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PERFORMANCE MANAGEMENT & APPRAISAL SYSTEM

Civil Service of Jamaica



GUIDELINES AND REFERENCE FOR GIVING RECOGNITION AND REWARDS

Developed and produced by the Rewards & Recognition Committee and the Technical Support Team
To the Performance Management Implementation Team (PMIT)

Maintained by the Public Sector Reform Unit, Cabinet Office

TABLE OF CONTENTS

Page

DEFINITION OF TERMS	
INTRODUCTION	
The Rationale for a Central Recognition and Reward Policy Framework	i
Objectives of the Policy Framework	ii
Overview of the Recognition and Reward Process	ii - iii
The Recognition and Reward Process (high level outline)	iii - iv

Section 1:

CRITERIA FOR SELECTION AND LEVELS OF REWARD

1.1 Qualifying For Eligibility	1
1.2 Evidence For The Records	1
1.3 Levels Of Reward And The Associated Levels Of Job Performance Required	2
1.4 Types Of Awards Associated With Each Reward Level	2
1.5 Suggested List Of Awards Recommended At Each Reward Level	3

Section 2:

ROLES AND RESPONSIBILITIES OF KEY PLAYERS

2.1 Managers and Supervisors	1
2.2 Employees	1 - 2
2.3 Human Resource Manager	2
2.4 Internal Recognition and Reward Committee	2 – 3
2.5 External Recognition and Reward Committee	3

Section 3:

PROCEDURE FOR RECOMMENDING AND GIVING AN AWARD

3.1 The Recognition and Reward Process – Job Related Performance	1
3.2 The Reward & Recognition Process – Special Award	2

TABLE OF CONTENTS

Page

APPENDICES

A	Extract from a Performance Appraisal (77%)	1
B	Extract from a Performance Appraisal (85%)	1
C	Extract from a Performance Appraisal (95%)	1
D	Extract from a Performance Appraisal (100%)	1
E	Extract from a Performance Appraisal (over 100%)	1
F	Level 1, 2 and 3 Awardees List for Internal Recognition and Reward Committee	1
G	SPECIAL AWARD: QUALIFYING CRITERIA	
G1	“Community Involvement” - Qualifying Criteria (The Interview)	1
G2	“Interpersonal Skills/Interoffice Relations” - Qualifying Criteria (The Vote by Peers)	1
H	Special Awardees List for External Recognition and Reward Committee	1
I	Contact Details – Office of the Cabinet and Office of The Services Commissions	1
J	Document Control Record	

Definition of Terms

TERM	DEFINITION
<p>Work related community and organisation involvement</p>	<p>Community Involvement</p> <p>This factor tries to ascertain an individual's level of involvement in the official extra-curricular activities of the organization. This involvement may be expressed through a willingness to support the events of the organization through:</p> <ul style="list-style-type: none"> • Participation in the planning process, • Participation in the programme itself, • Supporting events through attendance and other means <p>Interpersonal skills/Interoffice Relations</p> <p>These are displayed where an individual is seen as a source for advice, counseling, inspiration etc. The individual may also be seen as a mentor. He/She must be someone who is regarded with trust and confidence and be seen as an advocate.</p>
<p>Performance Level</p>	<p>This is represented by the overall score an individual receives on the final performance appraisal <u>for the full review period</u> (financial year). This score must be derived by following the formally documented procedures of the organisation's Performance Management and Appraisal System.</p>
<p>Level 1 Award</p>	<p>Recognition given to individuals whose performance level is 80% - 89%.</p>
<p>Level 2 Award</p>	<p>Recognition and a tangible reward given to/or special event hosted for, individuals whose performance level is 90% - 99%.</p>
<p>Level 3 Award</p>	<p>Recognition and a tangible reward given to/or special event hosted for, individuals whose performance level is 100% and over.</p>
<p>Special Award</p>	<p>Recognition, tangible reward and/or special privilege given to individuals whose performance is at least 95% and who in the opinion of their colleagues, have demonstrated outstanding work related community and organisation involvement.</p>
<p>Internal Recognition and Reward Committee</p>	<p>A Committee with representation from within the organisation who will meet to discuss the types of recognition, tangible rewards to be given and/or special events to be hosted for the three levels of awards. (Please see Section 2.4 for more information).</p>

RECOGNITION & REWARD POLICY FRAMEWORK: CIVIL SERVICE OF JAMAICA



TERM	DEFINITION
External Recognition and Reward Committee	A Committee with representation from the Public Service, Trade Unions, and a private sector representative who will meet to discuss the types of recognition, tangible reward and /or special privilege to be given to each special awardee selected by the Ministries and Departments. (Please see Section 2.5 for more information).

