SDS, PMS, Staffing Norms, HR Policy & OM, etc.) for the staff and this information to be included in MMDA's Quarterly and Annual Progress report;	25%	Professionalism, Transparency and Client focus		
5.2	Setup functional Client Service Unit by 31 st December 2015;	30%	Professionalism, Client focus and Transparency		
5.3	Ensure the availability of functional interactive platform in MMDA (News Letter, Website, etc.) by December 2015;	20%	Professionalism, Client focus and Transparency		
5.4	Organize general public hearing forum (besides budget hearing) and submit report to RCC by Dec 2015.	25%	Client focus, Participation, Accountability and Transparency		
∑ OVERALL RATING / KPA (Sum of Column e)					

*Rating scale is indicated in Annex 1.

2.1.6. KEY PERFORMANCE AREA (KPA) 6: WORK ENVIRONMENT IMPROVEMENT INITIATIVES AND CROSS-CUTTING ISSUES
(5 % OVERALL WEIGHT OUT OF SIX KPAs)

KEY PERFORMANCE INDICATORS (KPIs) <i>(Minimum 2 & Maximum 4)</i>		WEIGHT %	SERVICE DELIVERY STANDARDS (SDS)	*RATING SCALE (1 to 4)	OVERALL RATING
<i>a</i>		<i>b</i>	<i>c</i>	<i>d</i>	<i>e = b*d</i>
6.1	Organize and prepare minutes on 4 quarterly Management meetings with all decentralized departments (refer to Annex 6);	30%	Professionalism, Participation and Accountability		
6.2	Ensure the establishment of a functional records management unit and provide detailed and updated lists of records and asset register by December 2015;	40%	Professionalism, Participation & Transparency		
6.3	Plan, implement, safe and secure workplace environment and mainstreaming strategies (gender, HIV/ AIDS, environmental protection, road safety and climate change, etc.) and these information to be included in MMDA Quarterly and Annual Progress Reports;	30%	Professionalism, Participation, client focus & Transparency		
∑ OVERALL RATING / KPA (Sum of Column e)					

*Rating scale is indicated in Annex 1.

2.2. SCHEDULE 2: PERSONAL DEVELOPMENT PLAN
MMDCD'S PERSONAL DEVELOPMENT PLAN
(NOT FOR SCORING PURPOSES)

Information is to be copied from Performance Contract.

COMPETENCIES		EVALUA-TION **(Rating 1-2-3-4)	WHEN WOULD YOU LIKE TO DEVELOP IT?	WHAT ARE THE EXPECTED OUTCOMES?	HOW WILL IT BE ATTAINED?
1.	ORGANISATION AND MANAGEMENT <ul style="list-style-type: none"> ▪ ABILITY TO PLAN, ORGANISE AND MANAGE WORK LOAD ▪ ABILITY TO WORK SYSTEMATICALLY AND MAINTAIN QUALITY ▪ ABILITY TO MANAGE OTHERS TO ACHIEVE SHARED GOALS 	1 - 2 - 3 - 4			
2.	INNOVATION AND STRATEGIC THINKING <ul style="list-style-type: none"> ▪ SUPPORT FOR ORGANISATIONAL CHANGE ▪ ABILITY TO THINK BROADLY ▪ DEMONSTRATING CREATIVITY IN THINKING 	1 - 2 - 3 - 4			
3.	LEADERSHIP AND DECISION-MAKING <ul style="list-style-type: none"> ▪ ABILITY TO INITIATE ACTION AND PROVIDE DIRECTION TO OTHERS ▪ ACCEPTANCE OF RESPONSIBILITY AND DECISION-MAKING ▪ ABILITY TO EXERCISE GOOD JUDGEMENT 	1 - 2 - 3 - 4			
4.	ORGANIZATIONAL DEVELOPMENT AND IMPROVEMENT <ul style="list-style-type: none"> ▪ COMMITMENT TO ORGANIZATIONAL DEVELOPMENT ▪ COMMITMENT TO CUSTOMER SATISFACTION ▪ COMMITMENT TO THE DELIVERY OF QUALITY SERVICES AND PRODUCTS 	1 - 2 - 3 - 4			
5.	COMMUNICATION (ORAL, WRITTEN & ELECTRONIC) <ul style="list-style-type: none"> ▪ ABILITY TO COMMUNICATE DECISIONS CLEARLY ▪ ABILITY TO NEGOTIATE AND MANAGE CONFLICT EFFECTIVELY ▪ ABILITY TO RELATE AND NETWORK ACROSS DIFFERENT LEVELS AND DEPARTMENTS 	1 - 2 - 3 - 4			
6.	JOB KNOWLEDGE AND TECHNICAL SKILLS <ul style="list-style-type: none"> ▪ DEMONSTRATION OF RELEVANT JOB EXPERTISE ▪ DEMONSTRATION OF CROSS-FUNCTIONAL AWARENESS ▪ BUILDING, APPLYING AND SHARING OF NECESSARY EXPERTISE AND TECHNOLOGY 	1 - 2 - 3 - 4			

