Bank of South Sudan

Planning, Evaluation and Reporting

Policy Guideline

First edition

Corporate Planning Department
August 2018
Juba

Contents

Introduction 1

Part I: General provisions 3

1.1 Short title 3

1.2 Meaning 3

1.3 Implementation scope 4

1.4 Objectives of the policy guideline 4

1.5 Significances of the policy guideline 5

1.6 Governing principles 5

Part II: Annual Planning and performance contract 7

2.1 Corporate-level annual planning 7

2.2 Directorate-level annual planning 7

2.3 Annual planning at the Department level 8

2.4 Annual planning at the Division, Section and Unit levels 8

2.5 Cascading the Section/Unit-level plan to employees 9

2.6 Signing performance contracts and documentation 9

2.7 Action plans for normal operations and special projects 10

Part III: Organizational performance monitoring, evaluation and reporting 12

3.1 Organizational performance monitoring 12

3.3 Quarterly organizational performance evaluation at Directorate level 14

3.4 Quarterly organizational performance evaluation at Department level 15

3.5 Quarterly organizational performance evaluation at Division level 15

3.6 Quarterly organizational performance evaluation at Section/Unit level 15

3.7 A diagrammatic representation of the performance evaluation process 16

Part IV: Employee Job performance evaluation and reporting 18

4.1 Evaluation of job performance 18

4.2 Evaluation of job performance of managers and supervisors 19

4.3 Evaluation of job performance of employees 19

4.4 Determining performance level for employees 20

Figure 4: A summary of the employee job performance evaluation and reporting process 20

Annexes: Formats for planning, monitoring, evaluation and reporting 21

Annex I: Formats for planning 21

Form 1: Corporate-level annual planning format 21

Form 2: Directorate-level annual planning Format 24

Form 3: Department-level annual planning Format 27

Form 4: Division-level annual planning Format 30

Form 5: Section/Unit-level annual planning format 33

Form 6: Format for employee plan 36

Form 7: Action planning format for normal operations and projects 38

Form 7A: If the action plan is prepared at Department, Division, Section or Unit level 38

Form 7B: If the action plan is prepared at employee level 39

Form 7B: If the action plan is prepared at employee level 39

Annex II: Performance monitoring, evaluation and reporting formats 41

Form 8: Monthly performance monitoring reporting format 41

Form 9: Corporate-level quarterly performance report format 42

Form 10: Quarterly performance report format for Directorate/Department/Division, etc 43

Annex III: Employee performance evaluation and reporting formats 44

Form 11: Format for Officers' operational performance evaluation 44

Form 13: Officers' behavioural performance measurement format (by colleagues/peers) 46

Form 14: Officers' performance measurement format (self-evaluation) 47

Form 15: Managers' behavioural performance evaluation format to be filled by supervisor 48

Form 16: Managers' behavioural performance evaluation format to be filled by colleagues 49

Form 17: Managers' behavioural performance evaluation format for self-evaluation..... 50

Form 18: Six-month employees' performance aggregation format (operational+behavioural)..... 51

Form 19: Annual employees' performance aggregation format 52

Form 20: Six-month employees' performance reporting format (operational+behavioural)..... 53

Form 21: Annual employees' performance reporting format (operational+behavioural)..... 54

Annex IV: Alternative formats for individual and managerial operational performance evaluation..... 55

Form 22: Alternative format for Officers' operational performance evaluation 55

Form 23: Alternative format for managers' operational performance evaluation 57

Foreword

It is evident that the Bank of South Sudan has entered a new phase that is characterized by a series of strategic initiatives for institutional transformation. At the forefront is the launching of the five-year strategic plan in March 2018, This change initiative has been followed by the preparation and cascading of the annual plan for 2018, the re-design of the organizational structure, and the preparation of job descriptions to all job titles that exist in the new organizational structure of the Bank. Many more initiatives are on the pipeline to be designed and implemented in 2019 and beyond.

Looking at the strategic and annual plans of the Bank, one can easily identify the strategic objective that is concerned with the design of new policies, guidelines, regulations, circulars, operational manuals and the like as well as the amendment of the existing ones. Similarly, the job descriptions require employee to carry out their duties and responsibilities as per the policies, guidelines, rules, regulations, operational manuals, etc of the Bank. This underscores the need for preparing and issuing different policies, guidelines, rules, regulations, operational manuals and the like.

As Governor of the Bank of South Sudan, it gives me great pleasure to lunch the first edition of the "Planning, Evaluation and Reporting Guideline". The guideline aims to enhance awareness among employees of the Bank concerning its scientific approach to planning, monitoring, evaluation, reporting as well as to ensure uniformity therein.

I, therefore, would like to stress that all managers and staff of the Bank must strictly adhere to this guideline and use it as their guiding light as they exercise planning, monitoring, evaluation and reporting. Finally, I would like to commend the Corporate Planning Department, the BSS Champions, our Consultant (Dr. Atakilt Hagos Baraki) as well members of the Executive Committee for contributing their share in preparing and enriching this guideline.

Hon. Dier Tong Ngor,

Governor,

Bank of South Sudan

21/12/2018

Introduction

Following the launching of the strategic plan (2018-22) in march 2018 that was developed using the Balanced Scorecard framework, the BSS has been implementing the strategic plan by developing an annual plan for 2018 and cascading it to the Organizational entities. Since then, effort has been made to implement the annual plan. To ensure better implementation of the plan, the Bank has recently taken the initiative to develop job description for all employees of the Bank.

No matter how good the strategic and annual plans might be, the implementation of those plans deserves utmost attention. The next thing to do is conduct organizational performance evaluation. Organizational performance evaluation is required:

1) Assess what major activities have been accomplished;
2) Identify the results (outcome) that have been achieved with respect to the strategic objectives and targets and determine the level of performance;
3) See what remains to be done in the remaining quarter(s) of the budget year;
4) Identify the implementation challenges and to take corrective measures in a timely manner; and,
5) Draw lessons for the next planning period.

Once organizational performance is evaluated, the job or work performance of employees needs to be assessed and their level of performance be determined. Such an evaluation would serve multiple purposes. It would help to:

1) Assess the contribution of employees to the realization of the operational plan of his/her work unit (Section/Unit) and determine his/her level of performance;
2) Assess the behavioural performance of the employees as well as identify his/her weaknesses;
3) Determine his/her overall performance;
4) Facilitate the selection of best performing employees for recognition and reward;
5) Create a sense of responsibility for one's job performance and a healthy competition, work motivation and creativity among employees towards a continuous performance improvement and employee productivity; and
6) Determine which employees need capacity building interventions such as education and training.

This policy guideline is, therefore, drafted to facilitate the conduct of annual planning as well as periodic organizational and employee job performance evaluation. Even though the annual planning exercise has been done while preparing and cascading the annual plan for 2018 and

the reporting formats are included in the strategic plan for 2018-2022, there is a need to include the planning and reporting procedure and formats as part of this policy guideline.

This policy guideline is organized in three parts and annexes that contain formats:

- Part I: General provisions
- Part II: Annual planning (up to individual level) and performance contracts.
- Part III: Organizational performance monitoring, evaluation and reporting.
- Part IV: Employee job performance evaluation and reporting.
- Annexes: Formats for planning, monitoring, evaluation and reporting

Part I: General provisions

1.1 Short title

This policy guideline can be referred to as the ***"Planning, Evaluation and Reporting Guideline***" of the Bank of South Sudan.

1.2 Meaning

1) "**Bank**" means the Bank of South Sudan;
2) "Organizational **entity**" means Directorate, Department, Division, Section or Unit of the Bank, including top management support functions and Branches.
3) "**Top management support functions**" refers to the Corporate Planning Department, the Communications and Public Relations Department, the Internal Audit Department, Board Affairs/Secretariat and Legal Advisors.
4) "**Immediate supervisor**" the person in supervisory position (Governor, Deputy Governor, Director General, Director, etc) who has subordinates who report to him/her.
5) "**Employee**" means all employees of the Bank.
6) "**Performance contract**" refers to the agreement signed between the subordinate and his/her immediate supervisor to implement the plan.
7) "**Performance level**" refers to indicating where the performance of an organizational entity or employees can be placed (i.e., Excellent, Very Good, Good or Poor) as compared to performance thresholds of the Bank.
8) "**Organizational performance**" means the operational performance at corporate, Directorate, Department, Division, Section or Unit level.
9) "**Organizational operational plan**" refers to a document that contains the strategic objectives, measures, targets, major activities, initiatives, time table and budget of the Bank or its organizational entities for one year.
10) "**Cascading**" writing down strategic objectives, targets and major activities for a particular organizational entity and employees based on from the objectives, targets and major activities set at the next higher level organizational entity along the organizational hierarchy.
11) "**Individual plan**" refers to a document that contains the operational and behaviour plan of employees of the Bank for six months.
12) "**Action plan**" a specific plan of action that is more detailed than an annual operational plan that is close to the day-to-day tasks and is prepared for a time period less than a year (usually for a quarter or less). It can also be prepared for special projects.

13) "**Special project**" refers to a strategic initiative or any other activity that is not part of the normal functions and operations of the Bank and is designed to meet specific objective(s) within a limited time period that has a starting and finishing time limit.
14) "**Performance monitoring**" refers to the day-to-day, weekly and monthly follow-up of the implementation of plans.
15) "**Organizational performance evaluation**" means quarterly or annual (summative) evaluation of the actual operational performance of the organizational entities of the Bank in light of what has been planned.
16) "**Employee operational performance**" refers to the actual performance of the employee in implementing the major activities (and, if possible, quantitative targets) that were included in his/her individual plan.
17) "**Employee behavioural performance**" refers to the actual behaviour exhibited by the employee in light of the desired behaviour (as indicated in the individual plan and his/her job description).
18) "**Employee job performance evaluation**" means semi-annual evaluation of the actual operational and behavioural performance of the individual in light of what has been planned.

1.3 Implementation scope

This policy guideline shall be implemented throughout the Bank, including its Branches.

