

Performance Review & Development System (PRDS) Guidelines

BARBADOS
PUBLIC
SECTOR

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1. Introduction

1.1 General

- 1.1.1 The Government of Barbados recognises that to achieve its development objectives for the country it requires a fully responsive public sector that must be infused with new values; a sense of mission and purpose, and be totally imbued with the spirit of ‘renewed professionalism.’
- 1.1.2 A programme of Public Sector Reform is underway. The objectives of the Public Sector Reform programme, including the Performance Review and Development System (PRDS), are to:
- a. **Promote** productivity throughout the public sector;
 - b. **Refocus** Government towards the necessary redefinition of the respective roles of the public and private sectors in the emerging social and economic order;
 - c. **Optimise** the use of resources;
 - d. **Attain** improved levels of accountability;
 - e. **Create** standards of performance which would promote job satisfaction and an increased level of competitiveness;
 - f. **Transform** the public service into an efficient and effective organisation;
 - g. **Improve** systems and procedures to make them more relevant to modern public sector management;
 - h. **Value for money** in the quality of goods and services delivered by the public sector to its customers; and
 - i. **Establish** requisite training programmes to enhance management and performance skills at all levels of the public sector.
- 1.1.3 A major element of the reform program is the introduction of a new performance appraisal system - the Performance Review and Development System (PRDS), which will actively link the work objectives of individuals to the objectives of the public sector.
- 1.1.4 The PRDS features:
- (a) A strategy for assessing performance of staff below the level of Deputy Head of Department; and
 - (b) The 360-degree feedback method for staff from the level of Deputy Head of Department to Permanent Secretary and officers of related grades.

1.2 Objectives Of The Performance Review And Development System

- 1.2.1 This PRDS system aims to develop a culture of “renewed professionalism” in the public sector by:
- a. Linking individual work performance to the key tasks and key results of each agency;
 - b. Providing a set of required behaviours aimed at the development of employee skills and behaviours required to achieve a “renewed professionalism”;
 - c. Improving work planning;
 - d. Clarifying authority, responsibility and reporting relationships in order to ensure accountability and transparency;
 - e. Identifying employee competencies and allowing the prioritising of training and development needs;
 - f. Providing opportunities for improved dialogue between managers, supervisors and employees;
 - g. Identifying unsatisfactory work performance and developing employee performance improvement plans;
 - h. Recognising and rewarding good work performance through incentives and opportunities for career development; and
 - i. Appraising the work performance of all employees in an open, objective, fair and consistent manner.

1.3 Who Is Involved?

- 1.3.1 All persons who are members of the public service of Barbados (with the exception of the Police Force and Teachers, for whom separate systems exist) will be involved in the Performance Review and Development System (PRDS).
- 1.3.2 The Government’s objectives will be communicated to Ministries and Departments for translation into key objectives and key performance indicators. These will flow through into departmental workplans and individual workplans.
- 1.3.3 Every member of the public sector will develop his/her workplan with his/her supervisor or manager, receive coaching and assistance throughout the year as needed and be assessed at the end of the review year on the achievement of agreed workplan objectives and demonstration of required behaviours.

1.4 Benefits

1.4.1 The Barbados Public Sector PRDS has been developed to provide an environment in which public sector employees will:

- a. Want to work to the best of their abilities;
- b. Take pride in their achievements;
- c. Link personal with organisational goals;
- d. Act as their own source of discipline;
- e. Respond to opportunities to learn;
- f. Take responsibility for improving service delivery; and
- g. Be willing to be held responsible for their actions.

1.4.2 The PRDS is in line with best practices in performance management. “Best practice” organisations communicate openly and provide performance feedback to employees. They make sure that people understand their role(s), are equipped to carry out their job and share in the successes of the organisation.

1.4.3 Performance management is an organisational approach to improve performance by aligning planning with management objectives. It links corporate planning and budgetary cycles and plans to division, team and individual work planning, training, and reward and recognition activities. It promotes a non-blame approach to problem solving, employee empowerment and the development of a performance culture.

2. The Annual Performance Review & Development Cycle

The Performance Review and Development System is an annual cycle of planning, objective setting, coaching, review and feedback in line with the Government's financial year.

