



National School  
of Government  
International



# Performance Appraisal and Promotions Systems

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## **If it isn't broke....**

- **98% are excellent! (Supreme Court has ruled out differentiation within this)**
- **All have equal qualifications**
- **Merit and performance are therefore ruled out as determinants**
- **Seniority has no correlation to performance**
- **Over-reliance on judicial redress mechanisms which are protracted and costly**
- **Lack of trust in the existing system**

**....It's broke. Do you want to fix it?**

# Appetite for Reform

- **Strong consensus that the current system is broken and there is a need to change**
- **Scepticism that a new system will be any better given the prevailing culture – nervousness about increasing reliance on the exercise of judgement**
- **But nevertheless an appetite to try**
- **Key shift required is from a PA system which is inextricably linked to promotion decisions to one which is inextricably linked to organisational performance in line with PFM**
- **People do not recognise PA as management – just “bureaucracy”**

# Proposals underpinning our design

- **Principal aim of PA is to drive individual contribution to meet organisational goals through cascade i.e. supporting PFM/MTBF reforms**
  - **Individual objectives will be made up of the “what” (job objectives) and the “how” (behaviours\*) with an 80/20 weighting**
  - **Measurement of performance in job, in year (not about promotability –separate system)**
  - **Encourage continuous feedback with formal feedback at mid-year (focussing on development) and end-year (focussed on performance)**
  - **Specific training on PA to be built into CAPA/PWC modules**
- \* Based on PWC/PAPD previous work

# Proposals underpinning our design (cont.)

- Differentiation of performance will be through “guided (not forced) distribution” at ministry/department e.g.

Outstanding	10 – 25% of employees
Good	60 – 82% of employees
Must Improve	8 – 15% of employees

- PA System covers all staff, including interchangeable and casuals
- 360° Feedback for Permanent Secretaries alongside PFM/MTBF targets
- Spans of management responsibilities need reviewing as part of sectoral studies

# Checks and Balances

- **Multiple sources of feedback sought**
- **Evidence based**
- **Open appraisal**
- **Supervisory input and moderation**
- **Appraisers appraised on their ability to appraise**
- **Standard setting (objectives at beginning of year) and Moderation (ratings at end of year) by managers collectively in Ministries/departments**
- **Robust redress and appeal mechanisms (short of judicial review)**

## **If it's not about promotability what's it for?**

- **Future linkage to “Carrots and Sticks” – intention to link to pay and consequences for poor performance made explicit but phased-in**
- **Key underpinning of wider PFM reform allowing individual objectives to be linked to organisational objectives**
- **It can be linked to promotability but it is not the only factor that should be assessed in determining suitability for promotion**
- **It's good management!**

# Promotions

- **Three underlying principles**

- **Open**
- **Fair**
- **Merit-based**



# Open

- **Posts should be advertised and anyone can apply**
- **In recognition of the current situation, after the lifting of the freeze, posts should be open within the public service only initially – then later to the whole population**
- **Schemes of Service should be fundamentally reformed to create greater mobility and more competition**

# Fair

- **Selection will be evidence-based – the more senior the post the more evidence from more sources should be collected**
- **Job descriptions should be prepared – against which candidates will be tested**
- **Posts (including the JD) should be advertised widely**

# Merit-based

- **The most capable person with the right skills and knowledge for the post shall be appointed.**
- **A robust and comprehensive assessment methodology (taking into account the importance of the post) shall be employed incorporating:**
  - **qualifications (relevant to post)**
  - **experience (including that obtained in other sectors)**
  - **appraisal markings (for the last two years to test consistency of performance)**
  - **Competency based interview, possibly supported by other assessment methods (toolkit provided)**

## **In summary**

**Promoting the right person with the right skills, qualifications and relevant experience into the right job will contribute to the overall ambition of driving up the performance of the Cyprus Public Service.**

**It is in everybody's interests (politicians, civil servants and citizens) to have the strongest team possible to maximize public value and to deliver high quality public services.**

**Thank you!**