1.4 Objectives of the policy guideline

The general objective of this policy guideline is to put in place a system for annual planning, reporting and evaluation of organizational and employee performance. The specific objectives are:

1) To indicate the procedure and formats that must be followed in preparing annual plans and in cascading them down to the Organizational entities and employees;
2) To indicate the procedure and formats that must be followed in evaluating organizational performance at various levels and in preparing and submitting periodic performance reports;
3) To indicate the procedure and formats that must be followed in evaluating employee job performance and in consolidating and reporting employee job performance evaluation results;

1.5 Significances of the policy guideline

This policy guideline is developed to reap certain advantages. Specifically, this policy guideline will help in:

1) Ensuring uniformity in the procedures and formats that will be followed for annual planning and cascading;
2) Ensuring uniformity in the procedures and formats that will be followed in conducting organizational performance evaluation and in preparing and submitting performance reports; and
3) Enhancing objectivity and uniformity in the procedures and formats that will be followed during employee job performance evaluation and in reporting the evaluation results

1.6 Governing principles

1) **Alignment**: The day-to-day activities of organizational entities and employees must be aligned with the Bank's strategy. Towards this end, corporate-level annual plans must be aligned with (cascaded from) the five-year strategic plan; annual plans for a lower level organizational entity (e.g., a Department) must be cascaded from the annual plan of the next higher level organizational entity (i.e., the Directorate); and, plans for employees must be cascaded from the plan of the relevant organizational entity by considering his/her job description.
2) **Stretched but achievable targets**: Annual plans for any organizational entity must be stretched but achievable. Hence, the plan must also consider the previous year's achievements (with concrete evidence), strengths and weaknesses of the previous year.
3) **Objectivity**: plans as well as organizational and employee performance evaluations must be carried out based on facts and in a way that avoids or reduces subjectivity. Towards this end, immediate supervisors are expected to gather, document and use relevant information before carrying out planning and evaluations;
4) **Standardization and uniformity**: planning and evaluation throughout the Bank must be carried out through standardized planning and reporting formats for the sake of uniformity, objectivity and for ease of consolidation of performance reports.
5) **Avoiding false reports**: False reports must be avoided. False reports, which are often caused by fear or accountability or desire to "please" the supervisor, are the roads to failures in organizational performance (poor performance, bankruptcy, crisis, etc) and transformational initiatives, which in turn have damaging effect on the welfare of the employees and the country at large.

6) **Fairness**: Evaluation carried out to evaluate subordinates or colleagues/peers must be carried out fairly without unnecessary exaggerations or unfounded discrimination. Unfair evaluation often leads to unfair rewarding and promotion at a later stage.
7) **Transparency**: Leaders, managers, supervisors and officers must be transparent in their intentions (plans) and actions (without jeopardizing the need for confidentiality). The Bank must also use communication as an important tool to make everyone in the Bank as well as customers and stakeholders informed and gain necessary cooperation.
8) **Continuous learning and capacity building**: organizational and employee performance evaluation (measurement) must not been seen as a means to punish poor performance and to reward best performance. They must be seen not only as a means to determine the level of achievement as compared to what has been planned but also as a means to facilitate learning from past strengths and weaknesses both at organizational and employee level.
9) **Personal development**: Employees must take self learning as part of their responsibility, devise strategies that help them develop their personal capacity, and include those strategies as part of their individual plan (at their own cost or with full or partial support from the Bank. The Bank must also assist employees in fulfilling their personal development plans as much as resources allow.

Part II: Annual Planning and performance contract

2.1 Corporate-level annual planning

1) The corporate-level annual plan for a particular year of the strategic plan period must be prepared based on the strategic plan that has been approved by the Board and the evaluation feedback of the previous budget year;
2) The corporate-level annual plan must be prepared either by the Corporate Planning Department or by a team that is established by top Management for this purpose whereby the Corporate Planning Department plays a facilitation and coordination role;
3) The corporate-level annual plan must constitute the Bank's vision, mission, values, strategic focus areas (themes), strategic objectives, measures, targets, strategic initiatives, major activities, the budget, a timetable, and monitoring and evaluation mechanisms;
4) A weight must be assigned to each strategic perspective and the sum of the weights must add up to 100%;
5) A weight must be assigned to each strategic objective under a particular perspective and the sum of the weights must add up to the total weight that is assigned to that perspective; and
6) Corporate-level annual plans must be prepared using Form 1 (See Annex I).

2.2 Directorate-level annual planning

1) The Directorate-level annual plan for a particular year of the strategic plan period must be prepared based on the corporate-level annual plan that has been approved by the top management (executive committee) as well as the evaluation feedbacks of the previous budget year for the Directorate;
2) Before cascading the corporate-level annual plan to the Directorates, the strategic objectives to be cascaded by each Directorate must be approved by top Management;
3) The Directorate-level annual plan must be prepared by a team that is proposed by the Director General of that Directorate and endorsed by the respective Deputy Governor;
4) The Directorate-level annual plan must constitute the Bank's vision, mission, values, strategic focus areas (themes), the strategic objectives that are cascaded by the Directorate, measures, targets, strategic initiatives, major activities, the budget, a timetable, and monitoring and evaluation mechanisms;
5) The strategic objectives, measures and targets to be included in the Directorate-level annual plan can be either directly taken from the corporate-level annual plan or be modified to suit the operations and functions of the Directorate;
6) The weight that will be assigned to each strategic perspective must be according to the weights assigned in the corporate-level annual plan and must add up to 100%;

7) A weight must be assigned to each strategic objective cascaded by the Directorate under a particular perspective and the sum of the weights must add up to the total weight that is assigned to that perspective;
8) The Directorate-level annual plan must be: (a) reviewed by the Director General; (b) endorsed by the corresponding Deputy Governor; and, (c) approved by the top management; and
9) Directorate-level annual plans must be prepared using Form 2 (See Annex I).

2.3 Annual planning at the Department level

1) The Department-level annual plan for a particular year must be prepared based on the approved Directorate-level annual plan as well as the evaluation feedbacks of the previous budget year for the Department;
2) Top management support functions are required to derive/develop their own annual plan taking into account the Corporate-level annual plan or the plans of other Departments in conformity with the Balanced Scorecard format;
3) Before cascading the annual plan to the Departments, the strategic objectives to be cascaded by each Department must be approved by top Management;
4) The Department-level annual plan must be prepared basically by a team that constitutes the Director, the Deputy Director and Division Heads of that Department and be endorsed by the respective Director General;
5) The Department-level annual plan must constitute the elements that are included in the Directorate-level plan but suited to the purpose and scope of the Department;
6) The assignment of weights to the strategic perspectives and strategic objectives follows the same logic as planning at the Directorate level; and
7) Department-level annual plans must be prepared using Form 3 (See Annex I).

2.4 Annual planning at the Division, Section and Unit levels

1) The procedure for annual planning at the Division, Section and Unit levels must follow the same procedure as indicated under 2.3 (1-5) above but suited to the purpose and scope of the Division/Section/Unit;
2) The Division-level annual plan must be approved by the respective Director of the Department and signed between the Deputy Director and the Division Head as a performance agreement and distributed to all Sections under the Division for cascading;
3) The Section-level annual plan must be approved by the respective Division Head and signed between the Division Head and the Section Head as a performance agreement and distributed to all employees under the Section (if any) for cascading;

4) The Unit-level annual plan must be approved by the respective Section Head and signed between the Section Head and the Unit Head as a performance agreement and distributed to all employees under the Unit for cascading and implementation;
5) The Unit-level annual plans are expected to be translated into the day-to-day activities of the Section/Unit through specific monthly or bi-weekly action plans; and
6) Division-level annual plans must be prepared using Format 4 while Section/Unit-level annual plans must be prepared using Form 4 & Form 5 (See Annex I).

2.5 Cascading the Section/Unit-level plan to employees

1) A scorecard for employees must be prepared twice in a year: one for the first six months, and a second one for the second half of the year;
2) Cascading to the employee level must be carried out by identifying the major activities that are included in the Section/Unit-level plan;
3) If the employees in the Section/Unit are organized in such a way that they can share the Section/Unit level targets among themselves and can deliver them individually, then the strategic objectives of the Section/Unit can also be cascaded down to the employee;
4) The employee scorecard must be prepared taking into account the job description of the employee so that the scorecard will not beyond the scope of the employee's job;
5) The immediate supervisor must prepare and review the employee scorecard and make sure that the scorecard is not below the capacity of the employee and that its implementation will contribute to the realization of the Section/Unit-level plan; and
6) Employee plans must be prepared using Form 6 (See Annex I).

2.6 Signing performance contracts and documentation

1) The corporate-level annual plan must be reviewed and approved by the top management (executive committee) and distributed to all Directorates and top management support functions of the Bank for documentation and cascading.
2) The Directorate-level annual plan must be signed by corresponding Deputy Governor and the Director General as a performance contract, submitted to the Corporate Planning Department both in soft copy and hard copy, and distributed to all Departments under the Directorate for documentation and cascading;
3) The Department-level annual plan must be signed by the Director General and the Director as well as the Deputy Director as a joint performance agreement, submitted to the respective Deputy Governor and the Corporate Planning Department (both in soft copy and hard copy), and distributed to all Divisions under the Department for documentation and cascading;

4) All plans (performance agreements) must be signed as much as possible before the budget year begins but not later than the first two weeks of the first month of the budget year;
5) Employee scorecards (performance agreements) for the second half of the budget year must be signed within the first two weeks of the third quarter; and
6) The signing of performance agreements must be done in the presence of eye-witnesses (e.g., the plan at the Department level must be signed between the two parties in the presence of the Deputy Director and all Division Heads).

2.7 Action plans for normal operations and special projects

1) To translate the annual plan into action, specific action plans for a specific period of time (e.g., quarter, month, week, etc) must be crafted by Departments/Divisions/Sections/Units and employees;
2) The action plans for normal operations need to outline the specific tasks that need to be carried out to implement the major activity that was indicated in the annual plan, the time frame, the responsible body and the required resources;
3) In cases where there are special projects to be implemented at any level of the BSS, a project document with specific action plan must be prepared and annexed to the project document; and
4) The action plan for special projects can be prepared in the form of project matrices indicating the expected outcome, specific objectives, the major activities, the tasks to be carried out under the major activities, time frame, inputs/resources required, responsible bodies, assumptions, etc; and
5) Operational action plans prepared at Department, Division, Section or Unit level must be crafted using Format 7A; action plans prepared at employee level must be crafted using Format 7B; and, project action plans must be prepared using Format 7C (See Annex I).
6) A diagrammatic representation of the planning and cascading process is provided in Figure 1.

