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040210 - All decisions on deferment or withholding of increment and stoppage of salaries shall be communicated to the Office of the Accountant General of the Federation, Office of the Auditor-General for the Federation and Office of the Head of the Civil Service of the Federation as well as to the Officer concerned within two weeks. Communication of Deferred or Withheld Increments.

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050101

CHAPTER 5

PERFORMANCE MANAGEMENT SYSTEM

SECTION 1. - PROGRESS REPORT ON OFFICERS ON PROBATION

SECTION 2- PERFORMANCE MANAGEMENT SYSTEM FOR SERVING OFFICERS

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SECTION 4 - PERFORMANCE MANAGEMENT CYCLE

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SECTION 6. - PERFORMANCE APPRAISAL COMMITTEE

SECTION 7. - MONITORING AND EVALUATION

SECTION 1- PROGRESS REPORTS ON OFFICERS ON PROBATION

050101 - Progress reports are meant to provide in respect of Officers on probation or initial contract, a full record of each Officer's work, conduct and capabilities on which to judge his suitability for confirmation or reengagement (whichever is appropriate) and to ensure that in cases where an Officer's suitability for continued employment is in doubt he is given timely warning of his faults and reasonable opportunity to correct them.

050102 - Permanent Secretaries/Heads of Extra-Ministerial Offices are responsible for rendering Progress Reports at intervals of six months with effect from the date of first appointment. The final Progress Report shall be rendered not later than two months before an Officer's probationary period or second tour of the contract is due to expire.

050103 - If for any reason an Officer's probationary period is due to expire at a time when he will be on leave, the final Progress Report shall be rendered not later than two months before he proceeds on such leave, in order that a decision as to the confirmation, deferment of confirmation or termination of his appointment may be taken and communicated to him before his departure. In the case of an Officer on contract, if an adverse opinion of his suitability has been formed before progress report is rendered not later than two months before he so proceeds on such leave, it shall be communicated to him before he departs so that the Officer may have the opportunity of deciding before Progress Reports on Officers on Probation

Rendering Progress
Reports
Progress Reports on
Officers before Leave

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he departs, whether, in the light of the adverse opinion already
formed, it is in his own interest to return.

050104 - Permanent Secretaries/Heads of Extra-Ministerial
Offices shall address progress reports to the Permanent
Secretary, Federal Civil Service Commission or the Permanent
Secretary Career Management Office as appropriate under
personal and confidential cover. The final Progress Report
rendered after 21 months' service shall include a definite
recommendation as to whether the Officer's appointment
should be confirmed or terminated or whether his contract
should be renewed.

SECTION 2.- PERFORMANCE MANAGEMENT SYSTEM FOR SERVING OFFICERS

050201.-The Performance Management System (PMS) shall
replace the Annual Performance Evaluation Report (APER) for
the Federal Public Service. All Federal Ministries, Extra-
Ministerial Departments and Agencies (MDAs) are expected to
comply with the provisions of this rule. Final Progress Report
Accountability for PMS

050202. - (a) PMS shall be the tool by which goals and Definition
objectives shall be set for employees and individual
performance is tracked, assessed and reported upon in the
Federal Public Service.

(b) The Performance Management System (PMS) shall focus
on the measurable output (performance objectives and targets)
of employees, as well as specified competencies i.e. the
knowledge, skills and personal attributes needed to deliver job
tasks and meet agreed targets. Performance Management and
training shall be result oriented.

050203 - It is essential for the general efficiency of the Service
that Annual Reports on Officers shall be detailed and candid.
Reporting Officers must realize that their own capabilities are
discernible from the reports they write on their subordinates,
bearing in mind that they hold their Offices as much by virtue of
their administrative as well as their professional abilities.

050204 - A Reporting Officer must not only be at least one
substantive grade above the Officer being reported on, but also
be the immediate Superior Officer under whom the Officer being
reported on directly works. Where an officer has served in more
than one Department before his report is rendered, the Responsibility of
Reporting Officer

Who to Report

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Reporting Officer shall be the immediate Superior Officer under

whom he worked for the substantial part of the normal period a report shall cover. It is necessary that a countersigning Officer should assess every report judiciously before countersigning.

050205.- The substance of any adverse comment on an Officer's work or conduct included in a report shall be conveyed to him in writing by the reporting Permanent Secretary/Head of Extra-Ministerial Office in sympathetic terms and with the objective of enabling and encouraging him to overcome his short-comings. The fact that this action has been taken shall be stated in the report itself. A copy of the letter addressed to the Officer as well as a copy of his acknowledgement should be attached to the Report.