The Annual Performance Review & Development Cycle

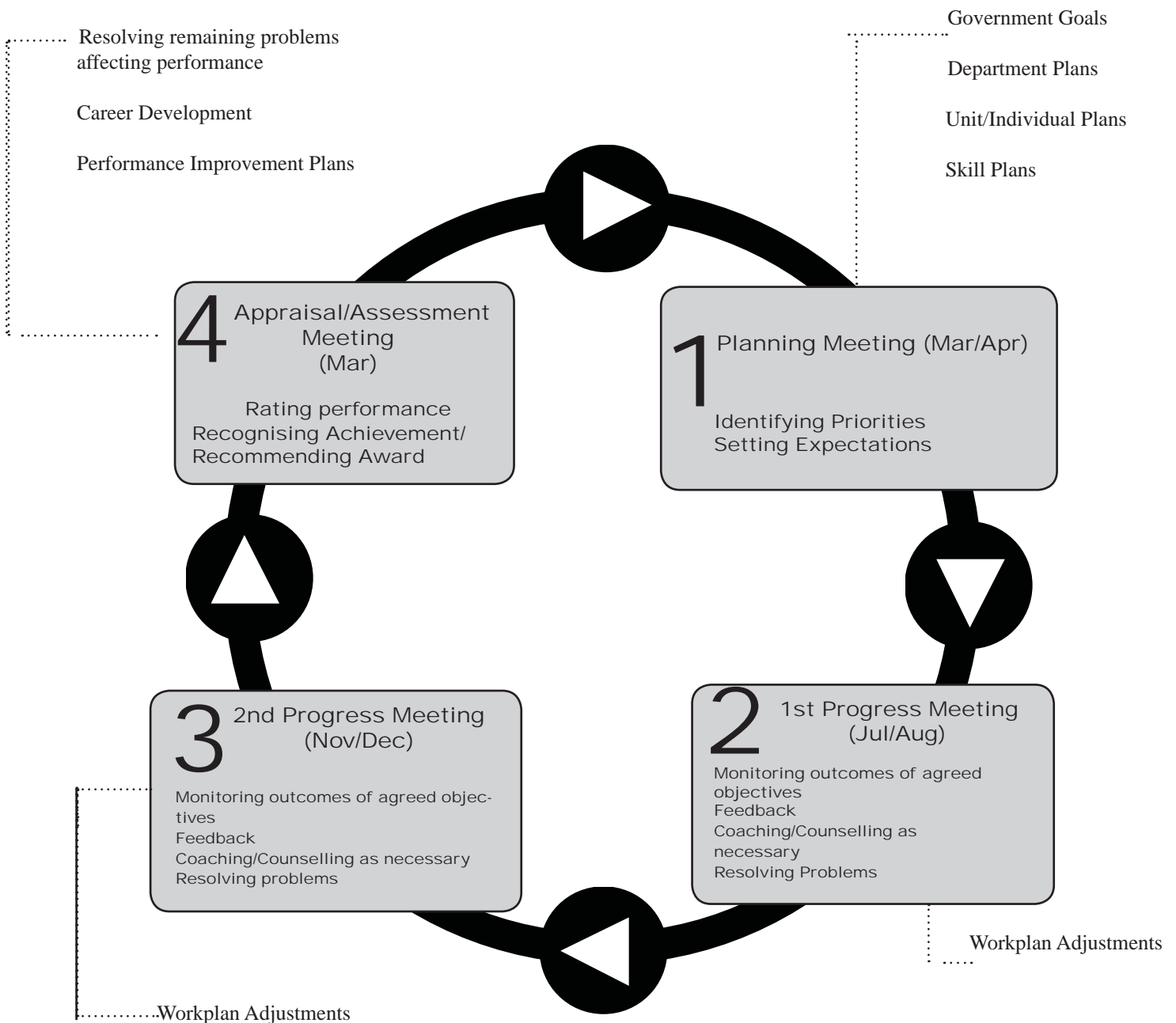


FIG. 2-1

3. Performance Review & Development Processes

3.1: Preparing The Workplan

- 3.1.1 Managers complete individual workplans with employees in late March or when a new, transferred or promoted employee first joins the unit.
- 3.1.2 Prior to preparation of the **workplan** (with individual employees), managers **must** ensure that the following actions have happened:
- a. Each employee has participated in a training session on the PRDS;
 - b. Each employee has attended a unit meeting where the objectives of the unit for the review year have been discussed and individual roles and responsibilities clarified. In addition, objectives and performance measures for tasks that several individuals may have in common have been discussed and agreed on;
 - c. Each employee has received a copy of the Barbados Public Sector Performance Review and Development System Guidelines and Annual Performance Review and Development Form;
 - d. Each employee is given advanced notice of the meeting and asked to bring notes to help develop draft objectives and measures; and
 - e. Sufficient time has been set aside and a suitable location arranged for the conduct of the workplan development meeting.
- 3.1.3 During the workplan development meeting the supervisor and employee(s) discuss duties based on the employee's job description and priorities for the coming twelve months, agree on ***S.M.A.R.T. (*Specific, Measurable, Achievable, Realistic/Relevant, Time-bound)** objectives with performance measures, strategies for any required skill development for the completion of agreed objectives and discuss demonstration of "Required Behaviours" and "Functional Competencies." Objectives should incorporate the functional competencies.
- 3.1.4 **Functional Competencies** refer to the level of knowledge, skills, attitudes/behaviours that employees must have in order to achieve desired levels of work performance.
- 3.1.5 **Considering these questions may help with the meeting:**
- What does the job description tell this employee to do and what is expected in the unit plan?*
- What tasks and results need to be achieved? (Targets, Performance Objectives)*

How well should they be achieved? (Standards)

What is the timeframe for completion?

Will the employee require assistance with the development of additional skills in order to be able to complete any of the objectives?

Have I (manager/supervisor) explained the expected desired behaviours and how they will be demonstrated?

- 3.1.6 After the completion of the workplan meeting, the employee and his/her immediate supervisor sign the agreed workplan and it is passed to the Next Level Supervisor for final signing.
