



PERFORMANCE SCORECARD FOR THE PUBLIC SERVICE

The purpose of this tool is to measure the performance of institutions in line with Results Oriented Management and the Inspection Manual. The tool will be applied to compare, reward and sanction performance, and design targeted performance improvement initiatives.

General Criteria for assessing performance:

- 1 – Poor – Very Un satisfactory (Not Available/Available, but not accessible) (Below 40%)
- 2 – Fair Unsatisfactory (Inadequate/Not up to required standard/Not satisfactory) (41%-60%)
- 3 – Good Satisfactory (Adequate/Up to required standard/Satisfactory) (61%-80%)
- 4 – Very Good (Very Adequate/Very satisfactory) (81%-90%)
- 5 – Excellent (Exceeds Requirement) (91%-100%)

Please indicate in the box that is provided, the appropriate rating against the criteria.

1	2	3	4	5
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A. Citizens, Clients and Stakeholders

A.1 Service Delivery Standards (SDS)

The availability of service delivery standards is very unsatisfactory.	The availability of service delivery standards is unsatisfactory. Some service delivery standards are in place but are known by a few of the staff and clients.	The level of availability of service delivery standards is good. Some staff adhere to the service delivery standards in the execution of their duties. They are known by some of the clients	The level of availability of Service delivery standards is very good. Most staff adhere to the SDS in the execution of their duties. They are known by most of the clients.
<p>Service delivery standards are in place and have been publicised. Employees adhere to them in the execution of their duties and they are known by the clients.</p> <div style="border: 1px solid black; width: 50px; height: 20px; margin-left: auto; margin-right: auto;"></div>			

A.2. Client Charter

There is no client charter in place.

There is a client charter in place but the level of ownership by staff is unsatisfactory.

There is a client charter in place and the level of commitment by staff is good. It is known by some of the clients.

The level of commitment of staff to the implementation of the client charter is very good. It is known by most of the clients.

Clients and stakeholders are aware and apply the client charter. Feedback indicates that the charter is being applied to improve service delivery.

A.3 Customer Care and Customer Experience

Customer orientation and courtoousness of staff is very unsatisfactory. There are very many complaints.

Customer orientation and courtoousness of staff is unsatisfactory. There are complaints regarding the way staff handle clients.

Customer orientation and courtoousness *is* of staff is good. There is some positive feedback from clients and stakeholders regarding the way staff handle them.

Customer orientation and courtoousness *is* of staff is very good. Staff provide a personal touch to the individual client needs.

Clients and stakeholders express appreciation regarding customer care and courtoousness. The organisation has a positive image.

A.4 Availability and Reliability of Services

The availability and reliability of services is very unsatisfactory.

The availability and reliability of services is unsatisfactory.

The availability and reliability of services is good.

The availability and reliability of services is very good.

Services are available, reliable and meet client expectations.

A.5 Coverage and accessibility of Services

Coverage and accessibility of services for the intended beneficiaries is very unsatisfactory.

Coverage and accessibility of services for the intended beneficiaries is unsatisfactory.

Coverage and accessibility of services for the intended beneficiaries is good.

Coverage and accessibility of services for the intended beneficiaries is very good.

Coverage and accessibility of services for the intended beneficiaries is excellent. Beneficiaries express satisfaction with the coverage of services.

A.6 Quality of Services

The quality of services is very unsatisfactory.

The quality of services is unsatisfactory.

Services meet the minimum quality standards.

The quality of services is very good.

Services exceed minimum quality standards.

A.7 Perception of Fees charged/Cost of Service Provision – where applicable

The cost of services is not known.

The cost of services is known by a few service recipients.

The cost of services is known but is unaffordable to most of the clients.

The cost of services is known and is affordable to most of the clients.

The cost of services is known and is affordable to most of the clients. Clients appreciate value for money.