COMPETENCIES		EVALUA-TION **(Rating 1-2-3-4)	WHEN WOULD YOU LIKE TO DEVELOP IT?	WHAT ARE THE EXPECTED OUTCOMES?	HOW WILL IT BE ATTAINED?
7.	SUPPORTING AND COOPERATING <ul style="list-style-type: none"> ▪ ABILITY TO WORK EFFECTIVELY WITH TEAMS, CLIENTS AND STAFF ▪ ABILITY TO SHOW SUPPORT TO OTHERS ▪ KEEPING TO LAID DOWN REGULATIONS AND PROCEDURES ▪ ABILITY TO ADHERE TO ORGANISATION'S PRINCIPLES, ETHICS AND VALUES 	1 - 2 - 3 - 4			
8.	MAXIMISING AND MAINTAINING PRODUCTIVITY <ul style="list-style-type: none"> ▪ ABILITY TO MOTIVATE AND INSPIRE OTHERS ▪ ABILITY TO ACCEPT CHALLENGES AND MANAGE THEM EFFECTIVELY ▪ ABILITY TO MANAGE PRESSURE EFFECTIVELY 	1 - 2 - 3 - 4			
9.	DEVELOPING AND MANAGING BUDGETS <ul style="list-style-type: none"> ▪ FIRM AWARENESS OF FINANCIAL ISSUES AND ACCOUNTABILITIES ▪ UNDERSTANDING OF BUSINESS PROCESSES AND CUSTOMER PRIORITIES ▪ EXECUTING RESULTS-BASED ACTIONS COST-EFFECTIVELY 	1 - 2 - 3 - 4			
10.	ABILITY TO DEVELOP SELF, STAFF AND OTHER STAKEHOLDERS <ul style="list-style-type: none"> ▪ DEMONSTRATING INTEREST IN SELF-DEVELOPMENT ▪ ABILITY TO DEVELOP STAFF ▪ ABILITY TO COACH AND MENTOR STAFF AND OTHER STAKEHOLDERS 	1 - 2 - 3 - 4			
11.	Any other competencies, please specify:	1 - 2 - 3 - 4			

Evaluation of core competencies (as in rating scale indicated in Annex 2)

3. OVERALL PERFORMANCE

(to be Completed by MMDCE & MMDCD)

3.1. SCHEDULE 1- KEY PERFORMANCE AREAS (1-6): REFER TO SECTION 2.1.1 TO 2.1.6					
KEY PERFORMANCE AREA <i>(Refer to Schedule 1: Key Performance Areas)</i>	OVERALL WEIGHTING / KPA	ACTUAL RATING / KPA <i>(Sum of Column e from each KPA; Section 6.1)</i>	OVERALL ACTUAL RATING FACTOR / KPA	OBSERVATION	RECOMMENDATION
<i>a</i>	<i>b</i>	<i>c</i>	<i>d = b*c</i>	<i>e</i>	<i>f</i>
KPA 1 - Top Priority as for the MMDA	25%				
KPA 2 - Performance Reporting	20%				
KPA 3 - Implementation of AAP and Financial Management	20%				
KPA 4 - Human Resource (HR) Management	25%				
KPA 5 - Customer Service Initiatives	5%				
KPA 6 - Work Environment Improvement Initiatives and Cross-Cutting Issues	5%				
TOTAL WEIGHTS	100%				
CALCULATED OVERALL RATING (1 to 4) <i>(Sum of Column d)</i>					
CALCULATED OVERALL SCORES <i>(Sum of Column d / 4 * 100)</i>					

(Note: In the formula "Sum of Column d / 4 * 100", 4 is a constant and represents the maximum rating scale)

