

PMDS Staff

Evaluation

Survey

Report

Department of Finance
2010

Contents

Chapter		Page No
1	Introduction and Background	3
2	Survey Details	4
3	Summary of key challenges arising from results of survey	6
4	Survey Results	8
5	Comparison between 2004 and 2009 results	17
6	Conclusion	21
7	Other tables produced	22
Appendix		
A	Sub-Committee of General Council – membership	23
B	PMDS Survey Questionnaire	24
C	Grouping of questions according to evaluation criteria	32
D	Staff completion rates by Department	33
E	Number of respondents by grade	34
F	Questions where favourable response rates by grade grouping are more than 70%	35
G	Questions where favourable response rates by grade grouping are less than 30%	37
H	PMDS questionnaire – Managers perspective (percentage table and actual numbers table)	39
I	Summary table of the average percent agreed for all PMDS criteria and grade groupings	41
J	PMDS survey results by PMDS criteria and by grade groupings (percentage table and actual numbers table)	42
K	Summary of PMDS survey results by PMDS criteria and by grade groupings (percentage table)	83

Chapter 1

Introduction and Background

In May 2000 General Council Report 1368 (GC 1368) introduced the Performance Management and Development System (PMDS) in the civil service. Following the evaluation of PMDS by Mercer Consultants in June 2004, the integrated PMDS assessment system was agreed by the Sub-Committee of General Council in General Council Report 1452 (GC 1452) on 1 June 2005. The integrated model links PMDS to decisions in relation to increments, higher scale posts and promotion competitions.

There is an explicit commitment in GC 1452 that a formal evaluation of this revised PMDS model should be commenced in 2009. A Sub-Committee of General Council was convened for this formal evaluation and comprises representatives of both management and trade unions. Members of the Sub-Committee are detailed at Appendix A.

It was decided that, as the first stage in the formal evaluation of the revised PMDS model required under GC 1452, a service-wide electronic survey of attitudes towards PMDS would be conducted. The survey issued on 19 November 2009 to all civil servants via their Personnel Officers and closed for responses on 22 January 2010.

This report details the results of this survey.

Chapter 2

Survey Details

The electronic survey of attitudes comprised three sections:

- Section I: General Background Information – 10 questions – answered by all respondents.
- Section II: Feedback on PMDS – 58 questions - answered by all respondents.
- Section III: Feedback from the Manager’s Perspective – 16 questions – answered by those who have staff reporting to them.

Appendix B contains the survey questionnaire.

To ensure comparable results, the Mercer questionnaire was re-used, with some additional questions to capture the changes to PMDS introduced in GC 1452. To keep costs to a minimum the survey was developed and run by the IT Unit in Department of Finance. To encourage a high response rate a prize draw for one of five €100 vouchers was held which was open to all respondents.

The survey gauged the PMDS-related experience of civil servants according to eight evaluation criteria which were identified by Mercer in 2004 as the key areas of importance for appraising whether PMDS is functioning effectively. Each evaluation criteria comprised between 5 and 10 statements (Appendix C refers) and are described in the exhibit (Exhibit 1) below.

Exhibit 1: Evaluation criteria and description

Evaluation criteria	Description
Implementation	Seeks to ascertain the respondent’s views on compliance with PMDS deadlines, support and the provision of adequate time and resources to PMDS etc.
Process	Covers areas like the clarity of the PMDS process, agreement with managers on key objectives and deliverables and the existence of a training and development plan etc.
Effectiveness	Deals, inter alia, with clarity around goals and roles, motivation to improve performance and identification of performance whether good or bad.
Feedback	Looks at how PMDS can help in improving performance, motivation and

	development and the timeliness of feedback etc.
Training and development	Seeks views on the identification, targeting and quality of training etc.
Fairness and consistency	Covers objectivity of decisions about performance and consistency and fairness of standards and ratings etc.
Assessment	Respondents views are sought on how performance is assessed, the time committed by managers to the review stage and whether ratings reflect performance etc.
Linkage	Deals with how PMDS is linked to promotion, increments and higher scales etc.