Introduction

The implementation of the Performance Management and Appraisal System (PMAS) is seeking to create a new performance culture which places greater emphasis on the importance of the **motivation, development and optimal utilisation of human resources**, towards the achievement of a **client focused and results oriented** Public Service. All government employees are encouraged to work to achieve the criteria for receiving recognition and reward as set out in this policy framework. This policy framework complements what is expected of all government employees, as set out in the Staff Orders and the Public Service Regulations.

Rationale for a Central Reward & Recognition Policy Framework

Fairness, equity and transparency are some of the foundation principles of the new PMAS. It is therefore important to ensure that in every facet of the PMAS, these principles are guarded and applied in order to build confidence in and commitment to the new performance culture.

In the same manner that the performance management and appraisal process has guidelines and minimum standards, so too, should the recognition and reward given as a result of the appraised job performance. The potential effect on motivation and trust is too significant to allow bias or privilege to influence how government employees are rewarded for exemplary performance.

This policy framework addresses recognition and reward for job performance. Work related community and organisation involvement demonstrated through volunteerism, is also taken into consideration in making special awards.

The intent of this Recognition and Reward Policy Framework is therefore to ensure that all executives, managers and supervisors are provided with the means of determining in a fair, equitable and transparent manner, the reward and/or recognition to be given to each deserving employee. Ultimately, all staff members will benefit by understanding the criteria on which the giving of recognition and rewards is based

Objectives of the Policy Framework

1. To provide employees with information on **recognition and reward options**, based on clearly defined job performance criteria
2. To provide employees with **information on the criteria** for receiving special recognition/reward, based on job performance and work related community and organisation involvement
3. To **help motivate** employees by rewarding good and excellent results against agreed targets
4. To **help encourage** excellent job performance coupled with work related community and organisation involvement
5. To **build trust** in, and **commitment** to, the new performance management culture by ensuring fairness, equity and transparency in giving recognition and reward
6. To **provide guidelines** which will ensure that recognition and rewards are given to deserving employees no more than eight months after the end of the financial year.

Overview of the Recognition and Reward Process

This policy framework addresses two award types, namely:

1. Award for job performance (at 3 different levels), 80% being the minimum level for eligibility
2. Special award for job performance at the level of 95% and above coupled with outstanding work related community and organisation involvement

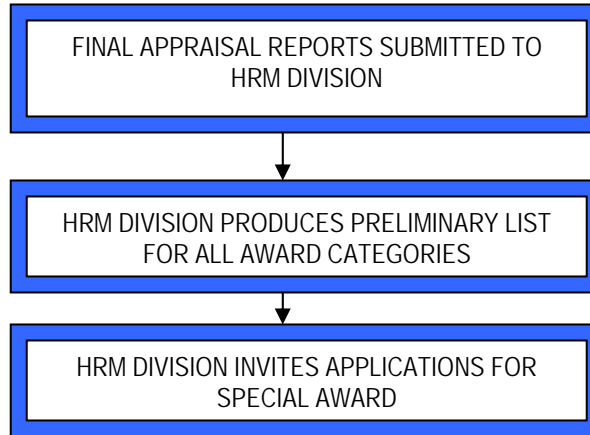
The final individual performance appraisal against agreed targets and behaviour expectations for any given financial year, is to be done end of March/early April each year. The results of this appraisal must be documented, signed by the employee, their immediate supervisor/manager and the reviewing manager (where applicable¹). The final signed appraisal reports must be submitted to the Human Resource Management Division by mid-April or by the latest, mid-July to allow for any appeals to be concluded.

After all performance appraisals are processed, including appeals, the Human Resource Department will invite employees with scores of 95% and over to consider applying for the Special Award. Staff members who apply will be interviewed by the Internal Recognition and Reward Committee. Profiles of them will then be presented to their colleagues, for selection of the employee whom they consider to be deserving of a Special Award based on the established criteria. The External Recognition and Reward Committee will receive the names of these selected staff members for determination of Special Award options. The Internal Recognition Committee will also receive the list of employees with final appraisal scores of 80% and over, for determination of Level 1, 2 and 3 reward options.

High Level Outline of the Recognition and Reward Process

STEP 1

- (a) All appraisal reports sent to the HRM Div. **within 3 ½ mths after March 31** (to allow any pending performance management appeals to be dealt with)
- (b) HRM prepares list for Levels 1, 2, 3 and potential Special Awardees
- (c) Potential Special Award candidates are invited to apply.
- (d) List for all award categories prepared for Internal R&R Committee