Figure 1: A summary of the planning and cascading process

Part III: Organizational performance monitoring, evaluation and reporting

3.1 Organizational performance monitoring

1) Periodic performance monitoring shall be carried out and evidence be documented to take corrective actions timely as well as to pave the way for a meaningful quarterly performance evaluation;
2) Performance monitoring and follow-up should be carried out at all levels through regular meetings and other means (e.g., memo, telephone, e-mail, etc) to monitor performance, make decisions and bring out issues that deserve the attention and directives of the next higher level along the organizational hierarchy;
3) Section/Unit Heads are required to call brief weekly meetings constituting all officers to track progress, identify emerging bottlenecks and make timely decisions and submit monthly progress reports;
4) Division Heads are expected to call a meeting every 15 days constituting the Section Heads and Unit Heads (if any) and submit a monthly progress report to the Deputy Director;
5) Directors of Departments are expected to call a meeting every 15 days constituting the Director, Deputy Director and Division Heads in the Department and submit a progress report every month to the relevant Director General with a copy to the Corporate Planning Department;
6) Each Director General must organize a meeting with Directors and Deputy Directors once every month, facilitate the conduct of fruitful discussions and give feedback on the progress reports, and submit a summary report to the relevant Deputy Governor;
7) Issues that deserve the attention of and directives from the top management should be presented by the Deputy Governors in the meetings of the top management;
8) The top management shall meet regularly to discuss and decide on strategic issues and on the issues coming bottom up.
9) As the need arises, the Governor may also set up a supervision team to monitor performance (progresses, accomplishments, outcomes, gaps and challenges) through internal supervision (with checklists) rather than depending only on reports;
10) Progress reports at all levels and directives of the top management and the Ex-com must be documents for future reference and to be used as inputs for quarterly organizational performance evaluations;
11) All monthly progress reports must prepared using Format 8 (see Annex II);
12) A diagrammatic representation of the monitoring and feedback process is provided in Figure 2.

Figure 2: A summary of the performance monitoring and feedback process

3.2 Quarterly Corporate-level performance evaluation and reports

1) The quarterly organizational performance reports shall be consolidated at the corporate-level by the Corporate Planning Department;
2) The corporate-level quarterly and annual performance evaluation reports must clearly show the accomplishments of the planned major activities, achievements of the targets set for each strategic objective, the strategic initiatives, performance gaps (with reasons), strengths, weaknesses, challenges and outstanding issues;
3) The annual performance evaluation must also incorporate findings of surveys (e.g., customer satisfaction surveys) that must be conducted by the end of the year;
4) A corporate-level quarterly and annual performance evaluation reports must be signed by the Corporate Planning Director and submitted to the Governor;
5) The quarterly and annual reports shall be submitted by the Corporate Planning Department to the Ex-com at least two days before the meetings takes place;
6) Ex-com members are required to read the consolidated report before the meeting;
7) The Ex-com has to examine and discuss on the quarterly and annual reports, make decisions and approve the reports;
8) The Corporate Planning Department has to finalize the report within a week based on the resolutions of the Ex-com and submit to the Governor for submission to the Board; and
9) Corporate-level performance reports must be prepared using Format 9 (see Annex II).

3.3 Quarterly organizational performance evaluation at Directorate level

1) The quarterly performance evaluation at the Directorate level has to be based on the evaluation reports submitted from the Departments as well as a review of the monthly reports and survey reports that were previously submitted by the Department;
2) The evaluation meeting must be led by the Director General and constitute the Directors and the Deputy Directors;
3) The quarterly organizational performance evaluations must incorporate findings of the survey; and
4) A quarterly performance evaluations report has to be written using appropriate formats, signed by the DG and submitted to the respective Deputy Governor and Corporate Planning Department in hard and soft copies for consolidation and analysis; and
5) Directorate-level performance reports must be prepared using Format 10 (see Annex II).

3.4 Quarterly organizational performance evaluation at Department level

1) The quarterly performance evaluation at the Department level has to be based on the evaluation reports submitted from the Divisions as well as a review of the monthly reports and survey reports that were previously submitted by the Sections;
2) The evaluation meeting must be led by the Director and constitute the Deputy Director as well as all Division Heads under the Department;
3) The quarterly organizational performance evaluations must be signed by the Director and submitted to the relevant DG;
4) In the case of top management support functions, the reports should be submitted directly to the Governor; and
5) Department-level performance reports must be prepared using Format 10 (Annex II).

3.5 Quarterly organizational performance evaluation at Division level

1) The quarterly performance evaluation at the Division level has to be based on the evaluation reports submitted from the Sections, a review of the monthly reports and survey reports that were previously submitted by the Sections;
2) The evaluation meeting must be led by the Division Head and constitute all Section Heads under the Division;
3) The quarterly organizational performance report must be signed by the Division Head and submitted to the relevant Deputy Director; and
4) Division-level performance reports must be prepared using Format 10 (see Annex II).

3.6 Quarterly organizational performance evaluation at Section/Unit level

1) The organizational performance evaluation at the Section/Unit level shall be carried out by reviewing monthly progress reports/documents, holding discussions and conducting surveys (as necessary);
2) The quarterly organizational performance evaluations must focus on the strategic objectives, measures and targets that were cascaded down to that Section/Unit and the major activities that were included in the plan for the quarter;
3) The weights that were assigned to the strategic objectives and perspectives must be used to determine performance levels for the Section/Unit;
4) The quarterly performance evaluation meeting must lead to clear conclusions regarding accomplishments of major activities, achievements of targets, performance gaps, strengths, weaknesses, challenges, remedial actions taken and outstanding issues; and
5) Section/Unit-level performance reports must be prepared using Format 10 (Annex II), signed by the Section/Unit Head and submitted to the immediate supervisor.

3.7 A diagrammatic representation of the performance evaluation process

A diagrammatic representation of the quarterly performance evaluation and feedback process is provided in Figure 3.

Figure 3: A summary of the quarterly performance evaluation and feedback process

3.8 Determining performance levels

1) After evaluating the organizational performance at any level, the average performance level at that level has to be calculated based on the weights that were assigned to the objectives and perspectives.
2) Once the average performance is calculated, it has to be compared with the following performance thresholds that determine the level of the actual performance:

Actual performance	**Performance level**
[90-100%]	Excellent (Very high)
[80-90)	Very good (High)
[60-80)	Good (Medium)
Below 60	Poor (Low)

Part IV: Employee Job performance evaluation and reporting

4.1 Evaluation of job performance

1) The job performance evaluation of employees has to be carried out twice in a year (in two rounds) - one for the first half of the budget year and another for the second half;
2) Employee job performance must be carried out after the organizational performance evaluation results for the first two quarters (for the first round evaluations) and the last two quarters (for the second round evaluations) are carried out;
3) Employee job performance evaluation must consist of the employee operational performance evaluation by immediate supervisor (using Form 11, Annex III or alternatively Form 22, Annex IV) as well as the behavioural performance evaluation by immediate supervisor (using Form 12, Annex III), by colleagues/peers (using Form 13, Annex III) and self-evaluation (using Form 14, Annex III);
4) Managers/supervisors' job performance evaluation must consist of the operational performance evaluation by immediate supervisor (using Form 11, Annex III or alternatively Form 23, Annex IV), and the behavioural performance evaluation by immediate supervisor (using Form 15, Annex III), by colleagues/peers (using Form 16, Annex III) and self-evaluation (using Form 17, Annex III);
5) The operational performance evaluation as well as behavioural performance evaluation results must be aggregated/consolidated to arrive at the overall performance result for the six-month (using Form 18, Annex III) and ultimately for entire year (using Form 19, Annex III);
6) The consolidated evaluation results must be issued in writing (report) to the employees whose job performance has been evaluated using Form 20 (Annex III) for six-month evaluation result and Format 21 (Annex III) for annual evaluation result;
7) A manager, supervisor or officer who is not satisfied or convinced with the evaluation result can present a written appeal to the immediate supervisor of the evaluator with clear reasons;
8) The employee job performance evaluation shall constitute the operational performance evaluation and the behavioural performance evaluation whereby:
    a. The operational performance will be out of 60% (i.e., the result from 100% converted to 60%).
    b. The behavioural performance will be out of 40% (i.e., 25% by supervisor, 10% by peer & 5% self-evaluation).
9) A copy of the evaluation result reports must be submitted to the HR Department to be attached in the file;

4.2 Evaluation of job performance of managers and supervisors

1) The operational performance of managers and supervisors has to be determined by their immediate supervisors by converting the results of the organizational performance evaluation (i.e., out of 100%) to 60%;
2) The behavioural performance of managers and supervisors has to be measured based on evaluations by their immediate supervisors (i.e., out of 25%), by colleagues/peers (out of 10%) and self-evaluation (out of 5%);
3) For the DGs, the evaluation by colleague/peer will be done by other DGs in the BSS;
4) For Directors of and Deputy Directors of Departments, the evaluation by colleague/peer will be done by other Directors in that Directorate;
5) For Division Heads, the evaluation by colleague/peer will be done by other Division Heads in that Department;
6) For Section Heads, the evaluation by colleague/peer will be done by other Section Heads in that Division;
7) For Unit Heads, the evaluation by colleague/peer will be done by other Unit Heads in that Section;
8) In cases where there is only one Division under a Department, or one Section under a Division, or one Unit under a Section (i.e., there are no peers), then the behavioural performance evaluation by peer/colleagues shall be replaced by evaluation by immediate supervisor (i.e., out of 35%);
9) The overall result of the job performance evaluation for the Unit Head (out of 100%) shall be calculated and signed by the immediate supervisor.

