

Performance Management and Development System

From To (dates)

Name	Grade
Section	Manager
Salary (pt on Scale) €	Reviewer

If you are a Manager who is a Cost Centre Holder, you MUST complete this box (optional for year 2012)

Cost Centre(s) Numbers:	Cost Centre(s) Total: €
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If you are a Manager with staff reporting to you, you MUST complete this box (optional for year 2012)

Number of Direct Reporting Staff*:	Total Salaries of Direct Reports*: €
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*staff that report directly to the Jobholder

What is the purpose of my job? *(Linkage to Business Plan Strategic Objective/s)*

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Setting My Goals (Goals should be achievable and specific. Select 3 -5 Goals)

Goal 1 is Mandatory and must be completed by all Managers

<p>Goal 1 Manage the performance of the staff reporting to me</p>	<p>How will the Goal be measured? Goals set, performance reviewed and training needs addressed for all my staff, throughout the year PMDS form will be completed and signed off on by end of the year</p>			
<p>Tasks (list what needs to be done and by what date to achieve the Goal) e.g. 1. Complete Goal Setting – Jan 2012 2. Complete Interim Reviews – July 2012 3. Complete Final Reviews – Dec 2012</p>	<p>Interim Review (Set the date)</p>	<p>Annual Review (Set the date)</p>		
	<p>Progress achieved/any changes to tasks</p>	<p>Partially achieved</p>	<p>Fully achieved</p>	<p>Not achieved</p>

<p>Goal 2</p>	<p>How will the Goal be measured?</p>			
<p>Tasks (list what needs to be done and by what date to achieve the Goal)</p>	<p>Interim Review (Set the date)</p>	<p>Annual Review (Set the date)</p>		
	<p>Progress achieved/any changes to tasks</p>	<p>Partially achieved</p>	<p>Fully achieved</p>	<p>Not achieved</p>

Goal 3	How will the Goal be measured?			
Tasks (<i>list what needs to be done and by what date to achieve the Goal</i>)	Interim Review (<i>Set the date</i>)	Annual Review (<i>Set the date</i>)		
	Progress achieved/any changes to tasks	Partially achieved	Fully achieved	Not achieved

Goal 4	How will the Goal be measured?			
Tasks (<i>list what needs to be done and by what date to achieve the Goal</i>)	Interim Review (<i>Set the date</i>)	Annual Review (<i>Set the date</i>)		
	Progress achieved/any changes to tasks	Partially achieved	Fully achieved	Not achieved

Achieving My Goals

Competencies Required	Description The job requires me to?	Associated Goal No(s).	Interim Review Progress Achieved	Annual Review Progress Achieved

Sign Off (denotes agreement)	Setting my Goals	Interim Review	Annual Review
Signed Jobholder			
Date			
Signed Manager			
Date			

Learning and Development Plan

Name	Grade
Section	Manager

Areas for Growth - What can I do better and how?

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Learning and Development Objective	How is it to be met?	How does it relate to my Goals?	Cost of course € (optional for 2012)	T&S Costs € (optional for 2012)	Interim Review	Annual Review
					Impact on work performance	Impact on work performance

Actions agreed	Setting my Goals	Interim Review	Annual Review
Signed Jobholder			
Date			
Signed Manager			
Date			

Assessment of Performance

(to be completed by Manager at each review stage, following discussion with the Jobholder)

The Jobholder in the first instance will complete as self-assessment the narrative box below and give to the Manager prior to review discussion.

The Manager should complete the narrative box following discussion with the Jobholder.

Interim Review

Performance narrative (Describe the performance and provide evidence and examples)

Review Period:

Sign Off (denotes agreement)
Signed Jobholder
Date
Signed Manager
Date

Annual Review

Name	Grade
Section	Manager

Is the Jobholder a Manager with staff reporting to him/her?	Yes/No
If 'Yes', has he/she completed PMDS for all his/her staff, (i.e. set goals, reviewed performance and addressed training needs, throughout the year) If 'No', Rating 2 in the next section MUST be circled	Yes/No

Performance narrative (Describe the performance and provide evidence and examples)

Review Period:

Rating	Description	Please circle relevant box
Outstanding	has substantially exceeded standard in all role requirements and performance has been consistently exceptional	5
Exceeds Required Standard	has fully met all role requirements to required standard and significantly exceeded required standard in some respects	4
Fully Acceptable <i>(acceptable level)</i>	has fully met all of the role requirements to required standard and performance is at a fully acceptable level	3
Needs Improvement	has met some role requirements to required standard but performance has fallen short in some respects	2
Unacceptable	has met few of the role requirements and performance falls clearly short of the required standard	1

Sign Off (denotes agreement)
Signed Jobholder
Date
Signed Manager
Date

Reviewer comments and signature - if required

Feedback Conversation

Jobholders and Managers are encouraged to have a feedback conversation at each stage of the PMDS process. This is an opportunity for an open discussion between the Jobholder and the Manager on how the Jobholder’s role is contributing to the delivery of the Department’s business goals. The discussion should focus on the following themes:

- The Jobholder’s role and responsibilities
- How the job is structured
- Adding value to the role

However, the discussion need not be bound by these themes. The feedback given by the Jobholder to the Manager will be discussed by the Manager with his/her own Manager, and the results should be incorporated into the Manager’s own performance objectives and personal development plan under the guidance of his/her Manager. The following section must be completed indicating that you were given the opportunity to give feedback under this section.

	Setting the Goals	Interim Review	Annual Review
I was given the opportunity to have a feedback conversation			
I wish to have a feedback conversation			
I do not wish to have a feedback conversation			

Sign off	Setting my Goals	Interim Review	Annual Review
Signed Jobholder			
Date			
Signed Manager			
Date			

Feedback – to be completed by the Jobholder

How I feel I am being managed	SETTING THE GOALS				INTERIM REVIEW				ANNUAL REVIEW			
	1	2	3	4	1	2	3	4	1	2	3	4
1. I understand my role and my responsibilities												
2. I am clear on the value of my job to the Department/Office												
3. I am happy with how my job is structured												
4. I feel work has been equally distributed across my section												
5. My Learning and Development Plan has been implemented												
How I can add value to my role												
Is there any other issue you wish to discuss during the feedback conversation?												
*Please set out the reasons why you disagree with any of the points on a separate page												

1
2
3
4
 Strongly agree Agree Disagree Strongly disagree

Career Development (to be completed by the Jobholder and given to the Manager at Annual Review)

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Actions agreed	Annual Review Stage
Signed Jobholder	
Date	
Signed Manager	
Date	