For the purposes of the survey civil servants were identified in six grade groupings as follows:

- Senior Management – Secretary General, Deputy Secretary, Assistant Secretary
- Management- Principal Officer, Assistant Principal
- Executive – Higher Executive Officer, Administrative Officer, Executive Officer
- Administrative Support – Staff Officer, Clerical Officer
- Non-clerical Support – Services Officer, Services Attendant
- Technical/Professional – Technical and Professional Grades

Out of a total of 32,190 civil servants, 6,292 or 20% of staff completed the survey. Respondents are broadly representative of all grade groupings. Appendix D shows the percentage staff completion rates by Department. Five Departments have a staff completion rate of 30% or higher. Twelve Departments have a staff completion rate of between 20% and 30%, ten between 10% and 20% and four of less than 10%. Of those Departments with a staff completion rate of less than 10%, one is a large Department with over 5,000 staff.

Appendix E shows the number of respondents broken down by grade.

Chapter 3

Summary of key challenges arising from results of parts II and III of survey

This section of the report sets out a summary of the key challenges arising from the responses to the questionnaire. The process and assessment evaluation criteria are not included here as the results for these do not indicate any key challenges that require to be highlighted in this part of the report. Where respondents have agreed to statements, it has been assumed that they feel positive/are favourable towards the statement and likewise where they have disagreed with statements, it has been assumed that they are less positive/feel negative about that statement.

Effectiveness criterion: This criterion has the lowest average percent agreed responses across all grade groupings (42%) reflecting that respondents feel least positively about questions relating to the effectiveness of PMDS. This section also showed the biggest decline in the percentage of positive responses from 2004. The key challenges in this criterion are

- To improve how underperformance is dealt with in Departments/Offices
- To improve communications with managers
- To improve how PMDS motivates staff to improve and maintain performance levels

Feedback criterion: This criterion has the next lowest average percent agreed response rate across all grade groupings (46%) reflecting that relatively low numbers of positive responses to questions in this category. The key challenge in this criterion is

- To improve discussions between staff and managers about staff motivation and development

Training and development criterion: This criterion has the next lowest average percent agreed response rate across all grade groupings (47%). The key challenge in this criterion is

- To improve developmental assignments for staff which will support development and career growth

Linkage criterion: This criterion has the next lowest average percent agreed response rate across all grade groupings (49%). The key challenges in this criterion are

- To improve the matching of staff skills and experience to current business needs
- To improve how PMDS is used to inform decisions about future career development and work assignments

Fairness and Consistency criterion: The average percent that agreed with questions under this criterion is relatively high (53%) reflecting higher positive responses to the questions under this criterion compared to most of the others. However, there was a significant decline from the number of positive responses in the 2004 survey of 14% to one statement This presents a key challenge as follows

- To ensure consistency and fairness of standards for performance and ratings at organisational level.

Implementation criterion: The average percent agreed response rate for this criterion is 54%. Although this indicates higher positive responses to the questions in this criteria there was a significant decline since 2004 of 10%. The main challenges to be addressed are

- To improve support, including information and training, for staff
- To ensure that the senior management of Departments/Offices are taking a lead role in the completion of the different phases of PMDS and that they are showing support, leadership and commitment to PMDS

Chapter 4

Survey results

4.1 Results from Section II of questionnaire

4.1.1 Evaluation criteria

Section II of the questionnaire contained 58 questions on the eight evaluation criteria designed to gain feedback on the PMDS experiences of all civil servants.

4.1.2. Results

Overall the results from Section II of the questionnaire show that

- 50% of respondents agreed with the statements,
- 23% disagreed with the statements, and
- 27% were neutral in their responses.

Throughout this report it has been assumed that where respondents have agreed to statements, they feel positive/are favourable towards the statement and likewise where they have disagreed with statements, it has been assumed that they are less positive/feel negative about that statement.

The results from this section of the survey are summarised in Exhibit 2 which indicates the 'Average Percent Agreed' or percentage of favourable responses for statements under each of the eight evaluation criteria according to each grade grouping. In other words, the 'Average Percent Agreed' indicates the average percentage of civil servants who felt positive about the statements within each of the PMDS criteria for all grade groups and for each grade group separately.