4.3 Evaluation of job performance of employees

1) The operational performance of employees has to be determined by the their immediate supervisors by converting the results of the organizational performance evaluation (i.e., out of 100%) to 60%;
2) The behavioural performance of the employees (out of 40%) has to be measured based on evaluations by their immediate supervisors (i.e., out of 25%), by colleagues/peers (out of 10%) and self-evaluation (out of 5%);
3) If there is only one employee under a Section or Unit, then the behavioural performance evaluation by peer/colleagues shall be replaced by evaluation by immediate supervisor (i.e., out of 35%);
4) The overall result of the job performance evaluation for the employee/officer (out of 100%) shall be calculated and signed by the immediate supervisor (i.e., the Section/Unit Head).

4.4 Determining performance level for employees

1) After evaluating the job performance of the employee, the average performance level has to be calculated based on the weights that were assigned to the operational performance (60%) and behavioural performance (40%) where:

   Average performance= [Operational performance + behavioural performance]/2

2) Once the average performance is calculated, it has to be compared with the following Performance thresholds that determine the level of the actual performance:

Actual performance	**Performance level**
[90-100%]	Excellent (Very high)
[80-90)	Very good (High)
[60-80)	Good (Medium)
Below 60	Poor (Low)

3) A diagrammatic representation of the quarterly performance evaluation and feedback process is provided in Figure 4.

Figure 4: A summary of the employee job performance evaluation and reporting process

Annexes: Formats for planning, monitoring, evaluation and reporting

Annex I: Formats for planning

Form 1: Corporate-level annual planning format

Cover page: The cover page contains the following elements

Bank of South Sudan

Annual plan for (year)

Date, Year, Juba

The performance contract (in separate/one page):

As Governor, first Deputy Governor and Deputy Governor of the Bank of South Sudan, we have agreed to implement this annual plan of the Bank by discharging our duties and responsibilities (as indicated in the job descriptions for Governor and Deputy Governors) by leading all Director Generals, Heads of Departments of the top management support functions, and resources with passion and full commitment. In signing this performance contract, we very well understand that we are jointly responsible and accountable for the overall results of the BSS.

Name and signature of the Governor

Name: _____

Signature: _____

Date: _____

Name and signature of the 1st Deputy Governor

Name: _____

Signature: _____

Date: _____

Name and signature of the Deputy Governor for Admin & Finance

Name: _____

Signature: _____

Date: _____

Note: All signatories must sign on all pages of this plan document and the document must have the stamp of the BSS

1. Introduction

2. The bases for the annual plan

2.1 Mission, Vision and Values

2.2 The human resources base (capacity) of the Bank

2.3 Overview of how the Bank is structured

2.4 Functions of the Directorates

2.5 Primary customers and key stakeholders of the BSS

2.6 Strategic focus areas (themes) of the BSS for 2018-2022

3. Strategic objectives, commentaries, measures and targets for the year

3.1 Strategic objectives under the four perspectives

A.	**Customer/stakeholder Perspective (weight)**
	Strategic Objective (weight)
	Strategic Objective (weight), etc
B.	**Finance Perspective (weight)**
	Strategic Objective (weight)
	Strategic Objective (weight), etc
C.	**Internal Business Process Perspective (weight)**
	Strategic Objective (weight)
	Strategic Objective (weight), etc
D.	**Learning and Growth Perspective (weight)**
	Strategic Objective (weight)
	Strategic Objective (weight), etc

3.2 Objective commentaries for all strategic objectives

Strategic Obj.	**Increase customer and stakeholder satisfaction**
Nature and scope	
Desired Outcome	

3.3 Measures and targets for the year and its quarters

Obj. No.	**Corp. Str. Objective**	**Obj. Weight**	**Measure**	**2018 Target**		**Targets across Quarters**				**Responsible body**
						Q1	**Q2**	**Q3**	**Q4**	
1.				DG1						
				DG2						
				DG3						
				Avg.						

4. Major activities and timetable

Corp. Str. Objective	**Major activities**	**Quarters**				**Responsible body**
		Q1	**Q2**	**Q3**	**Q4**	

5. Strategic Initiatives that will be implemented in the year (indicating the project owner and participating bodies)

6. Cascading the annual plan

This corporate-level annual plan of the BSS must be cascaded by the Directorates of BSS as follows.

Obj. No.	**Strategic objectives**	**To be cascaded by:**							
		DG 1	**DG 2**	**DG 3**	**Corp. Planning**	**Comm. & PR**	**Int. Audit**	**Legal advisors**	**Board Secretary**
1.		X	X	X	X				
2.		X	X						
3.	Etc	X							

7. The Budget for the year

Item	Tot. amount (in SSP)	Allocation and amount (in SSP)								
		DG 1	DG 2	DG 3	Executive Office	Corporate Planning	Comm. & PR	Int. Audit	Board Sec	Legal Adv.
Recurrent Budget										
Capital Budget										
Total Budget										

8. Concluding remarks

Form 2: Directorate-level annual planning Format

Cover page: The cover page contains the following elements

Bank of South Sudan

Name of the implementing Department: _____

Directorate: _____

Annual plan for (year)

Date, Year, Juba

The performance contract (in separate/one page):

As Director General for _____, I have agreed to implement this annual plan of the Directorate by discharging the duties and responsibilities that are indicated in my job description as the Director General by organizing all managers, supervisors, staff and other resources under the Directorate with passion and full commitment. In signing this performance contract, I very well understand that I am responsible and accountable for the results.

As ___ Deputy Governor for _____, I have made sure that this plan is aligned with (cascaded from) the annual plan of the BSS and that it is prepared by taking into account the functions and operations of the Directorate.

Name and signature of the Director General	**Name and signature of the Deputy Governor**
Name: _____	Name: _____
Signature: _____	Signature: _____
Date: _____	Date: _____

Note: Both parties must sign on all pages of this plan document

1. Introduction
2. The bases for the annual plan
   2.1 Mission, Vision and Values
   2.2 The human resources base (capacity) of the Directorate
   2.3 Overview of how the Directorate is structured
   2.4 Functions of the Directorate (purpose statement)
   2.5 Primary customers and key stakeholders of the Directorate
   2.6 Strategic focus areas (themes) of the BSS for 2018-2022

3. Strategic objectives, commentaries, measures and targets for the year

3.1 Strategic objectives under the four perspectives

	Corporate-level strategic objectives	**Strategic objectives cascaded to the Directorate**
A.	**Customer/stakeholder perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc
B.	**Finance Perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc
C.	**Internal Business Process Perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc
D.	**Learning and Growth Perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc

3.2 Objective commentaries for all strategic objectives cascaded to the Directorate

Directorate-level Strategic Obj.	**Increase customer and stakeholder satisfaction**
Nature and scope	
Desired Outcome	

Note: The objective commentaries for those objectives that are cascaded to the Directorate can be copied and pasted from the corporate-level annual plan if the objective has been directly cascaded or be re-written with possible modification to fit the functions and operations of the Directorate.

3.3 Measures and targets for the year and its quarters

Obj. No.	**Str. Objectives of the Directorate**	**Obj. Weight**	**Measure**	**2018 Target**	**Targets across Quarters**				**Responsible body**
					Q1	**Q2**	**Q3**	**Q4**	
1.									
2.									
3.									
Etc									

4. Major activities and timetable

S. No	**Str. Objectives of the Directorate**	**Major activities**	**Quarters**				**Responsible body**
			Q1	**Q2**	**Q3**	**Q4**	
1.	Objective 1	Major activity 1					
		Major activity 2, etc.					
2.	Objective 2, etc	Major activity 1					
		Major activity 2, etc.					

5. Strategic Initiatives that will be implemented in the year by the Directorate (if any)

6. Cascading the annual plan

Obj. No.	Strategic objectives of the Directorate	To be cascaded by:			
		Department 1	Department 2	Department 3	etc
1.	Objective 1	X	X	X	X
2.	Objective 2	X	X		
3.	Etc	X			

7. The Budget of the Directorate for the year

Item	Tot. Directorate Budget (in SSP)	To be retained at Directorate level	Allocation and amount (in SSP)			
			Department 1	**Department 2**	**Department 3**	**etc**
Recurrent Budget						
Capital Budget						
Total Budget						

8. Concluding remarks

Form 3: Department-level annual planning Format

Cover page: The cover page contains the following elements

Bank of South Sudan

Name of the implementing Department: _____

Directorate: _____

Annual plan for (year)

Date, Year, Juba

The performance contract (in separate/one page):

As Director of the Department and Deputy Director, we _____ have agreed to jointly implement this annual plan of the Department by discharging the duties and responsibilities that are indicated in our job descriptions as the Director and Deputy Director of the Department by organizing all staff and resources under the Department with passion and full commitment. In signing this performance contract, we very well understand that we are jointly and equally responsible and accountable for the results.

As Director General _____, I have made sure that this plan is aligned with (cascaded from) the organizational plan for the Directorate and that it is prepared by taking into account the functions and operations of the Department.

Name and signature of the Director

Name: _____

Signature: _____

Date: _____

Name and signature of the Deputy Director

Name: _____

Signature: _____

Date: _____

Name and signature of the Director General:

Name: _____

Signature: _____

Date: _____

Note: Both parties must sign on all pages of this plan document

1. Introduction
2. The bases for the annual plan
   2.1 Mission, Vision and Values
   2.2 The human resources base (capacity) of the Department
   2.3 Overview of how the Department is structured
   2.4 Functions of the Department (purpose statement)
   2.5 Primary customers and key stakeholders of the Department
   2.6 Strategic focus areas (themes) of the BSS for 2018-2022
3. Strategic objectives, commentaries, measures and targets for the year
   3.1 Strategic objectives under the four perspectives

	Directorate-level strategic objectives	**Strategic objectives cascaded to the Department**
A.	**Customer/stakeholder perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc
B.	**Finance Perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc
C.	**Internal Business Process Perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc
D.	**Learning and Growth Perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc

3.2 Objective commentaries for all strategic objectives cascaded to the Directorate

Department-level Strategic Obj.	**Increase customer and stakeholder satisfaction**
Nature and scope	
Desired Outcome	

Note: The objective commentaries for those objectives that are cascaded to the Department can be copied and pasted from the Directorate-level annual plan if the objective has been directly cascaded or be re-written with possible modification to fit the commentaries to the functions and operations of the Department.