- 3.1.7 The Supervisor returns a copy to the employee and retains the original Form in a confidential file.

3.2: The Progress Meeting

- 3.2.1 Progress meetings are held with each employee in July and December.
- 3.2.2 The Performance Review and Development System anticipates that supervisors will monitor work and provide guidance and feedback to employees on a continuous basis. However, two formal progress meetings with employees form an important part of the review process.
- 3.2.3 Before conducting the **progress meetings** the supervisor **must**:
- Give at least 1 week advanced notice and make time and place arrangements for the meetings;
 - Request the employee to bring to the meeting details of any problems being experienced in making progress towards objectives; and
 - Consider any aspects of the employee's performance or behaviour that require discussion in the meeting.
- 3.2.4 During the meeting the supervisor and employee discuss progress in meeting the performance measures in relation to agreed objectives. Problems are identified, suggestions for their resolution made, agreed on and documented in the appropriate progress meeting/objective column on the workplan and initialled by both.
- 3.2.5 At each progress meeting, the Required Behaviours are discussed and the Supervisor must keep notes on the employee's demonstration of these behaviours, in order to inform the comments for the appraisal meeting at the end of the cycle in March.
- 3.2.6 **Considering these questions may help with the meeting:**

Have unit priorities changed, thus resulting in a change in the employee's objectives?

Has the employee been required to undertake duties additional to those agreed?

Does the employee need additional skills or resources, not previously identified, to achieve an objective?

In developing constructive strategies for improved performance, are both the supervisor and employee focusing on the issues and problems, rather than being critical of each other?

Is the employee encountering personal difficulties, i.e family or health issues affecting his/her performance that may require referral to a counselling or Employee Assistance Program (e.g. the EAP)?

- 3.2.7 During the progress meetings, should it be found that the employee's progress has been hampered by factors beyond his/her control, the supervisor **must** document these factors in the appropriate section of the form. The supervisor must also document any agreed efforts to assist the employee in addressing the situation(s)
- 3.2.8 At the conclusion of the progress meeting, agreements **must** be recorded in the appropriate progress meeting/objective column on the Workplan and the supervisor and employee **must** initial any changes and sign under the appropriate column.

