



PERFORMANCE APPRAISALS- YOUR QUESTIONS ANSWERED

Will the PRDS be reviewed?

The Performance Review and Development System will be reviewed and assessed on a continuous basis by the PRDS Steering Committee in order to ensure validity and reliability of the system.

Where can I get additional information if I need it?

A separate unit has been established at the Personnel Administration Division to deal with PRDS issues.

You may contact this unit at telephone number 427-1061 or by Fax at 429-5169.

Will the employee's appraisal be affected due to any change in his/her work situation?

The assessment from the previous supervisor will be considered as part of the employee's annual performance appraisal.

What happens if the employee does not agree with the appraisal?

In the event that there is disagreement between the Supervisor and the employee, the issue will be referred to the next level manager. This, however, does not give the next level manager authority to override the Supervisor's assessment without due process. If the issue is not resolved at this level, it is referred to the established grievance mechanism.

What is the Performance Review and Development System (PRDS)?

The Performance Review and Development System (PRDS) is a method by which the work performance of public officers will be measured.

What does it do?

It assesses /appraises **performance** in the workplace in relation to agreed performance standards.

Why introduce a new performance appraisal system?

The present system is subjective and therefore ineffective.

What are some of the benefits of the PRDS?

The PRDS has been developed to help provide an environment in which public sector employees will be:

- granted recognition and rewarded for outstanding service.
- provided with a more objective and transparent method of assessment / appraisal;
- provided with clear responsibilities and guidelines relating to their jobs; and
- provided with opportunities for coaching, counseling and training where necessary.

How will the PRDS benefit me?

Where employees have exceeded expectations or achieved outstanding performance, the supervisor will make recommendations in relation to performance recognition.

What happens to the performance appraisal form once completed?

At the completion of the review, the PRDS form is kept on the employee's Confidential Personal File held in the department. The final grade and comments will be passed to the Personnel Administration Division for evaluation and follow-up.

How often will the employee be appraised?

The appraisal will be conducted annually according to the financial year in four phases:

- Meeting between supervisor and employee to develop the employee's work plan (late March);
- First progress meeting (July);
- Second progress meeting (December);
- Overall (final) assessment/ performance evaluation meeting (March the following year).

Will the Performance Review and Development System (PRDS) be linked to increments?

No. The Performance Review and Development System (PRDS) will **not** be linked to increments.

What happens to persons who do not perform to the required standard?

Repeated poor performance will be addressed according to the nature of the problem. Options include:

- Counselling
- Coaching/Mentoring; and
- Training.

Is the PRDS review form confidential?

Yes. The PRDS review form (and interviews) will be confidential between the employee, supervisor and management. During the review year the supervisor holds the original and the employee is given a copy as a reference for self-assessment.

Outstanding performance will be recognised/rewarded and a range of options is being considered. These include:

- Accelerated promotion;
- Acknowledgement of a job well done;
- Special training and career development opportunities;
- Nomination for scholarships; and
- Special award schemes.

Who is involved in the PRDS?

All persons who are members of the public service of Barbados with the exception of the Police Force and the Teachers for whom separate systems exist.

Who will be appraised?

Employees at all levels will be assessed including Permanent Secretaries.

What has been done in order to implement the system?

Some of the steps taken include:

- The establishment of a Steering Committee to guide the overall process;
- Benchmarking best practices in performance management among quasi-governmental, privately and locally based regional organisations;
- The development of the PRDS Guidelines and appraisal form;
- The preparation of training manuals; and
- The development of a training plan to train members of the public service how to use the PRDS.

How can organisations facilitate the implementation of the PRDS?

Organisations need to have the following prerequisites in place:

- Commitment of top level managers;
- Prior sensitisation of their staff about the changes in the performance appraisal procedure;
- Current and relevant job descriptions;
- Organisational chart;
- Operations/Procedures manual;
- A Strategic Plan; and
- Work plans.

How will the PRDS be introduced to the public service?

The PRDS will be introduced:

- On a pilot basis to selected agencies; and
- On a phased basis to the wider public service.

Which are the pilot agencies?

The Pilot agencies are: -

- Ministry of the Civil Service and Personnel Administration Division;
- Ministry of Finance;
- Ministry of Economic Development;
- Ministry of Labour and Social Security;
- Office of the Attorney General; and
- Ministry of Home Affairs.

The system eventually will be rolled out to the wider public service.

Will Heads of Departments and employees be trained?

Yes. The PRDS Unit will provide training for all employees in the following categories:

- Trainers;
- Top Management;
- Managers and Supervisors; and
- Non-supervisors.

Will evaluation reports done during the pilot phase be considered in terms of appointments, promotions and rewards?

Reports compiled during the pilot phase will be considered for appointments, promotions and internal rewards. Service-wide rewards will be considered after the PRDS has been rolled out to the entire Public Service.

How will officers be rated /assessed if they leave a pilot agency and go to a non-pilot agency?

If an officer leaves a pilot agency and goes to work in a non-pilot agency during the same reporting year, that officer's performance will be rated/assessed using both appraisal systems. If, for example, an officer was employed at the Ministry of Finance – a pilot agency – during the period April to September, 2002 and at the Ministry of Agriculture – a non-pilot agency – during the period October, 2002 to March, 2003, that officer's performance for the period April to September, 2002 would be evaluated using the PRDS. The officer's performance during the latter period would be evaluated under the 'old' system.

How will work be weighted /assigned between two officers with similar Job Descriptions but differing abilities?

The work should be distributed evenly. Officers with similar Job Descriptions, but differing abilities should be provided with the necessary assessment to determine the nature of any deficiency. Once identified, the appropriate training, coaching, mentoring and counseling will be provided in order to meet the required job performance standards. Efforts should also be made to ensure the “right” job fit. However, if an officer exceeds standards he/she should be given an improved rating on the PRDS evaluation Form.

How will the final report be treated by the Personnel Administration Division?

Upon completion of the final reports within individual ministries and departments, the information is submitted to the Personnel Administration Division for active consideration in relation to promotions, appointments, succession planning and other forms of decision-making in accordance with the Service Commissions (Public Service) Regulations, 1978.

For someone who is reported on by the Permanent Secretary, e.g. Deputy Permanent Secretary, who would be the next level supervisor?

There is no next level supervisor. However, officers reported on by a Permanent Secretary have redress on any issue related to the PRDS and their evaluation through the Grievance Procedures available to public officers.

Who reports on an officer (e.g. Secretary) who works directly with the Minister?

For an officer who works directly with the minister, the reporting officer will be the Permanent Secretary.

What system will be used to determine how special acting appointments will work as a reward, given the issue of super session?

There are no special acting appointments within the Public Service.