3.2. EVALUATION ON PERSONAL DEVELOPMENT PLAN (NOT FOR SCORING PURPOSES)

COMPETENCIES		EVALUATION (Rating 1-2-3-4) (By marking circle)	BRIEF ON ACTUAL RESULTS	OBSERVATION AND RECOMMENDATION
1.	ORGANISATION AND MANAGEMENT <ul style="list-style-type: none"> ▪ ABILITY TO PLAN, ORGANISE AND MANAGE WORK LOAD ▪ ABILITY TO WORK SYSTEMATICALLY AND MAINTAIN QUALITY ▪ ABILITY TO MANAGE OTHERS TO ACHIEVE SHARED GOALS 	1 - 2 - 3 - 4		
2.	INNOVATION AND STRATEGIC THINKING <ul style="list-style-type: none"> ▪ SUPPORT FOR ORGANISATIONAL CHANGE ▪ ABILITY TO THINK BROADLY ▪ DEMONSTRATING CREATIVITY IN THINKING 	1 - 2 - 3 - 4		
3.	LEADERSHIP AND DECISION-MAKING <ul style="list-style-type: none"> ▪ ABILITY TO INITIATE ACTION AND PROVIDE DIRECTION TO OTHERS ▪ ACCEPTANCE OF RESPONSIBILITY AND DECISION-MAKING ▪ ABILITY TO EXERCISE GOOD JUDGEMENT 	1 - 2 - 3 - 4		
4.	ORGANIZATIONAL DEVELOPMENT AND IMPROVEMENT <ul style="list-style-type: none"> ▪ COMMITMENT TO ORGANIZATIONAL DEVELOPMENT ▪ COMMITMENT TO CUSTOMER SATISFACTION ▪ COMMITMENT TO THE DELIVERY OF QUALITY SERVICES AND PRODUCTS 	1 - 2 - 3 - 4		
5.	COMMUNICATION (ORAL, WRITTEN & ELECTRONIC) <ul style="list-style-type: none"> ▪ ABILITY TO COMMUNICATE DECISIONS CLEARLY ▪ ABILITY TO NEGOTIATE AND MANAGE CONFLICT EFFECTIVELY ▪ ABILITY TO RELATE AND NETWORK ACROSS DIFFERENT LEVELS AND DEPARTMENTS 	1 - 2 - 3 - 4		
6.	JOB KNOWLEDGE AND TECHNICAL SKILLS <ul style="list-style-type: none"> ▪ DEMONSTRATION OF RELEVANT JOB EXPERTISE ▪ DEMONSTRATION OF CROSS-FUNCTIONAL AWARENESS ▪ BUILDING, APPLYING AND SHARING OF NECESSARY EXPERTISE AND TECHNOLOGY 	1 - 2 - 3 - 4		

COMPETENCIES		EVALUATION (Rating 1-2-3-4) (By marking circle)	BRIEF ON ACTUAL RESULTS	OBSERVATION AND RECOMMENDATION
7.	SUPPORTING AND COOPERATING <ul style="list-style-type: none"> ▪ ABILITY TO WORK EFFECTIVELY WITH TEAMS, CLIENTS AND STAFF ▪ ABILITY TO SHOW SUPPORT TO OTHERS ▪ KEEPING TO LAID DOWN REGULATIONS AND PROCEDURES ▪ ABILITY TO ADHERE TO ORGANISATION'S PRINCIPLES, ETHICS AND VALUES 	1 - 2 - 3 - 4		
8.	MAXIMISING AND MAINTAINING PRODUCTIVITY <ul style="list-style-type: none"> ▪ ABILITY TO MOTIVATE AND INSPIRE OTHERS ▪ ABILITY TO ACCEPT CHALLENGES AND MANAGE THEM EFFECTIVELY ▪ ABILITY TO MANAGE PRESSURE EFFECTIVELY 	1 - 2 - 3 - 4		
9.	DEVELOPING AND MANAGING BUDGETS <ul style="list-style-type: none"> ▪ FIRM AWARENESS OF FINANCIAL ISSUES AND ACCOUNTABILITIES ▪ UNDERSTANDING OF BUSINESS PROCESSES AND CUSTOMER PRIORITIES ▪ EXECUTING RESULTS-BASED ACTIONS COST-EFFECTIVELY 	1 - 2 - 3 - 4		
10.	ABILITY TO DEVELOP SELF, STAFF AND OTHER STAKEHOLDERS <ul style="list-style-type: none"> ▪ DEMONSTRATING INTEREST IN SELF-DEVELOPMENT ▪ ABILITY TO DEVELOP STAFF ▪ ABILITY TO COACH AND MENTOR STAFF AND OTHER STAKEHOLDERS 	1 - 2 - 3 - 4		
11.	Any other competencies, please specify:	1 - 2 - 3 - 4		