3.3 Measures and targets for the year and its quarters

Obj. No.	**Str. Objectives of the** Department	**Obj. Weight**	**Measure**	**2018 Target**	**Targets across Quarters**				**Responsible body**
					Q1	**Q2**	**Q3**	**Q4**	
1.									
2.									
3.									
Etc									

4. Major activities and timetable

S. No	**Str. Objectives of the** Department	**Major activities**	**Quarters**				**Responsible body**
			Q1	**Q2**	**Q3**	**Q4**	
1.	Objective 1	Major activity 1					
		Major activity 2, etc.					
2.	Objective 2, etc	Major activity 1					
		Major activity 2, etc.					

5. Strategic Initiatives that will be implemented in the year by the Directorate (if any)

6. Cascading the annual plan

Obj. No.	Strategic objectives of the Directorate	To be cascaded by:			
		Department 1	Department 2	Department 3	etc
1.	Objective 1	X	X	X	X
2.	Objective 2	X	X		
3.	Etc	X			

7. The Budget of the Department for the year

Item	Tot. Department Budget (in SSP)	To be retained at Department level	Allocation and amount (in SSP)			
			Division 1	**Division 2**	**Division 3**	**etc**
Recurrent Budget						
Capital Budget						
Total Budget						

8. Concluding remarks

Form 4: Division-level annual planning Format

Cover page: The cover page contains the following elements

Bank of South Sudan

Name of the implementing Division: _____

Directorate: _____ Department _____

Annual plan for (year)

Date, Year, Juba

The performance contract (in separate/one page):

As Head (Acting Head) of the Division, I _____ have agreed to implement this annual plan of the Section/Unit by discharging the duties and responsibilities that are indicated in my job description for the Division Head by organizing all staff and resources under the Division with passion and full commitment. In signing this performance contract, I very well understand that I am responsible and accountable for the results.

As the immediate supervisor of _____, I have made sure that this plan is aligned with (cascaded from) the organizational plan for the Department and that it is prepared by taking into account the functions and operations of the Division.

Name and signature of the Division Head	**Name & signature of Director or the D/Director**
Name: _____	Name: _____
Signature: _____	Signature: _____
Date: _____	Date: _____

Note: Both parties must sign on all pages of this plan document

1. Introduction
2. The bases for the annual plan
   - 2.1 Mission, Vision and Values
   - 2.2 The human resources base (capacity) of the Division
   - 2.3 Overview of how the Division is structured
   - 2.4 Functions of the Division (purpose statement)
   - 2.5 Primary customers and key stakeholders of the Division
   - 2.6 Strategic focus areas (themes) of the BSS for 2018-2022

3. Strategic objectives, commentaries, measures and targets for the year

3.1 Strategic objectives under the four perspectives

	Department-level strategic objectives	**Strategic objectives cascaded to the** Division
A.	**Customer/stakeholder perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc
B.	**Finance Perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc
C.	**Internal Business Process Perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc
D.	**Learning and Growth Perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc

3.2 Objective commentaries for all strategic objectives cascaded to the Division

Department-level Strategic Obj.	**Increase customer and stakeholder satisfaction**
Nature and scope	
Desired Outcome	

Note: The objective commentaries for those objectives that are cascaded to the Division can be copied and pasted from the Department-level annual plan if the objective has been directly cascaded or be re-written with possible modification to fit the commentaries to the functions and operations of the Division.

3.3 Measures and targets for the year and its quarters

Obj. No.	**Str. Objectives of the** Division	**Obj. Weight**	**Measure**	**2018 Target**	**Targets across Quarters**				**Responsible body**
					Q1	**Q2**	**Q3**	**Q4**	
1.									
2.									
3.									
Etc									

4. Major activities and timetable

S. No	**Str. Objectives of the** Division	**Major activities**	**Quarters**				**Responsible body**
			Q1	**Q2**	**Q3**	**Q4**	
1.	Objective 1	Major activity 1					
		Major activity 2, etc.					
2.	Objective 2, etc	Major activity 1					
		Major activity 2, etc.					

5. Strategic Initiatives that will be implemented in the year by the Division (if any)

6. Cascading the annual plan

Obj. No.	Strategic objectives of the Division	To be cascaded by:			
		Section 1	Section 2	Section 3	etc
1.	Objective 1	X	X	X	X
2.	Objective 2	X	X		
3.	Etc	X			

7. The Budget of the Division for the year

Item	Tot. Division Budget (in SSP)	To be retained at Division level	Allocation and amount (in SSP)			
			Section 1	**Section 2**	**Section 3**	**etc**
Recurrent Budget						
Capital Budget						
Total Budget						

8. Concluding remarks

Form 5: Section/Unit-level annual planning format

Cover page: The cover page contains the following elements

Bank of South Sudan

Name of the implementing Section/Unit: _____

Directorate: _____ Department _____

Division: _____ Section/Unit_____

Annual plan for (year)

Date, Year, Juba

The performance contract (in separate/one page):

As Head (Acting Head) of the Section/Unit, I _____ have agreed to implement this annual plan of the Section/Unit by discharging the duties and responsibilities that are indicated in my job description by organizing all staff and resources under the Section/Unit with passion and full commitment. In signing this performance contract, I very well understand that I am responsible and accountable for the results.

As the immediate supervisor of _____, I have made sure that this plan is aligned with (cascaded from) the relevant organizational plan for the Division/Section and that it is prepared by taking into account the functions and operations of the Section/Unit.

Name and signature of the Section/Unit Head	**Name and signature of the supervisor**
Name: _____	Name: _____
Signature: _____	Signature: _____
Date: _____	Date: _____

Note: Both parties must sign on all pages of this plan document

1. Introduction
2. The bases for the annual plan
   2.1 Mission, Vision and Values
   2.2 The human resources base (capacity) of the Section/Unit
   2.3 Overview of how the Section/Unit is structured
   2.4 Functions of the Section/Unit (purpose statement)
   2.5 Primary customers and key stakeholders of the Section/Unit
   2.6 Strategic focus areas (themes) of the BSS for 2018-2022

3. Strategic objectives, commentaries, measures and targets for the year
   3.1 Strategic objectives under the four perspectives

	Division/Section-level strategic objectives	**Strategic objectives cascaded to the** Section/Unit
A.	**Customer/stakeholder perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc
B.	**Finance Perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc
C.	**Internal Business Process Perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc
D.	**Learning and Growth Perspective (weight)**	
	Strategic Objective (weight)	Strategic Objective (weight)
	Strategic Objective (weight), etc	Strategic Objective (weight), etc

   3.2 Objective commentaries for all strategic objectives cascaded to the Section/Unit

Section/Unit-level Strategic Obj.	**Increase customer and stakeholder satisfaction**
Nature and scope	
Desired Outcome	

Note: The objective commentaries for those objectives that are cascaded to the Section/Unit can be copied and pasted from the Division/Section-level annual plan if the objective has been directly cascaded or be re-written with possible modification to fit the commentaries to the functions and operations of the Section/Unit.

3.3 Measures and targets for the year and its quarters

Obj. No.	**Str. Objectives of the** Section/Unit	**Obj. Weight**	**Measure**	**2018 Target**	**Targets across Quarters**				**Responsible body**
					Q1	**Q2**	**Q3**	**Q4**	
1.									
2.									
3.									
Etc									

4. Major activities and timetable

S. No	**Str. Objectives of the** Section/Unit	**Major activities**	**Quarters**				**Responsible body**
			Q1	**Q2**	**Q3**	**Q4**	
1.	Objective 1	Major activity 1					
		Major activity 2, etc.					
2.	Objective 2, etc	Major activity 1					
		Major activity 2, etc.					

5. Strategic Initiatives that will be implemented in the year by the Division (if any)

6. Cascading the annual plan

Obj. No.	Strategic objectives of the Division	To be cascaded by:			
		Section 1	Section 2	Section 3	etc
1.	Objective 1	X	X	X	X
2.	Objective 2	X	X		
3.	Etc	X			

7. The Budget of the Division for the year

Item	Tot. Division Budget (in SSP)	To be retained at Division level	Allocation and amount (in SSP)			
			Section 1	**Section 2**	**Section 3**	**etc**
Recurrent Budget						
Capital Budget						
Total Budget						

8. Concluding remarks

Form 6: Format for employee plan

Note: In preparing the plan for employees, what will be cascaded from the plan of the relevant Section/Unit is the major activities listed under each strategic objective and the measures and targets (whenever applicable).

Cover page: The cover page contains the following elements

Name of the implementer of the plan (employee): _____

Job title: _____

Directorate: _____ Department _____

Division: _____ Section/Unit_____

Plan period: from _____ to _____

1. The performance contract agreement:

I _____ have agreed to implement this annual plan by discharging the duties and responsibilities that are indicated in my job description with passion and full commitment and desired behaviour. In signing this performance contract, I very well understand that I am responsible and accountable for the results.

As the immediate supervisor of _____, I have made sure that it is aligned with (cascaded from) the relevant organizational plan and considers the job description for the job title that he/she is holding or assuming. I commit myself to provide the necessary support for the implementation of this plan.

Name and signature of the employee	**Name and signature of the supervisor**
Name: _____	Name: _____
Signature: _____	Signature: _____
Date: _____	Date: _____

Note: Both parties must sign on all pages of this plan document

2. Purpose statement (purpose of the job)

- Here include the purpose of the job as it is stated in the job description of the employee/Officer for whom this plan is being prepared

2. The employee plan (total weight 60%)

Note:

- The major activities to be carried out by the employee must be written down by taking into account his/her job descriptions and the planned major activities of the Section/Unit.
- The major activities to be carried out by the employee may also incorporate quantitative targets (fully or partially) that are set in the annual plan of the Section/Unit.