050206 - When an Officer is seconded to another Ministry/Extra Ministerial Office, the Permanent Secretary/Head of the Extra-Ministerial Office to which he is seconded is responsible for furnishing the reports on the Officer.

050207 - Arrangements shall be made with Corporations, States or State-owned Companies to which Officers are seconded to furnish the reports on the Officers so seconded as though such bodies were Government Departments. It shall be the responsibility of the Permanent Secretary/Head of Extra-Ministerial Office from which an Officer has been seconded to request the Corporation, State or State-owned company concerned, two months before the due date, to furnish the required report, on appropriate annual Report Forms which shall be supplied to the establishment for this purpose.

How to Report
Report

during Secondment

Reports

from Corporations

and States

SECTION 3. - ANNUAL PERFORMANCE MANAGEMENT TIMELINE

050301. - Performance Management Cycle shall run from January to December of every year, and shall commence immediately after the leadership of each MDA has finalized their annual institutional and departmental goals and targets.

The annual goal of each established post shall be set by the Department of Human Resource Management (HRM) in Timeline

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in collaboration with Department/Units in the MDAs. In this regard, the following shall be strictly adhered to:

i. measurement of periodic performance, appraisal processes will be used to determine how a staff has performed within a calendar year;

ii. Key Performance Indicators (KPIs) shall be drawn and agreed upon by January of each year and final appraisal shall be done by December of the same year; and

iv. Employee's performance results shall be the primary basis for determining employee development options, rewards, sanctions and other associated actions.

SECTION 4. - PERFORMANCE MANAGEMENT CYCLE:

050401:-The Accounting Officer of every Federal Public Service Institution shall be responsible for ensuring the successful implementation of the PMS across all levels of officers.

(i) The Accounting Officer shall be responsible for execution of annual PMS cycle processes.

(ii) Accounting Officer shall ensure that appropriate complaints handling processes related to the annual performance management cycle are in place.

(iii) The Director HRM shall prepare Annual Performance Management Reports for the Accounting Officer at the end of each cycle, and shall also coordinate efforts for determining reward and recognition, incentives, development and other associated recommendations for each individual based on demonstrated and rated performance.

050402. ■ Performance Planning:

i. Individual Performance Planning shall be done at the beginning of the Performance Management Cycle.

ii. Job Descriptions (JDs) shall be available for each job, and used to capture detailed job contents including scope, responsibilities, reporting lines, etc. Performance expectations shall be based on the contents of JD.

Performance expectations shall be agreed between the Accounting Officers and each head of department, which shall be cascaded downwards. Accountability for Performance

Management Process

and Results

Performance Planning

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iv.

V. until Annual Performance Goals and Targets have been set for all employees in each MDA.

These agreements, which consist of challenging but achievable tasks and performance targets derived from each MDAs' strategic objectives and plans shall be documented in the Performance Planning Form, which shall be signed off by both the supervisor and his direct reports.

The supervisor and the employee shall also agree on the work performance actions, i.e. the detailed actions required to achieve the targets and support requirements. The aim of this is to ensure that the employee understands the work that needs to be done and that the supervisor has clarity of the support he is meant to provide to each direct report to enable work performance.

050403. - Performance Monitoring

i. Agreed tasks and targets of employees will be subject to regular and critical performance reviews, via appraiser/appraisee discussions to be held throughout the year in a process called Performance monitoring.

iii.

iv. Performance Monitoring shall be a continuous, interactive and transparent process. It shall serve as an honest, supportive and developmental exercise between an employee and his immediate supervisor.

Performance Monitoring shall be the responsibility of the immediate supervisor with whom the employee has had sufficient contact. A second opinion and endorsement of employees' performance monitoring assessments shall be required from the next direct supervisor.

Performance Monitoring discussions shall be captured in the Monthly Performance Dialogue Form, and the Quarterly Performance Review Form.

050404. Performance Appraisals shall be done to evaluate progress with achievement of targets on a periodic basis.

Performance Appraisals shall include self-appraisals and further appraisal by a Supervisor, or such individual saddled Performance Monitoring

Performance Appraisals

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with this responsibility. The performance appraisal exercise shall be an interactive and transparent process, between the employee and his immediate supervisor.

(i) Performance appraisals are ongoing activities throughout the year, culminating in an annual end-of-year formal meeting to review the overall progress of employees' performance against their set objectives and targets.