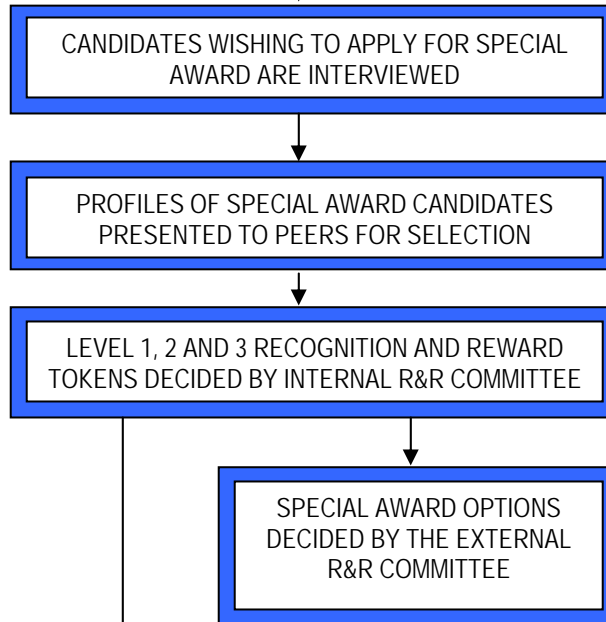


TIMING OF OUTPUTS

- 1(b) List of level 1, 2, 3 awardees and potential Special Awardees by **latest end of July**
- 1(c) Potential Special Award candidates invited to apply by **latest end of July**
- 1(d) List for all award categories submitted to the Internal R&R Committee by **latest end of July**

STEP 2

- (a) Potential Special Awardees are interviewed by the Internal R&R Committee and profiles developed
- (b) Peers vote within Divisions for any candidates from their Division
- (c) Permanent Secretary(PS)/Head of Department (HoD) submits names of Special Awardees to the External R&R Committee
- (d) Award options decided by the Internal and External R&R Committees



TIMING OF OUTPUTS

- 2(a) Internal R&R Committee holds interviews and develop profiles of recommended Special Award candidates by **latest mid-August**
- 2(b) Selection of awardee(s) by peers within each Division with applicant/applicants by **latest end of August**
- 2(c) PS/HoD submits the list of Special Awardees to the External R&R Committee by **latest first week of September**
- (d) Internal & External R&R Committees communicate the recommendations on the relevant award options to each PS/HoD, Financial Secretary and Cabinet Secretary by **latest end of September**

STEP 3 AWARDS



TIMING OF OUTPUTS

- (a) Internal Awards given **within 6 weeks of decision** by Internal R&R Committee
- (b) Special Awards given **during Civil Service Week Activities**

¹ Where the Chief Officer/Permanent Secretary is the immediate manager, there is no Reviewing Manager

Time Lines for the Recognition and Reward Process

STEPS	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
1. Final appraisal reports received by HRM Division. (All appraisals should be submitted by mid-April. In the event of appeals, these should be settled by mid-July)	Earliest start date		Latest start date					
	■ ■ ■ ■ ■ ■ ■ ■ ■ ■							
2. HRM prepares list for Levels 1, 2, 3 and potential Special Awardees		■ ■ ■ ■ ■ ■ ■ ■ ■ ■						
3. Potential Special Award candidates are invited to apply		■ ■ ■ ■ ■ ■ ■ ■ ■ ■						
4. List of all award categories prepared for Internal R&R Committee Potential Special Awardees are interviewed by the Internal R&R Committee and profiles developed		■ ■ ■ ■ ■ ■ ■ ■ ■ ■						
5. Potential Special Awardees are interviewed by the Internal R&R Committee and profiles developed			■ ■ ■ ■ ■ ■ ■ ■ ■ ■					
6. Peers vote within Divisions for candidates from their Division				■ ■ ■ ■ ■ ■ ■ ■ ■ ■				
7. HRM Division submits results of Special Award voting and list of eligible Level 1, 2 and 3 awardees to the Internal R&R Committee				■ ■ ■ ■ ■ ■ ■ ■ ■ ■				
8. Internal R&R Committee deliberates and communicates recommendations on the Level 1, 2 and 3 recognition and reward options to the PS/HoD				■ ■ ■ ■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■ ■ ■ ■			
9. Permanent Secretary(PS)/Head of Department (HoD) submits names of Special Awardees to the External R&R Committee				■ ■ ■ ■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■ ■ ■ ■			
10. External R&R Committee deliberates and communicates recommendations on the Special Award options to the Financial Secretary, PS/ HoD				■ ■ ■ ■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■ ■ ■ ■		
11. Internal Awards given within 6 weeks of decision by Internal R&R Committee					■ ■ ■ ■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■ ■ ■ ■
12. Special Awards given during Civil Service Week Activities								■ ■ ■ ■ ■ ■ ■ ■ ■ ■

Section 1:
CRITERIA FOR SELECTION AND LEVELS OF REWARD

1.1 QUALIFYING FOR ELIGIBILITY

Any central government employee is eligible who has:

1. no formal disciplinary action in effect at the time of their final appraisal **OR** no formal disciplinary action taken in the performance period under review
2. been formally appraised in keeping with the guidelines of the documented and approved Performance Management and Appraisal System in their organisation, and has subsequently achieved a final score of at least 80%

Eligibility for a special award is based on job performance at the level of 95% and above coupled with selection by peers for outstanding work related community and organisation involvement.