2.1 The operational plan component

S. No.	Strategic objectives of the section/Unit	Major activities of the Section	Major activities to be carried out by the employee	Weight	Time table (Quarters)			
					Q1	Q2	Q2	Q4
A.	**Customer/Stakeholder Perspective**							
B.	**Finance Perspective**							
C.	**Internal Business Process Perspective**							
D.	**Learning and Growth (including personal development plan)**							

2.2 Behavioural component

Note: On top of the behavioural requirements that are stated on the job description, the following generic behavioural requirements must be fulfilled while the employee implements the plan

Criteria/components	Weight
1) Free from and fighting corruption:	4%
2) Work attendance and using working hours effectively:	5%
3) Secrecy (not exposing key information of the BSS and its key customers and stakeholders)	5%
4) Serving customers honestly and respectfully	4%
5) Understanding the Mission, Vision and Values of BSS	3%
6) Cooperation and team work	5%
7) Creativity and problem solving	3%
8) Transparency	3%
9) Continuous personal development and capacitating others (team mates)	4%
10) Result-oriented	4%
Total:	40%

Form 7: Action planning format for normal operations and projects

Form 7A: If the action plan is prepared at Department, Division, Section or Unit level

Department _____

Section: _____ Unit: _____

S. No	Major activity	Specific tasks	Responsible Body	Time frame (dd/mm/yy)		Month 1				Month 2				Month 3			
				Start	Finish	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4

NB: "w" means week.

Resources required (budget, material inputs, etc):

Assumptions:

Expected challenges

Proposed remedial actions:

<u>Verified & approved by:</u>

Name: _____

Title: _____

Signature: _____

Date: _____

Form 7B: If the action plan is prepared at employee level

Name: _____

Job title: _____

Department: _____ Division_____

Section: _____ Unit: _____

S. No	Major activity	Specific tasks	Time frame (dd/mm/yy)		Month 1				Month 2				Month 3			
			Start	Finish	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4

NB: "w' means week.

Resources required (budget, material inputs, etc):

Assumptions:

Expected challenges

Proposed remedial actions:

Employee:

Name: _____

Signature: _____

Date: _____

Immediate supervisor:

Name: _____

Signature: _____

Date: _____

Form 7C: Action planning format for special projects (initiatives)

Name of the special project: _____

Project owner/coordinating body (Directorate, Department, etc):

_____

Participating bodies (Directorate, Department, etc): _____
Consultant (if any): _____
Name of champions or change agents (if any): _____
Implementation period: From _____ to _____
Expected project outcome: _____
Specific project objective(s):
1) _____
2) _____, etc
Expected output(s):
1) _____
2) _____, etc
Section: _____ Unit: _____

Project objective	Major activity	Specific tasks	Time frame (dd/mm/yy)		Months											
			Start	Finish	M1	M2	M3	M4	M1	M2	M3	M4	M1	M2	M3	M4
Obj. 1	Act1															
	Act2															
	etc															
Obj. 2	Act1															
	Act2															
	etc															

NB: If the project is to be completed within few months, the Gant chart can be prepared on weekly basis (w1, w2, w3, w4) for the months (M1, M2 ...) in which the project will be implemented.

Resources required (budget, material inputs, etc):

Assumptions:

Expected challenges:

Proposed remedial actions:

<u>Name of leader/manager of coordinating body:</u>

Name: _____
Title: _____
Signature: _____
Date: _____

Annex II: Performance monitoring, evaluation and reporting formats

Form 8: Monthly performance monitoring reporting format
The Bank of South Sudan, Monthly Performance Report

Name of Department: _____

Report period: Month: _____ Year _____

Strategic objectives cascaded by the department, performance and gaps:

Strategic Objective 1:

Planned activities:

1) _____
2) _____

Accomplished activities and outcome achieved (if any):

1) _____
2) _____

Unaccomplished activities and reason(s):

1) _____
2) _____
Challenges and issues that deserve attention and decision:

1) _____
2) _____

Strategic Objective 2: (same format as above)

Strategic objective 3, 4, 5, 6, etc. (same format as above)

Report date and signature:

Report Date: _____

Name: _____ Job title_____

Signature: _____

Form 9: Corporate-level quarterly performance report format

Cover page

Bank of South Sudan,

Corporate-level Quarterly Performance Report

_____Quarter

Year _____

Date, year, Juba

1. Introduction

2. Purpose statement

3. Performance report

3.1 Accomplishment of major activities and gaps

Corporate-level Strategic objective	Planned major activity	Level of accomplishment			Reason for (b) and (C)
		(a) Fully Accomplished	(b) Partially Accomplished	(c) Not Accomplished at all	

3.2: Achievement of objectives and targets set for the quarter

Strategic objective cascaded	Measure	Target for the quarter (if any)	Accomplishment/achievement		
			In absolute terms	In %	Level (High, medium, Low)
1.					
2.					

Note:

The accomplishment of targets must be reported only to those objectives to which targets have been set on quarterly bases. Other targets that can be measured semi-annually shall be included in the second quarter report while those to be measured once in a year (at the end of the year) must be included in the annual report.

4. Strengths, weaknesses, challenges, remedial actions and outstanding issues

4.1 Strengths and weaknesses of the Bank during the quarter

4.2 Challenges and remedial actions taken

4.3 Outstanding issues that deserve attention/decision of the top management/Board

5. Conclusion

Name, signature and date:

- Name and signature of the Director for Corporate Planning (when submitting to the Ex-com)
- Name and signature of the Governor (when submitting to the Board)

Form 10: Quarterly performance report format for Directorate/Department/Division, etc

Cover page:

Bank of South Sudan,

Quarterly Performance Report for _____Directorate/Department/Division/Section/Unit

Report period for the quarter: from _____ to _____

Year _____

1. Introduction

2. Purpose statement

3. Performance report

3.1 Accomplishment of major activities and gaps

Strategic objectives of the Directorate/ Department/Division, etc	Planned major activity	Level of accomplishment			Reason for (b) and (C)
		(a) Fully accomplished	(b) Partially accomplished	(c) Not at all	

3.2: Achievement of objectives and targets set for the quarter

Strategic objectives of the Directorate/ Department /Division, etc	Measure	Target for the quarter (if any)	Accomplishment/achievement		
			In absolute terms	In %	Level (High, medium, Low)
1.					
2.					

Note:

The accomplishment of targets must be reported only to those objectives to which targets have been set on quarterly bases. Other targets that can be measured semi-annually shall be included in the second quarter report while those to be measured once in a year (at the end of the year) must be included in the annual report.

4. Strengths, weaknesses, challenges, remedial actions and outstanding issues

4.1 Strengths and weaknesses during the quarter

4.2 Challenges and remedial actions taken

4.3 Outstanding issues that deserve attention/decision of the top management

5. Conclusion

Name, signature and date:

- Name and signature of the Director General (when submitting to the Ex-com)
- Date

Annex III: Employee performance evaluation and reporting formats

Form 11: Format for Officers' operational performance evaluation

Name of employee to be evaluated: _____ Job title: _____

Department: _____ Division: _____

Section: _____ Unit: _____

Review Period: From _____ to _____

Instruction:

- 4=Excellent (very high); 3=Very good (high); 2=Good (medium) and 1=Poor (low)
- How to calculate the average point (dxb): for example, if your rating for the first item is 3, then the result out of 100 will be 75 and the average point will be 75x0.08 (i.e., 8%)=6.

Operational Performance evaluation:

S. No.	(a) Planned activity	(b) Weight (%)	(c) Performance				(d) Result (out of 100 %): 4=100; 3=75; 2=50; 1=25	Average Point= (d)x(b)
			4	3	2	1		
1.	Activity 1							
2.	Activity 2							
3.	Activity 3							
4.	Activity 4							
5.	Activity 5							
	Average point (in %) out of 100%	=_____						

Average performance out of 60%=_____

- Note: Average performance out of 60% = (Average point out of 100% x 60)/100. For example, if the average point out of 100 is 78, then average performance out of 60 will be (78x60)/100=46.8.

<u>Evaluator's (i.e., immediate supervisor's) name and signature:</u>

I testify that I have carried out this operational job performance evaluation for Hon./Dr./Mr./Ms./Mrs. _____ based on his/her actual operational performance and being free from any biases that favor of disfavor him/her.

Evaluator's name _____ Job title: _____

Signature: _____ Date _____

Form 12: Officers' behavioural performance measurement format (by immediate supervisor)

Name of employee to be evaluated: _____ Job title: _____

Department: _____ Division: _____

Section: _____ Unit: _____

Review Period: From _____ to _____

Instruction:

- 4=Excellent (very high); 3=Very good (high); 2=Good (medium) and 1=Poor (low)
- How to calculate the average point (dxb): for example, if your rating for the first item is 3, then the result out of 100 will be 75 and the average point will be 75x0.08 (i.e., 8%)=6.

S. No.	(a) Criteria	(b) Weight	(c) Performance				(d) Result (Out of 100%): 4=100; 3=75; 2=50; 1=25	(e) Average Point= (d)x(b)
			4	3	2	1		
1.	Free from and fighting corruption	4%						
2.	Work attendance and using working hours effectively	5%						
3.	Confidentiality (not exposing key information of the Bank and its key customers and stakeholders to others)	5%						
4.	Serving customers honestly and respectfully	4%						
5.	Understanding the Mission, Vision and Values of the BSS	3%						
6.	Cooperation and team work	5%						
7.	Creativity and problem solving	3%						
8.	Transparency (without compromising confidentiality)	3%						
9.	Continuous personal development and building others' capacity	4%						
10.	Result-orientedness (i.e., focus on delivering results)	4%						
Average point (in %) out of 100%		=_____						

Average performance out of 25%=_____

- Note: Average performance out of 25% = (Average point out of 100% x 25)/100. For example, if the average point out of 100 is 78, then average performance out of 25 will be (78x25)/100=19.5.

Evaluator's (i.e., immediate supervisor's) name and signature:

I testify that I have carried out this behavioural performance evaluation for Hon./Dr./Mr./Ms./Mrs. _____being free from any biases that favor of disfavor him/her.