A.8 Time/Speed/Responsiveness

Timeliness and responsiveness of service delivery is very un satisfactory.	Timeliness and responsiveness of service delivery is un satisfactory. Standards for time and responsiveness are not adhered to. There are many complaints regarding speed and responsiveness.	Timeliness and responsiveness of service delivery is good. There is minimum adherence to standards for time and responsiveness.	Timeliness and responsiveness of service delivery is very good. Services are regarded as timely and responsive.	Clients and stakeholders express satisfaction with the timeliness and responsiveness of services.
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A.9 Feedback Mechanisms

Client feedback mechanisms are very un satisfactory.	Client feedback mechanisms are unsatisfactory. Some feedback mechanisms are in place but they are not applied.	Client feedback mechanism is good. Some of the client feedback mechanisms are being applied to obtain some feedback from clients.	Feedback mechanisms are operational and the organisation obtains feedback.	Feedback mechanisms are operational and the organisation is using feedback to improve its performance.
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A.10 Complaints Management Mechanism

Complaints management mechanisms are very un satisfactory.	There is a complaints management procedure but the level of application is not satisfactory.	Basic complaints management procedures are being applied to resolve some of the complaints from clients and stakeholders.	A complaints management procedure is operational. Clients have confidence in using it to resolve their complaints and problems.	Clients express satisfaction with the handling of their complaints.
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Citizen/Client/Customer Perspective

TOTAL:

B. Systems and Processes

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B.1 Results and Clients Orientation of the Systems

<p>Results focus and responsiveness of management systems, procedures and processes to the needs of clients is very unsatisfactory.</p>	<p>Results focus and responsiveness of management systems, procedures and processes to the needs of clients is very unsatisfactory.</p>	<p>Management systems, procedures and processes are known but are not results focused and are not responsive to the needs of clients.</p>	<p>Some of the management systems, procedures and processes are known, results focused and responsive to the needs of clients.</p>	<p>Management systems, procedures and processes are known, results focused and responsive to the needs of clients.</p>
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B.2 Records Management

<p>Records management systems are not in place.</p>	<p>Records management systems are in place but do not conform to the standard guidelines and procedures. The storage and retrieval of records is very inefficient.</p>	<p>Records management systems are in place and in line with the guidelines and procedures but the storage and retrieval of records is slow. Room for storage are not adequate.</p>	<p>Records management systems are in place and in line with the guidelines and procedures. The storage and retrieval of records is quick.</p>	<p>Records management systems are in place in line with the guidelines and procedures. The storage and retrieval of records facilitates quick decision making and customer service.</p>
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B.3 Payroll Management

<p>The payroll management system has invalid records and the information is not analysed to inform HR policy and decision making.</p>	<p>The payroll management system is in place but the procedures are not complied with. Removal and access to the system is slow. The payroll is not always up to date.</p>	<p>The payroll management system is in place. Some of the procedures are complied with.</p>	<p>The payroll management system is in place and removal and access to the system is prompt. The system is promptly updated and contains valid records.</p>	<p>The payroll management system is adequate. Contains only valid records and the information is analysed to inform HR policy and planning decisions.</p>
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B.4

Pension Management

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Public servants who due to retire are not aware of the retirement process. Submissions are not promptly made. Pension management system is very un satisfactory.

The pension management system is not satisfactory. Few public servants who are due to retire are aware of the process. An MDA or LG makes late and incomplete submissions.

Some public servants who are due to retire are aware of the process. An MDA or LGs makes prompt and accurate submissions. The pension management system meets the basic minimum requirements.

Most public servants who are due to retire are aware of the process. Submissions are promptly handled.

An efficient Pensions management system is in place. Public servants are aware of the process and the information is analysed to inform planning and decisions.

B.5

Communications Systems

Communication systems and strategies are very un satisfactory.

Communication systems and strategies have been defined but are not utilised.

Basic communication systems are defined and being used internally and externally.

Communication systems are well defined and are being well used internally and externally.

Internal and external communication systems are in place and are efficiently and effectively used. Both staff and clients are up to date with what is going on in the organisation.

B.6

(a) Staff Performance Appraisal

The staff performance appraisal system is very un satisfactory.

The application of the staff performance appraisal system is not satisfactory. Individual staff performance targets are not well defined.

The staff performance appraisal system is good. Individual staff performance targets are defined and the level of compliance to assessments is good.

The staff performance appraisal system is in place. Individual performance targets for most of the staff are defined. Some of the information from the assessments is analysed and utilised.

The level of compliance to the appraisal system is very high. Staff are clear about their performance targets. The appraisal instruments are completed and the information is analysed to inform performance improvement and HR planning.

B.7

Financial Management Systems (FMS)

The financial management system is very un satisfactory.

The financial management system is un satisfactory. It is applied to perform routine functions in a manner that is not usually consistent.

