



EMPLOYEE INFORMATION			
Date	Last Name	MI	First Name
Position/Title		Date Appointed to Current Position	
Department/Division or Section		Date Appointed to Current Position	
Supervisor's Name		Supervisor's Position/Title	

Introduction

Performance planning is a process of clearly defining an employee's job and what is expected of him/her. Performance objectives should be set for specific time periods and competencies to be demonstrated or achieved should be described. It is important that performance objectives and competencies are discussed, understood and agreed upon by both parties.

The process consists of four steps:

- Identifying key areas of responsibility
- Objectives and targets
- Key performance indicators (indicators of satisfactory progress or achievement);
- Resources required to do the job to expected standards.

As a guide it is useful to identify a minimum of three and maximum of seven key objectives. It is also useful to discuss the competencies that will be required to achieve the objectives. The key competencies are identified in section 2 of the Performance Appraisal form. Identifying key areas of responsibility should be linked to and support the objectives of the MAC and Department. After the key areas of responsibility are discussed, objectives and performance indicators can be identified and agreed upon.

Instructions

This Phase of the PMS must be completed by the end **January** each year for employed staff and upon commencement for new hires or if a civil servant is beginning a new job. The supervisor should prepare for the start of the performance cycle by identifying:

- Specific milestones the MAC has identified in its strategic or operational plan that will involve your work team;
- outcomes and outputs to be accomplished in reaching the MAC objective;
- Objectives and the various deliverables that need to be accomplished to achieve the objective.
- What does each staff member need to contribute to meeting the above requirements?

Please Note: Objectives are the targets or outcomes you want the employee to achieve. It is NOT a list of tasks the employee is expected to perform.



Performance Planning Steps

- Step 1: Supervisor identifies Key areas of responsibility
- Step 2: Supervisor identifies objectives/outcomes/targets and performance indicators
- Step 3: Supervisor provides employee with notice of meeting and notes re above.
- Step 4: Supervisor and employee discuss and agree on objectives and performance indicators. These are written down in Section One of this Performance Planning form
- Step 5: Supervisor discusses the specific competencies in Section Two of the Performance Planning Form that are expected to be demonstrated by the employee.
- Step 5: Supervisor and employee discuss resources and/or training required to meet objectives and perform effectively.

Performance Planning Form
 (NAME OF INSTITUTION)
 Republic of Liberia



Section One: Performance Plan - Objectives for Year _____

Objectives are to be established and agreed on by both supervisor and employee based on the requirements of the Department and the duties and responsibilities outlined in the employee's job description.

Objectives	Measured by these performance indicators	Resources required
1.		
2.		
3.		
4.		
5.		
6.		
7.		

Performance Planning Form
(NAME OF INSTITUTION)
Republic of Liberia



Section Two: Specific competencies required to be effective

This section allows for discussion of the competencies and standards of work performance expected to be demonstrated by the employee in working towards the established objectives. Competencies will be evaluated at the end of the performance cycle.

Teamwork Skills

- 1. Works well with other members of staff
- 2. Cooperates with other departments as required

Quality Of Work

- 3. Consistently meets deadlines in a thorough and accurate manner
- 4. Performs work independently, involving his/her supervisor when necessary
- 5. Final results require minimum checking and correction
- 6. Maintains good working relationships with donors and/or other external agencies

Organization Of Work

- 7. Plans and organizes work and is able to deal with unexpected or unusual demands
- 8. Manages his/her time effectively
- 9. Takes initiative, finding innovative approaches to getting the job done
- 10. Plans, schedules, monitors the progress of work
- 11. Prioritizes assignments

Job Knowledge and Technical Skills

- 12. Has necessary knowledge and skills to perform the job
- 13. Actively strives to keep current with new concepts and practices in area of responsibility
- 14. Quickly understands and applies knowledge

Communication Skills

- 15. Listens effectively and demonstrates understanding of information received
- 16. English verbal skills adequate for role and responsibilities
- 17. English writing skills adequate for role and responsibilities

Supervision and Management (where applicable)

- 18. Provides regular and candid performance feedback
- 19. Delegates responsibilities and tasks effectively
- 20. Develops staff through coaching and training

Section Four: Resources and training

Are there resources and/or training that will be required in order for the employee to meet objectives and perform effectively?

Supervisor's Name Printed

Signature

Date

Employee's Name Printed

Signature

Date