Exhibit 2: Average Percent Agreed or Favourable Responses for Survey Statements under each Evaluation Criteria

PMDS Evaluation Criteria	Ave % For all Groups	Senior Mgmt	Mgmt	Exec	Adm Support	Non Clerical Support	Tech/ Prof
Implementation	54%	68%	55%	53%	53%	57%	61%
Process	57%	55%	59%	59%	54%	53%	59%
Effectiveness	42%	51%	45%	42%	40%	44%	43%
Feedback	46%	52%	48%	47%	43%	44%	47%
Training and Development	47%	48%	45%	48%	46%	43%	49%
Fairness and Consistency	53%	58%	56%	54%	50%	51%	56%
Assessment	55%	56%	56%	56%	54%	56%	60%
Linkage	49%	43%	47%	50%	48%	43%	49%

The table shows that staff were most positive about process at 57%, followed by assessment at 55%, implementation at 54% and fairness and consistency at 53%. However, staff were least positive about effectiveness with 42% favourable responses overall, followed by feedback at 46%, training and development at 47% and linkage at 49%.

The results also indicate that the grade groupings of administrative support and non clerical support show levels of favourable responses which are generally below the average for all grade groupings indicating less positive experiences for these staff members. All other grade groupings generally show levels of favourable responses which are above the average for all grade groupings.

4.1.3 Key positives and challenges

The key positives and challenges according to each evaluation criterion are provided in Exhibit 3.

Exhibit 3: Key Positives and Challenges according to each Evaluation Criterion

Evaluation Criteria	Positives (>60% agreed responses)	Challenges (<40% agreed responses)
Implementation	Overall, 54% of responses relating to implementation were positive. This is mainly due to <ul style="list-style-type: none"> • Deadlines being met • Preparation of manager • Time and resources 	None of the average percent agreed responses were less than 40% in this category.
Process	Overall, 57% of responses relating to process are positive. This is mainly due to <ul style="list-style-type: none"> • Discussion and agreement of role profile • Agreement of objectives • Identification of competencies. 	Challenges to be addressed include <ul style="list-style-type: none"> • discussion by manager in relation to proficiency in each competency
Effectiveness	Overall, 42% of responses relating to effectiveness are positive. This is mainly due to <ul style="list-style-type: none"> • clarity of role within context of business plan 	Challenges to be addressed include <ul style="list-style-type: none"> • PMDS as a tool to identify performance levels • Underperformance not appropriately addressed by manager or organisation • Communication with manager • Not worthwhile for investment of time and effort
Feedback	Overall, 46% of responses relating to feedback were positive. This is mainly due to <ul style="list-style-type: none"> • positive responses in relation to my manager listening to me and my ideas 	Challenges to be addressed include <ul style="list-style-type: none"> • Lack of communication between manager and staff on motivation and development • Feedback on poor performance • Consultation on business planning
Training and development	Overall, 47% of responses relating to training and development were positive.	Challenges to be addressed include <ul style="list-style-type: none"> • Training is targeted on

	<p>The only statement where over 60% of respondents agreed was</p> <ul style="list-style-type: none"> • I take the opportunity to avail of training that will enhance my career 	<p>areas that improve my units performance</p> <ul style="list-style-type: none"> • I am getting developmental assignments.
Fairness and consistency	<p>Overall, 53% of responses in fairness and consistency were positive. This is mainly due to</p> <ul style="list-style-type: none"> • A strong awareness among staff of what procedures to follow if they are unhappy with the outcome of the review 	<p>Challenges to be addressed include</p> <ul style="list-style-type: none"> • organisational consistency of ratings
Assessment	<p>Overall, 55% of responses in assessment were positive. This is mainly due to</p> <ul style="list-style-type: none"> • Time committed by managers to the review • Good sense of performance throughout the year • Ratings reflecting performance 	<p>Challenges to be addressed include</p> <ul style="list-style-type: none"> • Clarity about the way objectives will be assessed at performance planning stage
Linkage	<p>Overall, 49% of responses in linkage were positive. This is mainly due to</p> <ul style="list-style-type: none"> • awareness of the linkages between PMDS and the granting of increments; eligibility to apply for promotion; and progression to higher scales 	<p>Challenges to be addressed include</p> <ul style="list-style-type: none"> • the linkage of information from PMDS on skills and experience with current job; training on career development and future work assignments (i.e. workforce planning)