Adherence to the Performance Management and Appraisal process will ensure that there is no ambiguity in defining good and exceptional job performance. However, to ensure that the integrity of the recognition and reward policy framework is maintained, “work related community and organisation involvement” must be determined by using the survey (see relevant Appendix) and procedure defined in this Policy Framework.

1.2 EVIDENCE FOR THE RECORDS

Job Performance

1. A duly completed and signed final performance appraisal report by the employee, immediate manager/supervisor and the reviewing manager (where applicable³).

AND where applicable

Work Related Community and Organisation Involvement

2. The results of the interview and
3. The results of the voting conducted to determine the employee(s) selected.

**Section 1:
CRITERIA FOR SELECTION AND LEVELS OF REWARD**

1.3 LEVELS OF REWARD AND THE ASSOCIATED LEVELS OF JOB PERFORMANCE REQUIRED FOR CONSIDERATION

REWARD LEVEL	FINAL APPRAISAL SCORE
1	80 – 89%
2	90 – 99%
3	100 % and over

1.4 TYPES OF AWARDS ASSOCIATED WITH EACH REWARD LEVEL

REWARD LEVEL	FINAL APPRAISAL SCORE	Increment	Recognition	Reward (Internal R&R Committee)	Special Award (External R&R Committee)
1	80 - 89%	YES	YES	NO	NO
2	90 – 99%	YES	YES	YES	YES if nominated and score is 95% - 99%
3	100 % and over	YES	YES	YES	YES, if nominated

**Section 1:
CRITERIA FOR SELECTION AND LEVELS OF REWARD**

1.5 SUGGESTED LIST OF AWARDS RECOMMENDED AT EACH REWARD LEVEL

REWARD LEVEL	FINAL APPRAISAL SCORE	Recognition	Reward (Internal R&R Committee)	Special Award (External R&R Committee) (inclusive of Recognition for Work Related Community & Organisation involvement)
1	80 - 89%	<ul style="list-style-type: none"> ▪ Letter of commendation ▪ Picture in newsletter 	NO	NO
2	90 – 99%	<ul style="list-style-type: none"> ▪ Letter of commendation ▪ Picture in newsletter 	<ul style="list-style-type: none"> ▪ Luncheon of Appreciation ▪ Engraved pen ▪ Gift Basket ▪ Office plant ▪ Gift certificate 	<p>YES, if selected and appraisal score is 95% - 99%</p> <p>Certificate of Appreciation and special mention/presentation during Civil Service week</p>
3	100 % and over	<ul style="list-style-type: none"> ▪ Letter of commendation ▪ Certificate of Achievement ▪ Picture and special mention in newsletter ▪ Special mention during Civil Service Week ▪ Photo on wall ▪ Designated a mentor 	<ul style="list-style-type: none"> ▪ Luncheon of Appreciation ▪ Name plate for desk ▪ Trophy at Awards function ▪ Leather portfolio with name engraved ▪ Special Training opportunity or benefit ▪ Name on wall plaque of achievers 	<p>YES, if selected</p> <ul style="list-style-type: none"> ▪ Bond certificate ▪ Weekend for 2 at a hotel ▪ Day at the Spa ▪ Day pass for 2 at an all-inclusive resort ▪ Dinner for 4 ▪ Working visit to another CARICOM territory <p>Certificate of Appreciation and special mention/presentation during Civil Service week</p>

Section 2:
ROLES AND RESPONSIBILITIES OF KEY PLAYERS

The purpose here is to ensure that the obligations and expectations of employees, supervisors and managers at all levels are known and understood. This will ensure that the Recognition and Reward System is implemented in a manner that fosters increased productivity in an environment of industrial harmony.

2.1 MANAGERS AND SUPERVISORS

1. Ensure that employees understand their performance and behaviour expectations, as documented in their work plans.
2. Provide employees with feedback during the review period, especially where there is need for improvement.
3. Provide an objective assessment of the employees' performance at the end of the review period, against the performance standards outlined in the employees' work plan, using the relevant appraisal form.
4. Be prepared to substantiate performance ratings given with data (e.g. Reports, log books)
5. Complete and forward appraisals to the HR Department no later than the end of the second week of the new financial year.
6. In case of disagreements with performance ratings given, be prepared to dispassionately discuss the issue with the employee, and possibly the reviewing manager. It should be borne in mind that the aim of these discussions is to objectively assess the employees' performance over the period, and the principles of transparency and fairness should not be compromised.
7. Make themselves available to participate in any performance management appeals process, should the need arise.

Managers and Supervisors should seek to resist the temptation to give an employee a 'passing' grade, out of sympathy or fear of recrimination. This constitutes a rater error on their part, which would lead to breakdown in the integrity of the PMAS.