Evaluation of core competencies (as in rating scale indicated in Annex 2)

4. COMMENTS ON PERFORMANCE ACHIEVEMENTS

(Comment on Performance achievements and additional contributions made)

4.1. HON. MMDCE'S COMMENTS ON PERFORMANCE ACHIEVEMENTS

Refer to Section 3.1: Annual Performance Evaluation

4.2. MMDCD'S COMMENTS ON PERFORMANCE ACHIEVEMENTS

Refer to Section 3.1: - Annual Performance Evaluation

4.3. CAREER DEVELOPMENT / CAPACITY BUILDING NEEDS - COMMENTS

(To Be Completed By Hon. MMDCE & MMDCD)

Refer to Section 3.2: Evaluation on Personal Development

5. ASSESSMENT DECISION & CONCLUSION

(BY HON. MMDCE & MMDCD)

5.1. CRITERIA FOR RATING OVERALL PERFORMANCE

(Refer to Calculated Overall Scores (%) from Section 3.1: Annual Performance Evaluation)

Mark "X" in the appropriate box

Excellent (4): 80-100% (Outstanding)

MMDCD fully met and exceeded the agreed indicators and time lines and produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved. *(publicize his/her outstanding performance and recommend him/her for appropriate reward)*

Very Good (3): 70-79% (Exceeded the requirement)

MMDCD achieved most of the agreed indicators and has produced results of good quality within agreed time lines. *(Recognize his/her very good performance & encourage him/her through Coaching, Mentoring, training, etc.)*

Good (2): 60-69% (Met the requirement= 60%)

MMDCD achieved the minimum number of agreed indicators and provided adequate supporting rationale/ reasons for not achieving all of the specified targets. *(Encourage him/her through Coaching, Mentoring, training, etc. for further improvement)*

Unsatisfactory (1): Below 60% (Did not meet the requirement)

MMDCD's performance did not meet the standard expected for the job i.e. MMDCD did not achieved most of the agreed indicators within the time frame provided and was unable to provide reasons or provided unacceptable reasons for unachieved targets. *(Apply appropriate sanction and necessary counseling)*

5.2. CONCLUDED REMARKS BY RCD

(This section will be completed by RCD after submission of Annual Performance Report by MMDA.)

ANNEX 1: RATING SCALES ON THE ASSESSMENT OF KEY PERFORMANCE INDICATOR (KPI)

To compute score obtained on Indicator, a scale of One (1) to Four (4) was provided.

The following table provides the definitions for the rating scale for assessing the level of achievement of Indicators.

[\(REFER TO SCHEDULE 1, SECTION 3.1.\)](#)

RATING		DEFINITION OF ACHIEVEMENT ON KEY PERFORMANCE INDICATOR (KPI)
4	Excellent :	He/ She fully met and exceeded the agreed indicators and time lines and has produced results of excellent quality. The Officer is a model of excellence in terms of the results achieved and the means by which they were achieved.
3	Very good:	He/ She achieved most of the agreed indicators and indicators and has produced results of good quality within agreed time lines.
2	Good:	He/ She achieved the minimum number of agreed indicators and provided adequate supporting rationale/reasons for not achieving all of the specified targets.
1	Unsatisfactory:	His/ Her performance did not meet the standard expected for the job i.e. He/ She has not achieved most of the agreed indicators within the time frame provided and is unable to provide reasons or provides unacceptable reasons for unachieved targets.

ANNEX 2: RATING SCALES ON THE ASSESSMENT OF COMPETENCY

[\(REFER TO SCHEDULE 2, SECTION 2.2 & 3.2\)](#)

RATING		EXPLANATION (EVALUATION OF COMPETENCY)
4	Excellent	Consistently demonstrated this competency and always encouraged others to do same. Four (4) or more examples can be evidenced to support this rating.
3	Very Good	Frequently demonstrated this competency and sometimes encouraged others to do same. Three (3) examples can be evidenced to support this rating.
2	Good	Demonstrated this competency at least two (2) examples can be evidenced to support this rating. Meets expectation on this competency requirement.
1	Unsatisfactory	Not at all demonstrated this behavioural competency and three (3) or more examples can be evidenced to support this rating. Demonstration of requirements of this behavioural competency was unacceptable and did not meet any expectation.