4.1.4 Statements with favourable response rates of more than 70%

Individual questions or statements within each evaluation criteria with overall favourable response rates of more than 70% are shown in the following exhibit (Exhibit 4):

Exhibit 4: Questions where favourable response rates are more than 70%

Evaluation Criteria	Question	Ave % agreed for all grade groupings
Process	2. I discussed and agreed my role profile with my manager.	79%
	18. The key objectives for my job and the key deliverables were agreed with my manager.	73%
Fairness and consistency	30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	73%
Assessment	31. I have a good sense of how well I have been performing throughout the year.	73%
Linkage	32. I understand the linkages between my performance rating and the granting of increments.	79%
	57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	74%

The results for individual questions outlined above support the overall findings in Exhibit 2 where staff were most positive about the process criterion, followed by assessment, implementation and fairness and consistency.

4.1.5 Analysis of most positive results

Implementation criterion: Although no individual question in this criterion achieved an average favourable response rate of 70% or more, four of the five statements in this category were above 50%. Thus overall the criterion achieved a positive response rate of 54% (see Exhibit 2). Staff felt, in particular, that PMDS is implemented according to specified deadlines and that managers were prepared for PMDS meetings.

Process criterion: The high levels of satisfaction expressed by staff in this criterion relate to the discussion and agreement of role profiles, key objectives and key deliverables with managers.

Fairness and consistency criterion: The high level of satisfaction for this criterion is linked to an awareness of and access to review procedures.

Assessment criterion: Staff across all grade groupings felt they had a good sense of how well they were performing throughout the year and this led to high levels of favourable responses to this criterion.

Linkage criterion: Although two statements in this category were above 70% as per Exhibit 4, overall the criterion achieved a 49% satisfaction rating (see Exhibit 2). It would be expected that the two statements in question would achieve a high agreed response rate as they are knowledge based as opposed to opinion/experience based.

4.1.6 Analysis of most positive results by grade grouping

It is interesting to note that there were variations between grade groupings in terms of responses to individual statements and these are detailed in Appendix F. These results show

Implementation criterion: The positive experiences of senior management towards implementation relate to a view that support is available when they need to know more about PMDS and that adequate time and resources are provided to conduct the PMDS process.

Process criterion: The management grouping had positive experiences with the use of the business plan in Departments/Offices being used to define job roles and tasks.

Effectiveness criterion: Senior Management and Management grade groupings showed high levels of satisfaction with their understanding of their role and its contribution to the business plan.

Feedback criterion: Senior managers had a 72% favourable response rate in relation to the mechanisms for consulting staff on the strategy and business planning process. Overall, however, this statement achieved only 36% agreed responses.

Training and development criterion: Technical and professional grades showed high levels of positive experience in relation to training and development opportunities that enhance long term career prospects.

Linkage criterion: Management and executive grade groupings showed high agreed response rates in relation to the linkage between performance rating and progression to higher scales.

4.1.7 Statements with favourable response rates of less than 30%

Individual questions or statements within each evaluation criteria with overall favourable response rates of less than 30% are shown in the following exhibit (Exhibit 5):

Exhibit 5: Questions where favourable response rates are less than 30%

Evaluation Criteria	Question	Ave % agreed for all grade groupings
Effectiveness	58. I feel that my Department/Office tackles underperformance appropriately.	16%
Feedback	28. As a result of my PMDS, my manager and I talk about my motivation and development.	27%
Training and Development	44. I am getting developmental assignments that support my development and career growth.	28%
Linkage	24. The information from PMDS is used in matching the skills and experience of staff to the current business needs.	19%
	46. PMDS is used to inform decisions about future career development and work assignments.	23%

The results for individual questions outlined above support the overall findings in Exhibit 2 where staff were least positive about the effectiveness criterion, followed by feedback, training and development and linkage.