2.2 EMPLOYEES

1. Ensure that they know and understand their performance and behaviour expectations, as documented in their work plans
2. Keep track of their work progress during the review period. This information will assist the employee in making a meaningful contribution to the performance appraisal interview.
3. Seek feedback during the review period on their work performance.
4. Participate in their performance review. This includes making their comments on the appraisal form and signing the same. It should be noted that employees are required to sign their

Section 2:
ROLES AND RESPONSIBILITIES OF KEY PLAYERS

appraisal form, whether or not they agree with the rating given. Objections to the rating (if any) should be placed in the employees' comments section.

5. Ensure that they follow the performance management appeals process, as outlined in the PMAS Guideline System Manual. In case of any disagreements with the performance rating given, employees should be prepared to substantiate their claims with relevant performance data.
6. Apply to be interviewed for the Special Award if they are invited to, and believe that they meet the established criteria for work related community and organisation involvement.

2.3 HUMAN RESOURCE MANAGER

1. Monitor the PMAS to ensure:
 - a. Completion of work plans for all employees
 - b. Implementation of mechanisms to ensure that a minimum number of feedback sessions take place between managers/supervisors and employees
2. Ensure knowledge of PMAS within their organisation, including the Recognition and Reward Policy.
3. Follow-up with managers/supervisors to facilitate the timely completion and submission of performance appraisals to the HR Department. (See Section 3 for the relevant timelines).
4. Provide appropriate guidance instances of disagreements over performance ratings among employee, manager/supervisor and reviewing manager.
5. Ensure the timely implementation of the performance management appeals process, in case of any appeals against performance ratings given. (See Section 2.10 of the PMAS Guidelines and Reference for System Implementation Manual for the relevant timelines).
6. Review all performance appraisals to ensure that they are properly completed (this includes the computation of the performance score).
7. Invite potential Special Award candidates to apply
8. Prepare the relevant information required by the organisation's internal Rewards and Recognition Committee, the Permanent Secretary and the External Rewards and Recognition Committee for their decision-making purposes.

2.4 INTERNAL RECOGNITION & REWARD COMMITTEE

Recommended Composition of the Committee

- Permanent Secretary or designate
- Head of the Human Resource Management Division
- Staff representative

Section 2:
ROLES AND RESPONSIBILITIES OF KEY PLAYERS



- Head of the Policy, Planning & Evaluation Unit
- Principal Finance Officer

Responsibilities

1. Determine recognition and reward options to be granted at Performance Levels 1, 2 and 3
2. Interview eligible candidates for the Special Award
3. Create a profile of each who meets the Work Related Community Involvement criteria
4. Ensure that awards are given within the earliest possible timeframe. (See Section 3 for the relevant timeline).

2.5 EXTERNAL RECOGNITION & REWARD COMMITTEE

Composition of the Committee

1. Head of the Civil Service or designate
2. Chief Personnel Officer or designate
3. Designate of the Financial Secretary
4. JCSA representative
5. JCTU representative
6. Representative from the Ministry of Labour and Social Security
7. Jamaica Employers Federation representative

Responsibilities

1. Determine Special Award options
2. Solicit contributions from other organisations to be used as Special Awards
3. Review recommendations from Ministries/Departments for awards to be granted at this level, to ensure eligibility
4. Ensure that awards are given within the earliest possible timeframe. (See Section 3 for the relevant timeline)

Section 3:
PROCEDURE FOR RECOMMENDING AND GIVING AN AWARD

3.1 THE RECOGNITION AND REWARD PROCESS:
Job Related Performance

1. Within two weeks of the end of each financial year, the results of the final performance appraisals for staff (barring any appeals) must be submitted to the Human Resource Management (HRM) Division in each Ministry/Department.

Every effort should be made to properly resolve any performance appraisal appeals⁵ pending within the shortest possible time, in order to complete the recognition and reward process within eight (8) months of the end of the financial year. All appeals should therefore be processed by mid-July.

2. The HRM Division must ensure that the final appraisal reports received are duly signed by all the relevant parties and accompanied by any other relevant documentation as required (e.g. the history of agreed changes to the work plan and the agreed mechanisms for assessing competencies).
3. On assuring the completeness of the performance appraisal reports received, the HRM Division must then collate for submission to the Internal Recognition and Reward Committee, a list of staff members whose performance is at Levels 1, 2 and 3. The list is to be prepared and submitted to the Internal Recognition and Reward Committee within 2 weeks of receiving all final appraisal reports. (End of April to mid-July). (Please see **Appendix F** for list template)
4. The Internal Recognition and Reward Committee must meet to discuss and determine the Level 1, 2 and 3 recognition and reward options. Within two (2) weeks of receiving the information from the HRM Division, the Committee must communicate their decision to the HRM Division.
5. The awards decided by the Internal Recognition and Reward Committee should be given to the recipients within six (6) weeks of the decision taken by the Committee.