The financial management system and process meets the minimum basic requirements.

The financial management system and process is up to date and open to most staff. Information is analysed to inform planning and decision making.

The financial management system and process is up to date and transparent to staff and stakeholders. The information is shared and analysed to inform planning and decision making.

B.8 Management Information Systems (MIS)

Management information systems and IT strategies are in place but not up to the required standards. They are largely manual and slow.

Management information systems and appropriate ICT strategies are in place and up to the required standard.

Management information systems and appropriate ICT strategies are in place; Developed up to the required standard and are being well utilised.

Management information systems and appropriate ICT strategies are in place and up to the required standard. Are well utilised to meet the expectations of the service recipients.

B.9 Performance Monitoring and Evaluation

Performance monitoring, review and reporting is very unsatisfactory.

Performance monitoring, review and reporting is undertaken but in a disjointed approach. The quality of information that is generated is not usable.

Basic performance monitoring, review and reporting systems are in place. There is a system for collecting performance data. Some relevant information is generated.

Performance monitoring, review and reporting systems are in place. There is a system for collecting performance data. Some relevant information is generated and is being shared and applied for decision making and planning.

Performance monitoring, review and reporting systems are well developed. Performance data is collected and continuously updated. Relevant information is generated, shared and applied for decision making and planning to improve performance and service delivery.

Some performance improvement initiatives are being implemented to address some of the issues identified in the performance reviews

Performance improvement initiatives are being implemented to address most of the issues identified in the performance reviews.

Performance improvement initiatives are developed and implemented on the basis of the information generated under performance monitoring, review and reporting system. There is evidence that improvements are being made in service delivery.

B. 10 Fair and Open Procurement Systems and Practices

The procurement procedures are very unsatisfactory.

The procurement unit and the contracts committee are in place but are considered weak. There are very many complaints from staff, clients and stakeholders. The procurement procedures are unsatisfactory.

The contracts committee and the procurement unit are in place and functional. The procurement procedure meets the basic requirements.

Most of the procurement is in line with the law and approved procedures. It is seen to be quick and transparent.

All procurement is in line with the law and approved procedures. It is viewed as fair, open and transparent. Staff, clients and stakeholders express satisfaction with the procurement process.

B. Systems and Processes

TOTAL:

C. Management of Resources

1	2	3	4	5
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C.1 Adequacy, Utilisation and Deployment

<p>The number of staff required and the strategy for deployment is very un satisfactory.</p>	<p>The number of staff that is required and a mechanism for deployment has been developed but not implemented.</p>	<p>There is an adequate number of staff in accordance with the approved establishment but not all of them are adequately deployed and utilized.</p>	<p>There is an adequate number of staff in accordance with the approved establishment. Most of them are adequately deployed and utilized.</p>	<p>There is an adequate number of staff in line with the requirements. The deployment and utilization of staff is very well reflected in the performance of the organisation.</p>
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C.2 Quality of Staff (skills and competences)

<p>Required skills and competences of staff are very un satisfactory.</p>	<p>The required skills and competences are un satisfactory.</p>	<p>The level of attainment of the required skills and competences meets the minimum requirements. There is a training plan in place.</p>	<p>Most of the staff have attained the required skills and competences. There is a training plan in place and it is being implemented.</p>	<p>The quality of skills and competences is very good and exceeds the requirements of an organisation. The competencies and skills are well utilized.</p>
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C.3 Adherence to Work Plans and Budgets

<p>There is no approved work plan in place.</p>	<p>The work plan and budget is approved but not adhered to. Operational activities are different from what is set out in the work plan.</p>	<p>The level of adherence to the work plan and budget is good.</p>	<p>The level of adherence to the work plan and budget is very good.</p>	<p>Work plans and budgets are adhered to in the implementation of strategies. There is conformity to the commitments in the strategic plan and client charter.</p>
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C.4

Transparency in Allocation, Release and Management of Resources

There is no standard system for allocation, release and management of resources. There are many complaints from staff, clients and stakeholders about the way resources are managed.

The allocation, release and management of resources is not satisfactory. The finance committee is not operational. Priorities that should benefit from the resource allocations are not undertaken. There are complaints about how resources are managed.

Resources are allocated but not released and managed in a timely and transparent manner. A finance committee is in place, but not very effective. Some information is shared.

Resources are allocated according to priorities, released and managed in a timely and transparent manner. A finance committee is in place and is effective. Most information is shared.