Evaluator's name _____ Job title: _____

Signature: _____ Date _____

Form 13: Officers' behavioural performance measurement format (by colleagues/peers)

Name of employee to be evaluated: _____ Job title: _____

Department: _____ Division: _____

Section: _____ Unit: _____

Review Period: From _____ to _____

Instruction:

- 4=Excellent (very high); 3=Very good (high); 2=Good (medium) and 1=Poor (low)
- How to calculate the average point (dxb): for example, if your rating for the first item is 3, then the result out of 100 will be 75 and the average point will be 75x0.08 (i.e., 8%)=6.

S. No.	(a) Criteria	(b) Weight	(c) Performance				(d) Result (Out of 100%): 4=100; 3=75; 2=50; 1=25	(e) Average Point= (d)x(b)
			4	3	2	1		
1.	Free from and fighting corruption	4%						
2.	Work attendance and using working hours effectively	5%						
3.	Confidentiality (not exposing key information of the Bank and its key customers and stakeholders to others)	5%						
4.	Serving customers honestly and respectfully	4%						
5.	Understanding the Mission, Vision and Values of the BSS	3%						
6.	Cooperation and team work	5%						
7.	Creativity and problem solving	3%						
8.	Transparency (without compromising confidentiality)	3%						
9.	Continuous personal development and building others' capacity	4%						
10.	Result-orientedness (i.e., focus on delivering results)	4%						
Average point (in %) out of 100%							=_____	

Average performance out of 10%=_____

- Note: Average performance out of 25% = (Average point out of 100% x 25)/100. For example, if the average point out of 100 is 78, then average performance out of 10 will be (78x10)/100=7.8.

Evaluator's (i.e., colleague's) name and signature:

As a colleague, I testify that I have carried out this behavioural performance evaluation for Hon./Dr./Mr./Ms./Mrs. _____being free from any biases that favor of disfavor him/her.

Evaluator's name _____ Job title: _____

Signature: _____ Date _____

Form 14: Officers' performance measurement format (self-evaluation)

Name of employee: _____ Job title: _____

Department: _____ Division: _____

Section: _____ Unit: _____

Review Period: From _____ to _____

Instruction:

- 4=Excellent (very high); 3=Very good (high); 2=Good (medium) and 1=Poor (low)
- How to calculate the average point (dxb): for example, if your rating for the first item is 3, then the result out of 100 will be 75 and the average point will be 75x0.08 (i.e., 8%)=6.

S. No.	(a) Criteria	(b) Weight	(c) Performance				(d) Result (Out of 100%): 4=100; 3=75; 2=50; 1=25	(e) Average Point= (d)x(b)
			4	3	2	1		
1.	Free from and fighting corruption	4%						
2.	Work attendance and using working hours effectively	5%						
3.	Confidentiality (not exposing key information of the Bank and its key customers and stakeholders to others)	5%						
4.	Serving customers honestly and respectfully	4%						
5.	Understanding the Mission, Vision and Values of the BSS	3%						
6.	Cooperation and team work	5%						
7.	Creativity and problem solving	3%						
8.	Transparency (without compromising confidentiality)	3%						
9.	Continuous personal development and building others' capacity	4%						
10.	Result-orientedness (i.e., focus on delivering results)	4%						
Average point (in %) out of 100%		=_____						

Average performance out of 5%=_____

- Note: Average performance out of 5% = (Average point out of 100% x 5)/100. For example, if the average point out of 100 is 78, then average performance out of 5 will be (78x5)/100=3.9.

<u>Evaluator's (i.e., immediate supervisor's) name and signature:</u>

I testify that I have self-evaluated my own behavioural performance fairly and honestly.

Name: _____ Signature: _____ Date _____

Form 15: Managers' behavioural performance evaluation format to be filled by supervisor

Form for managers'/supervisors' behavioural performance measurement

(Unit Heads and above)

To be filled by immediate supervisor

Name of employee to be evaluated: _____ Job title: _____
Department: _____ Division: _____
Section: _____ Unit: _____
Review Period: From _____ to _____
Instruction:

- 4=Excellent (very high); 3=Very good (high); 2=Good (medium) and 1=Poor (low)
- How to calculate the average point (dxb): for example, if your rating for the first item is 3, then the result out of 100 will be 75 and the average point will be 75x0.08 (i.e., 8%)=6.

S. No.	(a) Criteria	(b) Weight	(c) Performance				(d) Result (Out of 100%): 4=100; 3=75; 2=50; 1=25	(e) Average Point= (d)x(b)
			4	3	2	1		
1.	Free from and fighting corruption	5%						
2.	Effort to develop the capacity of subordinates and other members of BSS	5%						
3.	Ability and effort in giving and taking feedbacks	4%						
4.	Effort to improve process efficiency & enabling them with appropriate technology and inputs	5%						
5.	Understanding and creating clarity on the Mission, Vision and Values of BSS to employees	4%						
6.	Effort to create team spirit and cooperation among team members and teams	4%						
7.	Creativity, problem solving and decision making capacity	5%						
8.	Transparence & responsiveness to complaints	5%						
9.	Effort to develop his/her leadership/managerial capacity	4%						
Average point (in %) out of 100%		=_____						

Average performance out of 25%=_____

- Note: Average performance out of 25% = (Average point out of 100% x 25)/100. For example, if the average point out of 100 is 78, then average performance out of 25 will be (78x25)/100=19.5.

<u>Evaluator's (i.e., immediate supervisor's) name and signature:</u>

I testify that I have carried out this behavioural performance evaluation for Hon./Dr./Mr./Ms./Mrs. _____being free from any biases that favor of disfavor him/her.

Evaluator's name _____ Job title: _____

Signature: _____ Date _____

Form 16: Managers' behavioural performance evaluation format to be filled by colleagues

Form for managers'/supervisors' behavioural performance measurement (Unit Heads and above) To be filled by colleagues/peer

Name of employee to be evaluated: _____ Job title: _____
Department: _____ Division: _____
Section: _____ Unit: _____
Review Period: From _____ to _____
Instruction:

- 4=Excellent (very high); 3=Very good (high); 2=Good (medium) and 1=Poor (low)
- How to calculate the average point (dxb): for example, if your rating for the first item is 3, then the result out of 100 will be 75 and the average point will be 75x0.08 (i.e., 8%)=6.

S. No.	(a) Criteria	(b) Weight	(c) Performance				(d) Result (Out of 100%): 4=100; 3=75; 2=50; 1=25	(e) Average Point= (d)x(b)
			4	3	2	1		
1.	Free from and fighting corruption	5%						
2.	Effort to develop the capacity of subordinates and other members of BSS	5%						
3.	Ability and effort in giving and taking feedbacks	4%						
4.	Effort to improve process efficiency & enabling them with appropriate technology and inputs	5%						
5.	Understanding and creating clarity on the Mission, Vision and Values of BSS to employees	4%						
6.	Effort to create team spirit and cooperation among team members and teams	4%						
7.	Creativity, problem solving and decision making capacity	5%						
8.	Transparency & responsiveness to complaints	5%						
9.	Effort to develop his/her leadership/managerial capacity	4%						
Average point (in %) out of 100%		=_____						

Average performance out of 10%=_____

- Note: Average performance out of 25% = (Average point out of 100% x 25)/100. For example, if the average point out of 100 is 78, then average performance out of 10 will be (78x10)/100=7.8.

Evaluator's (i.e., colleague's) name and signature:

As a colleague, I testify that I have carried out this behavioural performance evaluation for Hon./Dr./Mr./Ms./Mrs. _____being free from any biases that favor of disfavor him/her.

Evaluator's name _____ Job title: _____

Signature: _____ Date _____

Form 17: Managers' behavioural performance evaluation format for self-evaluation

Form for managers'/supervisors' behavioural performance measurement (Unit Heads and above) Self-evaluation

Name of employee: _____ Job title: _____
Department: _____ Division: _____
Section: _____ Unit: _____
Review Period: From _____ to _____
Instruction:

- 4=Excellent (very high); 3=Very good (high); 2=Good (medium) and 1=Poor (low)
- How to calculate the average point (dxb): for example, if your rating for the first item is 3, then the result out of 100 will be 75 and the average point will be 75x0.08 (i.e., 8%)=6.

S. No.	(a) Criteria	(b) Weight	(c) Performance				(d) Result (Out of 100%): 4=100; 3=75; 2=50; 1=25	(e) Average Point= (d)x(b)
			4	3	2	1		
1.	Free from and fighting corruption	5%						
2.	Effort to develop the capacity of subordinates and other members of BSS	5%						
3.	Ability and effort in giving and taking feedbacks	4%						
4.	Effort to improve process efficiency & enabling them with appropriate technology and inputs	5%						
5.	Understanding and creating clarity on the Mission, Vision and Values of BSS to employees	4%						
6.	Effort to create team spirit and cooperation among team members and teams	4%						
7.	Creativity, problem solving and decision making capacity	5%						
8.	Transparency & responsiveness to complaints	5%						
9.	Effort to develop his/her leadership/managerial capacity	4%						
Average point (in %) out of 100%		=_____						

Average performance out of 5%=_____

- Note: Average performance out of 5% = (Average point out of 100% x 5)/100. For example, if the average point out of 100 is 78, then average performance out of 5 will be (78x5)/100=3.9.

<u>Evaluator's (i.e., immediate supervisor's) name and signature:</u>

I testify that I have self-evaluated my own behavioural performance fairly and honestly.