⁵ Please consult the relevant section in the Guideline System Manual for the procedure and the maximum timelines

Section 3:
PROCEDURE FOR RECOMMENDING AND GIVING AN AWARD



3.2 THE REWARDS AND RECOGNITION PROCESS:
SPECIAL AWARD:
For Excellence in Job Performance and Work Related Community and Organisation Involvement

The two qualities that define Work Related Community and Organisation Development (see Definition of Terms) will be decided by interview and peer approval. The process should be as follows:

1. Between mid-April to mid-July (the latest – allowing for the conclusion of any performance appeals), the HRM Division will invite employees with scores of 95% and over to consider applying for the Special Award.
2. The employees who apply will be interviewed by the Internal Recognition and Reward Committee. The Committee will prepare a profile of each applicant based on the factors outlined in **Appendix G1**, verifying information given in the interview, where necessary.
3. The profile of each applicant will be presented to the staff in the Division to which they belong, within two (2) weeks of the interview. Staff will then be asked to vote for the employee of their choice based on the profile presented and the factors described in **Appendix G2**.
4. The list of selected Special Awardees must be submitted to the External Recognition and Reward Committee by the Permanent Secretary/Head of Department within one (1) week of completing the special awards selection process.
5. The External Recognition and Reward Committee will meet to discuss and determine the Special Award options. Within two (3) weeks of receiving the information on the awardees, the Committee must communicate their decision to the Permanent Secretary/Head of Department.
6. The awards decided by the External Rewards and Recognition Committee should be given to the recipients within two (3) weeks of the final decision taken by the Committee, or during Civil Service Week activities.

APPENDIX A: EXTRACT OF A COMPLETED PERFORMANCE APPRAISAL (77% SCORE)

CIVIL SERVICE OF JAMAICA PERFORMANCE REVIEW	
MINISTRY/DEPARTMENT: <u>Ministry Name & Division Name</u>	
NAME OF OFFICER: <u>Joanne Borders</u>	
PERIOD OF REVIEW: <u>April 2004</u> TO <u>March 2005</u>	
RELATED QUARTER OF FINANCIAL YEAR: Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> OR Full Year Review <input checked="" type="checkbox"/>	

SECTION C

Calculate the Overall Performance Score

The employee's overall performance score is derived using the formula:

$$[(\text{Overall score for quantifiable targets} \times 0.6) + (\text{Overall score for competencies} \times 0.4)] \times 100 = \text{Overall Percentage Performance Rating or Score}$$

A OVERALL SCORE FOR QUANTIFIABLE TARGETS	B AGREED WEIGHTING	C = A x B	D OVERALL SCORE FOR COMPETENCIES	E AGREED WEIGHTING	F = D x E	G = (C+F) x 100 %
0.75	0.6	0.45	0.80	0.4	0.32	77%

RECOMMENDATION(S):

- Pay increment
- Withhold increment
- Award incentive Level 1 Level 2 Level 3
- Suitable for promotion
- Job enrichment
- Reassignment
- Remedial Action
- Probation
- Dismissal
- Other Please explain _____

RECOGNITION & REWARD POLICY FRAMEWORK: CIVIL SERVICE OF JAMAICA
APPENDIX B: EXTRACT OF A COMPLETED PERFORMANCE APPRAISAL (85% SCORE)

**CIVIL SERVICE OF JAMAICA
 PERFORMANCE REVIEW**

MINISTRY/DEPARTMENT: Ministry Name & Division Name

NAME OF OFFICER: Joanne Good

PERIOD OF REVIEW: April 2004 TO March 2005

RELATED QUARTER OF FINANCIAL YEAR: Q1 Q2 Q3 OR Full Year Review

SECTION C
 Calculate the Overall Performance Score

The employee's overall performance score is derived using the formula:

$$[(\text{Overall score for quantifiable targets} \times 0.6) + (\text{Overall score for competencies} \times 0.4)] \times 100$$
 = Overall Percentage Performance Rating or Score

A	B	C = A x B	D	E	F = D x E	G = (C+F) x 100 %
OVERALL SCORE FOR QUANTIFIABLE TARGETS	AGREED WEIGHTING		OVERALL SCORE FOR COMPETENCIES	AGREED WEIGHTING		
0.75	0.6	0.45	1	0.4	0.40	85%

RECOMMENDATION(S):

- Pay increment
- Withhold increment
- Award incentive Level 1 Level 2 Level 3
- Suitable for promotion
- Job enrichment
- Reassignment
- Remedial Action
- Probation
- Dismissal
- Other Please explain _____

RECOGNITION & REWARD POLICY FRAMEWORK: CIVIL SERVICE OF JAMAICA
APPENDIX C: EXTRACT OF A COMPLETED PERFORMANCE APPRAISAL (95% SCORE)