4. The Annual Performance Appraisal/Assessment Review

4.1 Preparing for the Appraisal/Assessment Meeting

- 4.1.1 The Annual Performance Review takes place in late March each year or when an employee leaves a unit. For employees who have worked in several departments during the year, their Annual Performance Review documentation will comprise the final reviews from previous units and the Annual Review from the current unit.
- 4.1.2 Before conducting the performance review meeting, the supervisor **must** undertake the following activities:
- a. The supervisor refreshes his/her knowledge of the Performance Review and Development System, of the rating process and implications of rating. If there are queries, the supervisor may seek advice from the designated Human Resource officer in his/her Ministry or Department;
 - b. The supervisor makes date, time, place and advance notice arrangements for the meeting with the employee;
 - c. The supervisor requests the employee to prepare for the meeting by considering how well objectives have been met and Required Behaviours demonstrated; and
 - d. The supervisor considers in advance of the meeting how the employee has performed and makes notes for discussion in the meeting.
- 4.1.3 Prior to the meeting, the supervisor must ensure that employees fully understand the performance review process and the relationship of the performance rating scale to the achievement of objectives as described on the performance review form.
- 4.1.4 The employee should bring to the meeting his/her **self-appraisal**. For this, he/she should consider his/her objectives and achievements and what rating could be appropriate.

4.2 Conducting the Assessment/Appraisal Meeting

4.2.1 During the meeting each objective and how well it has been achieved is discussed in turn, with comments being noted on the workplan form.

4.2.2 A total rating is then agreed for achievement of objectives in line with the objectives rating scale at the bottom of the workplan form.

4.2.3 Calculating the Overall Rating

4.2.4 Considering performance against agreed objectives, an overall performance rating is agreed for the year under review. Under the section headed "Overall Annual Performance Review", select an overall performance rating of 5 to 1 from the ratings given below, by finding the average of the scores given on page 3 of the PRDS form. Tick (✓) the appropriate box to assign the final rating in line with the rating scale given:

- | | | | |
|---|--------------------------|----------------------------|--|
| 5 | <input type="checkbox"/> | Outstanding: | Achieved 100 % of agreed objectives |
| 4 | <input type="checkbox"/> | Meets Expectations: | Achieved 90-99% of agreed objectives |
| 3 | <input type="checkbox"/> | Satisfactory: | Achieved 70-89% of agreed objectives |
| 2 | <input type="checkbox"/> | Needs Development: | Achieved 50-69% of agreed objectives |
| 1 | <input type="checkbox"/> | Unacceptable: | Achieved below 50% of agreed objectives |

4.2.5 Examples on How to Calculate the Overall Rating:

EXAMPLE (A) If the employee earns a rating of 3 for the 1st and 2nd progress meetings and the 3rd or final meeting, the overall rating would be calculated as follows:

$3+3+3 = 9$ divided by the 3 meetings which gives an average rating of 3

N.B. Where the employee earns an average rating of less than x.5 (e.g. X.1;X.2;X.3;X.4), the rating is rounded to the nearest whole number.

EXAMPLE (B) If the employee earns a rating of 3 for the 1st and 2nd progress meetings and 4 for the final meeting, the overall rating is calculated as follows:

$3+3+4 = 10$ divided by the 3 meetings which gives an average of 3.3 rounded off to 3

N.B. Where the employee earns an average rating of X.5 or more (e.g. X.5;X.6;X.7;X.8;X.9), the rating is rounded to the nearest whole number.

EXAMPLE (C) If the employee earns a rating of 3 for the 1st and 2nd progress meetings and 5 for the final meeting, the overall rating would be calculated as follows:

$3+3+5=11$ divided by 3 meetings which gives an average rating of 3.6 rounded off to 4

4.2.6 Implications of Ratings:

- 5: Employee is rated promotable, accelerated progression and consideration for special recognition / awards.
- 4: Employee is rated promotable, and receives consideration for special recognition / awards.
- 3: Employee is rated promotable.
- 2 & 1: Employees whose performance fall within 1 or 2, are required to develop, together with supervisor, a performance improvement plan and will be considered promotable, when performance improves to a rating of 3.

Please also see sections 5.2.1 and 5.3.1

4.2.7 The supervisor makes a comment on the employee's demonstration of each functional competency during the appraisal meeting. If the department has additional Group Functional Competencies, then these are stated on the PRDS appraisal form and a comment is given with respect to the group's demonstration of each competency.