Resources are allocated, released and managed in a timely and transparent manner. Staff, clients and stakeholders are satisfied with the way resources are allocated, released and managed in conformity with the approved plans and budgets.

C.5

Processing Payments and Claims

Processing of payments and claims is not in line with approved procedure.

Processing of payments and claims is in line with approved procedure but very slow and not transparent.

Processing of payments and claims is in line with approved procedure. The commitment control system is adhered to.

Processing of payments and claims is in line with approved procedure and the commitment control system. It is perceived as quick and transparent.

Processing of payments and claims is in line with the approved procedure. Staff, clients and stakeholders express satisfaction with the way payments and claims are handled.

C.6

Policy management

MDAs specific policy guidelines are very unsatisfactory.

There are some policies in place but are known by a few of the staff, clients and stakeholders.

Policies are in place and some staff adhere to them in the execution of their duties. They are known by some of the clients and stakeholders.

Policies are in place and most staff adhere to them in the execution of their duties. They are known by most of the clients and stakeholders.

Policies are in place and have been publicised. Employees adhere to them in the execution of their duties and they are known by the clients.

C.7

Assets and Facilities Management

Management of assets and facilities is not in line with approved procedure. There are very many complaints from staff, clients and stakeholders regarding management of assets and facilities.

Management of assets and facilities is not viewed as fair and transparent. There is no system in place to manage facilities and assets.

Management of assets and facilities is in line with approved procedure. There are however, still areas that can be improved upon.

Management of assets and facilities is in line with approved procedure and is viewed as fair and transparent.

Management of assets and facilities is in line with approved procedure and is viewed as fair and transparent. Staff, clients, and stakeholders express satisfaction with the system.

C.8 Accountability for Resources

Guidelines for accountability are in place, but not adhered to.

The guidelines for accountability are in place and are being adhered to in some areas (less than 40 per cent).

Guidelines for accountability are adhered to but of the significant portion (min 60 per cent) of the resources have not been satisfactorily accounted for.

Guidelines for accountability are adhered to and most of the resources have been satisfactorily accounted for (over 80 per cent).

Guidelines for accountability are adhered to and all the resources have been satisfactorily accounted for. Accountability reflects compliance, efficiency and effectiveness, and value for resources (full compliance).

C.9 Time Management

The appreciation and management of time is as a resource is very un satisfactory.

The appreciation and management of time is as a resource is un satisfactory.

The organisation appreciates that time is a resource and mechanisms have been put in place to enforce time management, though not fully complied with.

Mechanisms have been put in place to enforce time management and most of them are being complied with (over 80 per cent).

Staff in the organisation are complying with time management standards. Assignments are completed on schedule. Clients are attended to promptly and in line with appointments when made.

C.10. Knowledge and Information Management

Mechanisms for knowledge and information management are very un satisfactory.

Mechanisms for knowledge and information management are in place but un satisfactory.

Basic mechanisms for knowledge and information management are in place and implemented.

Mechanisms for knowledge and information management are in place. Available information and knowledge is shared to improve service delivery to clients.

Mechanisms for knowledge and information management are in place. Available information and knowledge is shared to improve service delivery to clients and to undertake further research.

C. Management of Resources

TOTAL:

D. Leadership and Strategy

1	2	3	4	5
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D.1 Shared Vision, Mission, Values and Principles

<p>The Institution has not defined a vision, mission, values and principles.</p>	<p>The Institution has a vision, mission, values and principles but they are not known by all staff.</p>	<p>The Institution's vision, mission, values and principles are in place and the level of knowledge and commitment to them by staff is good.</p>	<p>The Institution's vision, mission, values and principles are in place and the level of knowledge and commitment to them by staff is very good.</p>	<p>Staff of the Institution adhere to the shared vision, mission, values and principles. Stakeholders appreciate the level of commitment of the institution to its vision, mission, values and principles.</p>
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D.2 Strategic Plan

<p>The institution has no strategic plan</p>	<p>The Strategic plan is still being developed. It is not complete.</p>	<p>A costed strategic plan is in place, addresses all the issues and has clearly identified the outputs and indicators.</p>	<p>A costed strategic plan is in place, addresses all the issues and has clearly identified the outputs and indicators. It is owned by staff.</p>	<p>A costed strategic plan is in place, addresses all the issues and has clearly identified the outputs and indicators. It is owned by staff and stakeholders. Implementation is on schedule.</p>
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D.3 Results Framework (Objectives, Outcomes, Outputs, Indicators and Targets)