**CIVIL SERVICE OF JAMAICA
 PERFORMANCE REVIEW**

MINISTRY/DEPARTMENT: Ministry Name & Division Name

NAME OF OFFICER: Joanne Better

PERIOD OF REVIEW: April 2004 TO March 2005

RELATED QUARTER OF FINANCIAL YEAR: Q1 Q2 Q3 OR Full Year Review

SECTION C
 Calculate the Overall Performance Score

The employee's overall performance score is derived using the formula:

$$[(\text{Overall score for quantifiable targets} \times 0.6) + (\text{Overall score for competencies} \times 0.4)] \times 100$$
 = Overall Percentage Performance Rating or Score

A	B	C = A x B	D	E	F = D x E	G = (C+F) x 100 %
OVERALL SCORE FOR QUANTIFIABLE TARGETS	AGREED WEIGHTING		OVERALL SCORE FOR COMPETENCIES	AGREED WEIGHTING		
0.97	0.6	0.58	0.92	0.4	0.37	95%

RECOMMENDATION(S):

- Pay increment
- Withhold increment
- Award incentive Level 1 Level 2 Level 3
- Suitable for promotion
- Job enrichment
- Reassignment
- Remedial Action
- Probation
- Dismissal
- Other Please explain _____

RECOGNITION & REWARD POLICY FRAMEWORK: CIVIL SERVICE OF JAMAICA
APPENDIX D: EXTRACT OF A COMPLETED PERFORMANCE APPRAISAL (100% SCORE)

**CIVIL SERVICE OF JAMAICA
 PERFORMANCE REVIEW**

MINISTRY/DEPARTMENT: Ministry Name & Division Name

NAME OF OFFICER: Joanne Best

PERIOD OF REVIEW: April 2004 TO March 2005

RELATED QUARTER OF FINANCIAL YEAR: Q1 Q2 Q3 OR Full Year Review

SECTION C
 Calculate the Overall Performance Score

The employee's overall performance score is derived using the formula:

$$[(\text{Overall score for quantifiable targets} \times 0.6) + (\text{Overall score for competencies} \times 0.4)] \times 100$$
 = Overall Percentage Performance Rating or Score

A	B	C = A x B	D	E	F = D x E	G = (C+F) x 100 %
OVERALL SCORE FOR QUANTIFIABLE TARGETS	AGREED WEIGHTING		OVERALL SCORE FOR COMPETENCIES	AGREED WEIGHTING		
1.00	0.6	0.60	1	0.4	0.40	100%

RECOMMENDATION(S):

- Pay increment
- Withhold increment
- Award incentive Level 1 Level 2 Level 3
- Suitable for promotion
- Job enrichment
- Reassignment
- Remedial Action
- Probation
- Dismissal
- Other Please explain _____

**CIVIL SERVICE OF JAMAICA
PERFORMANCE REVIEW**

MINISTRY/DEPARTMENT: Ministry Name & Division Name

NAME OF OFFICER: Joanne Excelles

PERIOD OF REVIEW: April 2004 TO March 2005

RELATED QUARTER OF FINANCIAL YEAR: Q1 Q2 Q3 OR Full Year Review

SECTION C

Calculate the Overall Performance Score

The employee's overall performance score is derived using the formula:

$$[(\text{Overall score for quantifiable targets} \times 0.6) + (\text{Overall score for competencies} \times 0.4)] \times 100 = \text{Overall Percentage Performance Rating or Score}$$

A OVERALL SCORE FOR QUANTIFIABLE TARGETS	B AGREED WEIGHTING	C = A x B	D OVERALL SCORE FOR COMPETENCIES	E AGREED WEIGHTING	F = D x E	G = (C+F) x 100 %
1.01	0.6	0.606	1	0.4	0.40	100.6%

RECOMMENDATION(S):

- Pay increment
- Withhold increment
- Award incentive Level 1 Level 2 Level 3
- Suitable for promotion
- Job enrichment
- Reassignment
- Remedial Action
- Probation
- Dismissal
- Other Please explain _____

APPENDIX F: List of Level 1, 2 and 3 Awardees for Internal Recognition & Reward Committee

CIVIL SERVICE OF JAMAICA
NAME OF THE ORGANISATION
 Performance Management & Appraisal System - Internal Recognition and Reward
 List of Level 1, 2 and 3 Awardees
Category: Job Related Performance
 Financial Year: _____ - _____

LEVEL 1

Name	Score Achieved	Years of Service	Grade	Division/Unit
1.				
2.				
3.				
4.				

LEVEL 2

Name	Score Achieved	Years of Service	Grade	Division/Unit
1.				
2.				
3.				
4.				

LEVEL 3

Name	Score Achieved	Years of Service	Grade	Division/Unit
1.				
2.				
3.				
4.				