(ii) Towards the end of the Annual Performance Year, formal performance evaluations of individual employees (Appraisee) shall be carried out by the (Appraiser) in order to:

- a) discuss the appraisee's performance over the past year;
- b) identify training and development needs;
- c) address any other work-related issues;
- d) review individual's career aspirations; and
- e) identify further support needed by the Appraisee.

iii Outcomes from the appraisal process shall be documented in the End of Year Performance Appraisal Form.

iv Employees will receive appraisal training to support their roles either as an Appraisee, and/or as an Appraiser where applicable.

050405. - Performance Rewards

- i. There shall be a clear link between Performance Management outcomes/results and rewards. This shall be a key component of the PMS.
- ii. Employee performance shall largely be used in determining rewards and recognition prescribed in chapter six (6) of the PSR.
- iii. Performance incentives or bonuses shall be paid after the annual performance appraisal results have been fully signed off by the Accounting Officers of respective MDAS, and the Head of the Civil Service of the Federation.
- iv. Outcomes from Performance Management processes shall serve as input for identifying performance gap-closure actions that include training and other forms of development.
- v. Promotion decisions for deserving officers shall rely on demonstrated performance captured in performance appraisal results in addition to the requirements as Performance Rewards

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vi. specified in extant promotion policies and guidelines of the Federal Civil Service Commission.

Performance appraisal results shall also, where applicable, feed into the implementation of Performance Improvement Plans or other consequences for under-performing individuals.

Underperformance

050406- (i) Underperformance is defined as an appraisal outcome which is below average and/or not considered to be in line with expectation for respective job roles.

(ii) All underperformance shall be treated on a case-by-case basis.

(iii)

(iv) Should an employee's performance become a matter of concern, Appraisers must take action promptly to gain an understanding of root causes via the periodic performance monitoring conversations during which they shall also proffer help.

Appraisers are required to do everything possible to ensure Appraisees feel well supported throughout the annual performance cycle, and in cases where performance issues are of a very serious nature. In addition, Performance Improvement Plan (PIP) process shall be adopted.

(v) Employees required to undergo performance improvement actions shall be notified in writing through a confidential process.

(vi) Gap closure interventions shall be jointly agreed by the Appraiser and Appraisee, and captured in the Performance Improvement Plan.

(vii) Implementation of the PIP actions shall be coordinated

by the Director HRM in collaboration with the Appraisers.

(viii) During, and at the end of a Performance Improvement Plan/Process period, individuals shall be given formal feedback on the status of their performance - whether significant improvements have been noted in their performance, warranting substantive retention in their current jobs, or if other actions are warranted. Such actions or decisions shall be determined by the Underperformance

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Performance Appraisal Committee and shared with the individual.

SECTION 5- APPRAISALS FOR EMPLOYEES ON APPROVED ABSENCE

050501- (i) Employees that have been away on approved absence for a part of the performance period shall have a review session with their Supervisor upon their return to work, during which they shall set/review their performance targets for the rest of the year.

(ii)

The rest of the performance management process steps shall then be applied throughout the remainder of performance period.

SECTION 6 - PERFORMANCE APPRAISAL BY JUNIOR STAFF COMMITTEE (JSC) AND SENIOR STAFF COMMITTEE (SSC)

050601 (i) The Senior Staff Committee and Junior Staff Committees of MDAs, shall in addition to its responsibility for appointment, promotion and discipline, review and manage outcomes of annual performance appraisals for members of staff. However, escalated cases would be referred to the Appraisal Committee of OHCSF/ FCSC for resolution.

(ii) The Committees shall ensure that appraisals are fair, objective and effectively capture demonstrated performance as measured against specified annual performance expectations or targets.

(iii) The detailed criteria and weighting for appraisal of officers shall be as specified in the Guidelines to the Performance Management Policy.

(iv) Appraisal of Officers shall be conducted in strict confidence and shall comply with Employee Personal Data Privacy Protection Rules and Guidelines.

(iv) The Committees shall meet from time to time to attend to Performance Appraisal related matters. Appraisals for Employees on

Approved Absence

Appraisal by JSC and

SSC

SECTION 7 MONITORING AND EVALUATION

050701:- In order to ensure compliance, Performance Monitoring and Management practice at all levels in the Federal Public Service, Evaluation

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Federal Government Public Service Rules shall be monitored regularly for feedback and improvement by the Central Coordinating body.

050702: - The Central Coordinating Body responsible for Coordinating Body monitoring effectiveness of the performance management process shall be domiciled in the OHCSF.

050703: -All records generated during any of the phases of the annual Performance Management cycle are, and shall remain the property of the Federal Government of Nigeria. All such records shall be administered in line with good administrative document and data management practices. Record Management