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**CIRCULAR No. 78**  
**OSC Ref. C. 4840<sup>30</sup>**

22<sup>nd</sup> February, 2022

Permanent Secretaries, Heads of Department and Chief Executive Officers are asked to invite applications from suitably qualified officers in their Ministries/Departments/Agencies to fill the **vacant post of Director, Performance Management and Appraisal System (GMG/SEG 2)** in the **Corporate Planning and Administration Division, Ministry of Finance and the Public Service**, salary range \$2,104,355 - \$2,501,416 per annum and any allowance(s) attached to the post.

**Job Purpose**

Under the general guidance of the Senior Director, Human Resource Management and Development, the Director, Performance Management and Appraisal System, will plan and undertake by working with and through staff members at all levels, the activities necessary to support the development, maintenance, monitoring and internal assessment of the Performance Management and Appraisal System (PMAS), within the Ministry.

The incumbent will be responsible for developing stipulated framework and guidelines to ensure proper linkage between the PMAS and organizational Performance Management and Reward and Recognition systems within the Ministry, are adopted, instituted and observed in principle and practice. To this end, the incumbent will actively collaborate with the Strategic Planning and Reform Unit to ensure alignment of individual performance with the Organization's strategic business plans.

**Key Responsibilities**

***Reviews, designs, develops and implements a Performance Management and Appraisal System by:***

- Reviewing and assessing the PMAS with a view to identify weakness and develop appropriate solutions;
- Providing accurate and focus-driven reports in relation to assessments conducted, so as to improve systems;
- Implementing a Performance Management and improvement Framework for the Ministry that leads to the proper alignment of Individual Work Plans with the Divisional Strategic Business Plans so as to facilitate an increase in organizational effectiveness and efficiency;
- Co-ordinating Performance Management and quality improvement capacity building for all levels of employees;
- Developing and maintaining customized PMAS Manuals, templates, forms, policies and procedures for the Ministry, in keeping with GOJ Guidelines and guiding employees in the application of the Ministry's Performance Appraisal Manual;
- Ensuring knowledge of the PMAS through the design and conduct of PMAS Sensitization Sessions within the Ministry;
- Collaborating with Strategic Planning and Reform Unit to develop an Annual Work Plan for the oversight of the operation of the PMAS in the Ministry.

***Conducts research on best practices in the relation to the implementation and administration of Performance Management System:***

- Examines the Performance Management and Appraisal Systems to determine systematic weaknesses e.g. subjectivity, lack of proper measurement tools, as well as activities that do not add value to the process by:
  - ✓ Conducting interviews with staff;
  - ✓ Reviewing the Ministry's Strategic Business Plans;
  - ✓ Administering questionnaires;
  - ✓ Reviewing previous reports;
- Conducts analyses of the data to obtain full understanding of the issues;
- Formulates recommendations/solutions to reflect process improvement efforts;
- Promotes the use of technology and other resources to enhance efficient and effective administration of the PMAS and the accomplishment of major targets and objectives;
- Presents findings and recommendations to Divisional Heads and Senior Managers;
- Prepares comprehensive PMAS Compliance Reports;

- Executes PMAS related Change Management initiatives in collaboration with other stakeholders.

***Facilitates performance improvement by:***

- Participating in the Corporate and Operational Planning activities of the Ministry to gain a full understanding of the Mission and Objectives so as to inform the activities of the HRM&D Branch in providing guidance to Line Managers and staff in completing their Individual PERs/Work Plans and other related requirements of the PMAS;
- Reviewing the Work Plans and Performance Reports for the staff of the Ministry and ensuring that Work Plans are properly prepared and reflect measurable performance indicators, as well as align to Divisional Plans;
- Continuous monitoring and reporting on the Ministry's Performance Management and Appraisal Systems (whether or not the systems are responsive to the needs of the organization - such as PMAS grievance handling, alignment to Work Plans, conduction of appraisals, use of log sheet to individual outputs and address developmental needs to improve weaknesses);
- Leading in the development and maintenance of an organisation-wide Competency Framework to support Performance Management, recruitment and selection and reinforce the Ministry's core values;
- Reviewing samples of Divisional Operational Plans and Individual Work Plans to ensure quality of content (alignment and completeness in specification);
- Providing feedback to Divisional Heads and recommending areas for improvements as it relates to Performance Management;
- Reviewing and advising the Director HRM&D, on the implementation of remedial and corrective action to address poor performance;
- Reviewing and addressing all PMAS grievance that may arise;
- Recommending PMAS corrective action and related procedures specific to situations that may arise;
- Recommending approaches to the execution of PMAS interventions;
- Developing customized PMAS material for Employee Orientation Session;
- Providing training in collaboration with Training Unit for newly appointed Manager and Supervisors, with respect to their responsibilities under the PMAS;
- Providing coaching, guidance and information on PMAS related issues to all staff, including managers and supervisors;
- Monitoring the PMAS within the Ministry to ensure equity and fairness.

***Manages Employee Recognition Programmes by:***

- Ensuring that staff eligible for an increment/award is identified and the relevant personnel notified in the stipulated timeframe;
- Monitoring, evaluating and enhancing the current reward and recognition programme for the Ministry;
- Putting in place systems that will recognize employees' improvements;
- Generating the relevant reports that will facilitate employee increment payment, development and recognition;
- Chairing the Reward and Recognition Internal Committee;
- Planning and co-ordinating the arrangement of recognition and reward activities/events for the Ministry.

***Supports the development of Job Descriptions and Terms of References so as to facilitate proper alignment with the Ministry's Strategic direction by:***

- Developing out-put focused related Terms of Reference(s) as necessary and monitoring the performance of fixed term contracted employees against the agreed Terms of Reference(s) to facilitate payment of gratuity, etc.;
- Reviewing current Job Descriptions to ensure that they are keeping with the Divisional objectives and making recommendations for changes, where necessary;
- Developing and ensuring approval of Output Focused Job Descriptions to facilitate proper Performance Management, in collaboration with other HRM colleagues and other stakeholders.

***Leads and Manages the Section by:***

- Leading, prioritizing and monitoring the day-to-day operation of the PMAS Section to ensure the effective management of all inputs and that goals and objectives are being met;
- Overseeing and participating in the review and evaluation of the work of staff members on a regular basis;
- Reviewing and approving the Individual Work Plans of direct reports;
- Reviewing and appraising performance of direct reports;
- Providing leadership and guidance to direct reports through effective planning, delegation, communication, training, mentoring and coaching.

**Required Knowledge, Skills and Competencies**

- Excellent knowledge of Microsoft Office Suite
- Knowledge of GOJ Guideline Performance Management and Appraisal System
- Strong presentation skills

**Minimum Required Qualification and Experience**

- First Degree in Human Resource Management, Public Sector Management or equivalent professional qualification;
- Three (3) years' experience in a Human Resource Management or Management capacity;
- Specialized training in employee performance management would be an asset;
- Two (2) years' experience in actively participating in business planning at the operational/functional level.

Applications accompanied by résumés should be submitted **no later than Tuesday, 8<sup>th</sup> March, 2022 to:**

**Senior Director, Human Resource Management and Development  
Ministry of Finance and the Public Service  
30 National Heroes Circle  
Kingston 4**

Email: [hrapplications@mof.gov.jm](mailto:hrapplications@mof.gov.jm)

**Please note that only shortlisted applicants will be contacted.**

**Please ensure that a copy of this circular is placed at a strategic position on the Notice Board of the Ministry/Department/Agency and brought to the attention of all eligible officers.**



**Merle I. Tam (Mrs.)  
for Chief Personnel Officer**