N.B. Add more rows to each table as necessary

Certified by: _____
 (Head of Division – HRM)

APPENDIX G1: Interview to ascertain Work Related Community and Organisation Involvement

CIVIL SERVICE OF JAMAICA
NAME OF THE ORGANISATION
 QUALIFYING CRITERIA FOR SPECIAL AWARD:
The Interview: Work Related Community & Organisation Involvement
 Financial Year: _____ - _____

Division/ Unit/ Department: _____

Name of staff member: _____

Job Title: _____

A. Work Related Community Involvement This factor tries to ascertain an individual's level of involvement in the <u>official extra-curricular activities</u> of the organization. This involvement may be expressed through a <u>willingness to support the events of the organization</u> through: <ul style="list-style-type: none"> • Participation in the planning process, • Participation in the programme itself, • Supporting events through attendance and other means 	Verified by Internal Recognition and Reward Committee?
1. He/She is <u>willing</u> to participate and contribute to the work of special teams, committees or projects.	
2. He/She <u>actively participates and contributes</u> to the work of special teams, committees or projects <u>in addition to</u> fulfilling their normal duties and responsibilities.	
3. He/She <u>can be depended on</u> to complete tasks assigned in the time agreed	
4. He/She is a <u>team player</u> who works cooperatively with others.	

Comments:

APPENDIX G2: The Vote: Qualifying Criteria – “Work Related Community and Organisation Involvement”

<p>CIVIL SERVICE OF JAMAICA NAME OF THE ORGANISATION</p> <p>QUALIFYING CRITERIA FOR SPECIAL AWARD: The Vote: Work Related Community & Organisation Involvement</p> <p>Financial Year: _____ - _____</p>

The criteria below **along with the candidate's interview profile from Section A** must be the basis on which each person decides their vote.

Candidate you are voting for: _____ (*Surname*)

_____ (*First*)

Candidate's Division//Unit: _____

Your Division//Unit: _____

N.B. Only a candidate who is rated positively on **all** 6 attributes listed below, will qualify

B. Interpersonal skills/Interoffice Relations	STRONGLY AGREE	AGREE	DISAGREE
These are displayed where an individual is seen as a source for advice, counselling, inspiration etc. The individual may also be seen as a mentor. He/She must be someone who is regarded with trust and confidence and be seen as an advocate.			
1. He/She can be depended on to deliver a high quality of work and encourages others to do the same.			
2. He/She is a team player who works cooperatively with others.			
3. He/She is willing to go the extra mile* when necessary (and if at all possible) to see through the completion of a critical job or task.			
4. He/She is able to balance the need to get the work done with the need to be concerned about the welfare of others.			
5. He/she can be depended on to find creative ways to solve problems or address challenges, without compromising integrity.			
6. In my opinion, he/she is a positive influence in the division's/department's/unit's work environment.			

* e.g. work extended hours to deliver on a critical project in a specific time frame; do extra work not within their immediate scope of duties

PLEASE FOLD AND PLACE THIS FORM IN THE BALLOT BOX PROVIDED

CIVIL SERVICE OF JAMAICA
NAME OF THE ORGANISATION
Performance Management & Appraisal System - External Recognition and Reward
List of Selected Awardees
Category: Special Award

Financial Year: _____ / _____

Name(s)	Final Appraisal Score Achieved	Interview Conducted ?	Number of qualified votes	Years of Service	Grade	Division/Unit

N.B. Add more rows to the table as necessary

Certified by: _____
(Head of Division – HRM)

Date: _____

Submitted by: _____
(Permanent Secretary/Head of Department)

Date: _____

**APPENDIX I:
CONTACT DETAILS - OFFICE OF THE CABINET AND OFFICE OF THE SERVICES COMMISSION**

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Please address any questions or comments you may have on the Recognition and Reward Policy Framework to either of the entities listed below:

OFFICE OF THE CABINET

The Cabinet Secretary
Office of the Cabinet
1 Devon Road
Kingston 6
Jamaica
Telephone: 876-927-9941-3
E-Mail: info@cabinet.gov.jm

OFFICE OF THE SERVICES COMMISSION

The Chief Personnel Officer
Office of the Services Commission
30 National Heroes Circle
Kingston 4
Jamaica
Telephone: 876-922-8600
E-Mail: jobsinthepublicservice@yahoo.com

**APPENDIX J:
DOCUMENT CONTROL RECORD**

This Version #: 2.0	Date Revised: January 2006	Previous Version #: 1.0	Date Issued: April 2005
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This section is the record of changes made to this Manual.

SECTION	HISTORY OF CHANGES MADE OR SECTION(S) ADDED	MANUAL VERSION #
Introduction: <i>Overview of the Recognition and Reward Process</i>	Process as it relates to the Special Award	2.0
Introduction: <i>High Level Outline of the Recognition and Reward Process</i>	Process as it relates to the Special Award	2.0
3.2	The Reward & Recognition Process – Special Award	2.0
Appendix G1	The Interview: Work Related Community and Organisation Involvement	2.0
Appendix G2	The Vote: Work Related Community and Organisation Involvement	2.0
Appendix J	Added - Document Control Record	2.0

Authorized by: 

George A. Briggs
*Performance Management Implementation Team (PMIT) Chairman and
Chief Technical Director - Public Sector Reform Unit*