<p>The level clarity of objectives, outcomes, outputs, and indicators is very unsatisfactory.</p>	<p>The level of clarity of objectives, outcomes, outputs and indicators is unsatisfactory.</p>	<p>Objectives, outcomes, targets and indicators are clear but not known by most staff.</p>	<p>Objectives, outcomes, outputs, targets and indicators are clear and owned by staff.</p>	<p>Objectives, outcomes, outputs and indicators are clear and conform to the sector and national objectives. Are owned by both staff and key stakeholders.</p>
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D.4 Commitment of Leadership and Staff

<p>The level of commitment of leadership and staff to the objectives of the organization is very unsatisfactory.</p>	<p>The level of commitment of leadership and staff to objectives of the organization is unsatisfactory.</p>	<p>The level of commitment of leadership and staff to the objectives of the organization is good.</p>	<p>The level of commitment of leadership and staff to objectives of the organization is very good.</p>	<p>There is internal and external evidence that leaders and staff are committed to fulfilling the objectives of the organization.</p>
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D.5 Clarity of Organisation Structure

The level of clarity of the organisation structure, roles and responsibilities is very unsatisfactory.

The level of clarity of the organisation structure, roles and responsibilities is unsatisfactory.

Staff are clear about the structure, roles, responsibilities of the organisation.

Staff are clear about the structure, roles, responsibilities of the organisation. Service recipients are also know where to obtain the service

The Organisation fully conforms to its structure, and meets its roles and responsibilities to the satisfaction of service recipients and stakeholders.

D.6 Innovation and Change Management

The level of innovation and change management is very unsatisfactory.

The level of innovation and change management is unsatisfactory.

The organization promotes innovation. Change management strategies have been developed.

The level of promotion of innovative ideas is very good. Change management strategies are being implemented.

Implementation of innovative ideas and change management strategies is evidently leading to improved performance and service delivery.

D.7 Communication Strategy

Communication of plans and results is very unsatisfactory.

Communication of plans and results both internally and externally is ad hoc, it is unsatisfactory.

A basic communication strategy has been put in place to guide the communication of strategies, plans, and results.

A communication strategy to guide the communication of strategies, plans, and results the level of its implementation is very good.

A communication strategy is in place and is being used to guide the communication of strategies, plans, and results. Clients and stakeholders are constantly informed about the services the organisation provides.

D.8 Decision Making and Problem Solving

Decision making and problem solving channels are very unsatisfactory.

Decision making and problem solving mechanisms are unsatisfactory.

Basic decision making and problem solving mechanisms are clear and being utilised.

Decision making and problem solving mechanisms are clear and being utilised; and are responsive.

Decision making and problem solving mechanisms are clear and being utilised. The level of responsiveness meets both internal and external expectations.

D.9 Availability of Costed Work Plans and Budgets

The quality of work plans and budgets is very un satisfactory. Work plans and budgets are in place but priorities are not well articulate d.

Work plans and budgets are in place and key priorities are articulated.

Work plans and budgets are in place and the key priorities are well articulated. Strategic priorities conform to the commitments in the strategic plan and the client charter.

Work plans and budgets conform to the strategic plan and commitments under the client charter. They reflect the expected results of service recipients and stakeholders.

D.10 Achievement/Delivery of Results

The level of attainment of objectives, outputs and results is very un satisfactory. The level of attainment of objectives, outputs and results is un satisfactory.

The level of attainment of objectives, outputs and results is good.

The level of attainment of objectives, outputs and results is very good. Results delivered were in line with the expectations of clients and stakeholders.

The level of attainment of objectives, outputs and results exceeded the expectations of clients and stakeholders.

D. Leadership and Strategy

TOTAL:

$$A \quad \square + B \quad \square + C \quad \square + D \quad \square =$$

BALACFD SCORECARD AGGREGATE

FORM B: PHYSICAL RESULTS

1	2	3	4	5	6	7	8
Strategic Objective	Key Performance Indicator	Annual Performance Target	Annual Approved Budget	Annual Budget Realised (%)	Adjusted Annual Target (if any)	Achieved Results (%) versus adjusted target)	Outcome