Name: _____ Signature: _____ Date _____

Form 18: Six-month employees' performance aggregation format (operational+behavioural)

Name: _____

Job title: _____ Department: _____

Division: _____ Section: _____

Unit: _____

Evaluation period	Operational performance (60%)	Behavioural performance			Total (out of 100%)	Performance level (Excellent, Very Good, Good, or Poor)
		By immediate supervisor (25%)	By colleagues/ peers (10%)	Self-evaluation (5%)		
From _____ to _____						

Note: Performance level:

- [90-100%] Excellent (Very high)
- [80-90) Very good (High)
- [60-80) Good (Medium)
- Below 60 Poor (Low)

Name and signature of immediate supervisor:

Name: _____ Signature: _____ Date: _____

Name and signature of the evaluated individual:

I have reviewed the results of my operational and behavioural performance evaluation and I have (please encircle one of the following based on your opinion):

a) Accepted the results

b) Do not accept the results and shall file a compliant

Name: _____ Signature: _____ Date: _____

Form 19: Annual employees' performance aggregation format

Name: _____

Job title: _____ Department: _____

Division: _____ Section: _____

Unit: _____

(a) Evaluation period	(b) Average performance in the first six month (100%)	(c) Average performance in the second six month (100%)	(d) Average performance for the year (100%) =(b+c)/2	Performance level (Excellent, Very Good, Good, or Poor)
(Year)				

Note: Performance level:

- [90-100%] Excellent (Very high)
- [80-90) Very good (High)
- [60-80) Good (Medium)
- Below 60 Poor (Low)

Name and signature of immediate supervisor:

Name: _____ Signature: _____ Date: _____

CC:

- Human Resources Department

Form 20: Six-month employees' performance reporting format (operational+behavioural)

Date: _____

To: _____ (write the name of the evaluated individual)

Job title: _____ Department: _____

Division: _____ Section: _____

Unit: _____

Re: <u>Your job performance evaluation result for the first (or second) half of the year</u>

Evaluation period	Operational performance (60%)	Behavioural performance			Total (out of 100%)	Performance level (Excellent, Very Good, Good, or Poor)
		By immediate supervisor (25%)	By colleagues/ peers (10%)	Self-evaluation (5%)		
From _____ to _____						

Note: Performance level:

- [90-100%] Excellent (Very high)
- [80-90) Very good (High)
- [60-80) Good (Medium)
- Below 60 Poor (Low)

Name and signature of immediate supervisor:

Name: _____ Signature: _____ Date: _____

CC:

- Human Resources Department

Form 21: Annual employees' performance reporting format (operational+behavioural)

Date: _____

To: _____ (write the name of the evaluated individual)

Job title: _____ Department: _____

Division: _____ Section: _____

Unit: _____

Re: <u>Your job performance evaluation result for the entire year</u>

(a) Evaluation period	(b) Average performance in the first six month (100%)	(c) Average performance in the second six month (100%)	(d) Average performance for the year (100%) =(b+c)/2	Performance level (Excellent, Very Good, Good, or Poor)
(Year)				

Note: Performance level:

- [90-100%] Excellent (Very high)
- [80-90) Very good (High)
- [60-80) Good (Medium)
- Below 60 Poor (Low)

Regards,

Signature of immediate supervisor
Name and signature of immediate supervisor
Title

CC:

- Human Resources Department

Annex IV: Alternative formats for individual and managerial operational performance evaluation

Form 22: Alternative format for Officers' operational performance evaluation

Form for Officers' operational performance evaluation
To be filled by immediate supervisor

Name of employee to be evaluated: _____ Job title: _____

Department: _____ Division: _____

Section: _____ Unit: _____

Review Period: From _____ to _____

Instruction:

- 4=Excellent (very high); 3=Very good (high); 2=Good (medium) and 1=Poor (low)
- How to calculate the average point (dxb): for example, if your rating for the first item is 3, then the result out of 100 will be 75 and the average point will be 75x0.08 (i.e., 8%)=6.

Operational Performance evaluation:

S. No.	(a) Planned activity	(b) Weight (%)	(c) Performance rating				(d) Result (out of 100 %): 4=100; 3=75; 2=50; 1=25	Average Point= (d)x(b)
			4	3	2	1		
I.	**Customer satisfaction (15%)**							
1.	Delivers services to external or internal customers of the Section/Unit as per rules and regulation and reports those issues that are beyond his/her capacity to immediate supervisor	8% (=0.08)						
2.	Contributes to enhancing the satisfaction of external or internal customers of the Section/Unit by addressing their issues and complaints	7% (=0.07)						
II.	**Resource utilization (15%)**							
3.	Requests the financial and non-financial resources that are necessary to the job on time	3% (=0.03)						
4.	Utilizes financial and non-financial resources optimally by minimizing wastages	6%						
5.	Utilizes financial and non-financial resources only for the intended purposes	6%						
III.	**Work efficiency and quality (40%)**							
6.	Prepares action plans, performs the work accordingly and monitors his/her work progress	5%						
7.	Follows Bank policies, rules, regulations, procedures, etc in performing the job	5%						
8.	Takes initiative to do his/her work, to introduce new ways of doing things and to assist the supervisor in implementing the plan of the section/Unit	7%						
9.	Performs his/her day-to-day work with knowledge & quality by eliminating errors & reworks	9%						

10.	Carries out and submits work timely and meets deadlines	9%						
11.	He/she has the necessary skills and been dependable in performing the assigned work	5%						
IV.	**Communication and supporting change initiatives (10%)**							
12.	Strictly implements the decisions and directives from his/her immediate supervisor	3%						
13.	Listens carefully and communicates key information to his/her immediate supervisor, to team members and other relevant Sections/Units so that the work flows smoothly	3%						
14.	Attends meetings and/or committees whenever assigned	2%						
15.	Contributed positively to the transformation efforts of the BSS (strategic planning, annual planning, cascading, etc)	2%						
V.	**Reporting (20%)**							
16.	Prepares periodic reports without waiting until he/she is told to do so	3%						
17.	Keeps his immediate supervisor and colleagues aware of work progress through various means of communication	4%						
18.	Prepares quality written reports on plan implementation and work performance (quality=clarity, completeness, evidence-based, etc)	7%						
19.	Submits written reports timely	6%						
VI. Average point (in %) out of 100%		=_____						

Average performance out of 60%=_____

- Note: Average performance out of 60% = (Average point out of 100% x 60)/100. For example, if the average point out of 100 (i.e., item VI) is 78, then average performance out of 60 will be (78x60)/100=46.8.

<u>Evaluator's (i.e., immediate supervisor's) name and signature:</u>

I testify that I have carried out this operational job performance evaluation for Hon./Dr./Mr./Ms./Mrs. _____ based on his/her actual operational performance and being free from any biases that favor of disfavor him/her.

Evaluator's name _____ Job title: _____

Signature: _____ Date _____

Form 23: Alternative format for managers' operational performance evaluation

Form for Managers'/supervisors' operational performance evaluation (Unit Heads & above)
To be filled by immediate supervisor

Name of employee to be evaluated: _____ Job title: _____
Department: _____ Division: _____
Section: _____ Unit: _____
Review Period: From _____ to _____
Instruction:

- 4=Excellent (very high); 3=Very good (high); 2=Good (medium) and 1=Poor (low)
- How to calculate the average point (dxb): for example, if your rating for the first item is 3, then the result out of 100 will be 75 and the average point will be 75x0.08 (i.e., 8%)=6.

Operational Performance evaluation:

S. No.	(a) Planned activity	(b) Weight (%)	(c) Performance rating				(d) Result (out of 100 %): 4=100; 3=75; 2=50; 1=25	Average Point= (d)x(b)
			4	3	2	1		
I.	**Customer care and satisfaction (15%)**							
1.	Follows the delivery of services to external or internal customers as per rules and regulation and addresses those issues that are beyond subordinates' capacity	8% (=0.08)						
2.	Makes sure that external or internal customers are satisfied by addressing their issues and complaints	7% (=0.07)						
II.	**Resource allocation and utilization (15%)**							
3.	Steers the preparation of budgets and allocates/avails the financial and non-financial resources (as per the budget) that are necessary to the job on time	3% (=0.03)						
4.	Directs and controls the optimal utilization of financial and non-financial resources by minimizing wastages	6%						
5.	Ensures that financial and non-financial resources are properly utilized (only for the intended purposes)	6%						
III.	**Managerial/supervisory efficiency and effectiveness (40%)**							
6.	Prepares annual and action plans and manages the work strictly accordingly to the plan	5%						
7.	Makes sure that operations and services are delivered as per Bank policies, rules, regulations, procedures, etc and takes immediate corrective measures when rules are violated	5%						
8.	Takes initiative to introduce new or revise existing policies, rules, regulations, systems and involves the subordinates in this process	7%						
9.	Leads the day-to-day activities with knowledge and makes sure that operations and services are up to the desired quality standard	9%						
10.	Regulates and controls subordinates to make sure that they are at work doing their job timely, efficiently and effectively	9%						

11.	He/she has the necessary managerial/supervisory skills and been dependable in managing the work and staff and in delivering results as planned	5%						
IV.	**Communication and change management (10%)**							
12.	Strictly implements the decisions and directives from his/her immediate supervisor and communicates the same to his/her subordinates	2%						
13.	Listens carefully and communicates key information to his/her immediate supervisor, to subordinates and other relevant bodies so that the work flows smoothly	2%						
14.	Conducts regular meetings, attends meetings in the Bank (when required) and participates in committees whenever assigned	2%						
15.	Leads and/or strictly implements change initiatives and contributes positively to the transformation efforts of the Bank (strategic planning, annual planning, cascading, etc)	2%						
16.	Provides professional advice to the supervisor on the operations and services under his/her supervision	1%						
17.	Establishes and maintains relationships with customers & stakeholders	1%						
V.	**Monitoring, evaluation, decision making & reporting (20%)**							
18.	Holds regular meetings with the staff to monitors work progress and to make decisions and uses various means to track progress and deal with challenges	3%						
19.	Periodically (quarterly) evaluates the implementation of plans and performance	4%						
20.	Gives decisions and directives on time and keeps the supervisor informed	4%						
21.	Prepares quality written reports on plan implementation and work performance (quality=clear, complete, evidence-based, etc)	5%						
22.	Submits quarterly written reports timely	4%						
VI. Average point (in %) out of 100%		=_____						

Average performance out of 60%=_____

- Note: Average performance out of 60% = (Average point out of 100% x 60)/100. For example, if the average point out of 100 (i.e., item VI) is 78, then average performance out of 60 will be (78x60)/100=46.8.

Evaluator's (i.e., immediate supervisor's) name and signature:

I testify that I have carried out this operational job performance evaluation for Hon./Dr./Mr./Ms./Mrs. _____ based on his/her actual operational performance and being free from any biases that favor of disfavor him/her.

Evaluator's name _____ Job title: _____
Signature: _____ Date _____