- 4.2.8 Having reviewed the demonstration of the Required behaviours statements at each progress meeting and made relevant notes, the supervisor writes a final comment against each behavioural statement that applies to the employee's job description.
- 4.2.9 The Supervisor then completes the supervisor's comments and ratings section of the form and the employee completes the employee's comment section.
- 4.2.10 The current supervisor is held accountable for producing the Performance Report. However, the supervisor must obtain input from previous supervisors and other supervisors dealing with the employee's work during the relevant period. Supervisors, before departing the Ministry/Department/Agency on promotion, transfer, long leave, retirement or termination, are required to complete reports for relevant period(s).
- 4.2.11 If the supervisor and employee have not been able to reach agreement on the overall rating the Next Level Manager is invited to assist in the Review process.
- 4.2.12 **Considering these questions may help with the meeting:**

Are we working through each objective and Required Behaviour, discussing and listening to each other's point of view, to ensure we can reach agreement that assessments are being made in a fair and constructive manner?

Are we ready to discuss and accept both positive and constructive negative feedback?

Are we focusing on positive solutions and strategies for improved future performance?

Is the employee being given every opportunity to update achievements?

Is adequate time being given to the career development discussion?

5. Decisions From The Annual Performance Review

5.1 Recognising Good Performance

- 5.1.1 For employees on probation, the first appointment is confirmed after completion of the required period of probationary service and on achieving an overall Performance Rating of 3 or greater. Comments on the required behaviours must be completed, as these variables (punctuality and regularity at work) are critical to the confirmation of the employee's appointment.
- 5.1.2 Where employees have met expectations (4) or achieved outstanding performance (5), the supervisor makes recommendations in relation to performance recognition in the supervisor's comments section of the Review Form.
- 5.1.3 Available options may include accelerated progression, acknowledgement of a job well done, special training and career development opportunities, special acting opportunities, nomination for scholarships and special award schemes.
- 5.1.4 Once the PRDS is implemented the Head of Department should consider recommendations for the whole department and facilitate the recognition of performance across the department. The Recognition and Reward Guidelines would provide further direction.
- 5.1.5 Service wide /national awards will be considered when the PRDS is being used across the public service. For this purpose, annual performance rated at 5 consistently for 2 years will be considered among national awards .

5.2 Dealing With Unsatisfactory Performance

5.2.1 The process of the Annual Performance Review and Development System is designed to ensure discussion and agreement between supervisors and employees in relation to what needs to be done and to what expected level. In particular, the progress meetings provide the opportunity for identification and resolution of any performance difficulties. If, at the time of the Annual Performance Review, the employee's performance is rated as Needs Development (2) or Unacceptable (1), the employee develops a Performance Improvement Plan with his/her supervisor. This Plan should include employee assistance strategies, i.e counselling, coaching, mentoring and training with realistic deadlines for implementation and expected results/improvements.

5.3 Performance Improvement Plan

5.3.1 The supervisor develops with the employee a plan to address the identified performance difficulties. The plan is agreed with the next level manager. Particular organisational or personal factors, affecting the employee, are taken into account. The Performance Improvement Plan becomes a part of the employee's new workplan. If after two progress meetings for the new workplan, the unsatisfactory performance has not been resolved, the supervisor makes appropriate recommendations to the Head of the Ministry/ Department who decides the action to be taken.

5.4 Dealing With Grievances

5.4.1 If, at any stage of the Performance Review processes, there is disagreement between the supervisor and the employee, the issue is referred to the next level manager. The next level manager seeks to resolve the issue to the satisfaction of both the employee and the supervisor. This, however does not give the next level manager authority to override the supervisor's assessment of the employee without due process. If this is unsuccessful, the issue is referred to the normal grievance mechanism or process of the department.

5.5 Confidentiality Of The Performance Review Form

5.5.1 The performance review form is confidential between the employee, supervisor and management. During the review year, the original is held by the supervisor and a copy kept by the employee. At the completion of the review, a signed and completed copy of the form is kept on the employee's confidential personal file and be made available for the consideration of the Public, Police, Judicial and Legal Services Commissions, Personnel Administration Division, E. Humphrey Walcott Building, Cnr. Collymore Rock & Culloden Road, St. Michael, no later than 15th May each year, in accordance with the Public Service Act 2007-41.

5.6 Monitoring Of The Annual Performance Review System

5.6.1 This Annual Performance Review and Development System will be the subject of ongoing monitoring, review and development to ensure continuing performance improvement and fair and objective review of employees.

5.6.2 The Personnel Administration Division will sample forms across agencies and analyse trends across departments.