4.1.8 Analysis of least positive results

Effectiveness criterion: The low levels of satisfaction expressed in this criterion relate to how Departments/Offices deal with underperformance.

Feedback criterion: The less positive experiences of staff are linked to a view that PMDS does not lead to their motivation and development being discussed with management.

Training and development criterion: The lack of developmental assignments supporting development and career growth are the main reason for low levels of favourable responses from staff to this criterion.

Linkage criterion: In this criterion staff across all grade groupings show concern that PMDS does not lead to the matching of staff skills and experience to current business needs. Also staff show concern that PMDS is not being used to inform decisions about future career development and work assignments.

4.1.9 Analysis of least positive results by grade grouping

It is interesting to note that there were variations between grade groupings in terms of responses to individual statements and these are detailed in Appendix G. These results show

Process criterion: Management felt that competencies were not discussed with their managers.

Effectiveness criterion: Administrative and non clerical support grade groupings believed that the time and effort involved in PMDS is not worthwhile. Management showed low levels of satisfaction in relation to communications with their managers.

Feedback criterion: Administrative support staff showed less positive experiences regarding the mechanisms for consulting staff on the strategy and business planning process.

Fairness and consistency: Management were not satisfied that performance standards and ratings were consistent and fair.

4.2 Results from Section III of questionnaire

4.2.1 Managers results

Section III contained a set of 16 questions designed to gain feedback from the manager's perspective on PMDS. A total of 2659 managers completed this section of the questionnaire. Appendix H details the statements that were put to managers and the responses given by managers. Overall the results show that

- 53% of managers felt positive about the statements,
- 18% disagreed with the statements, and
- 29% were neutral in their responses.

Exhibits 6 and 7 show the survey statements that managers were most and least positive about.

Exhibit 6: Survey statements that Managers were most positive about

Survey Statement	Percentage agreed
My staff are clear about the outputs and deliverables expected of them.	77%
I have the management skills required to implement PMDS.	71%
Performance standards and ratings are consistent and fair for all my staff.	73%

Exhibit 7: Survey statements that Managers were least positive about

Survey Statement	Percentage agreed
My staff show a positive level of commitment towards the PMDS implementation.	36%
The senior management within my Department/Office are giving support, leadership and commitment to the PMDS.	39%
My Department has set consistent and fair standards for performance and ratings that I can apply to my staff.	39%
The PMDS has improved my communication with my staff.	41%
The PMDS helps me to manage underperformance.	42%

This indicates that managers are confident about their own capability to implement PMDS. They are most concerned about commitment generally to PMDS, the consistency and fairness of standards for performance and ratings, communications with staff and assistance to manage underperformance.

Chapter 5

Comparison between 2004 and 2009 results

5.1 Comparability of 2009 results for section II with 2004 results

5.1.1 Results for all grade groupings on average

The results of section II of the surveys undertaken in 2004 by Mercer and in 2009 by the Department of Finance are summarised in the following exhibit (Exhibit 8) which indicates the 'Average Percent Agreed' or percentage of favourable responses for statements under each of the eight evaluation criteria for all grade groupings. In other words, the 'Average Percent Agreed' indicates the average percentage of civil servants who felt positive about the statements within each of the PMDS criteria for all grade groups.

Exhibit 8: Average Percent Agreed for Favourable Responses for Survey Statements under each Evaluation Criteria

PMDS Evaluation Criteria	Ave % agreed for all Groups 2004	Ave % agreed for all Groups 2009	Difference 2004 to 2009
Implementation	64%	54%	-10%
Process	61%	57%	-4%
Effectiveness	55%	42%	-13%
Feedback	48%	46%	-2%
Training and Development	52%	47%	-5%
Fairness and Consistency	59%	53%	-6%
Assessment	60%	55%	-5%
Linkage	33%	49%	+16%

The table above shows that in 2004 staff were generally positive about the PMDS implementation (64% favourable responses overall), process (61%), assessment (60%) and fairness and consistency (59%). However, in 2009 the level of favourable responses has declined overall in all these criteria.

The biggest drop in favourable responses from 2004 to 2009 was in the effectiveness criteria (13%). This was also the criterion which staff were least positive about in 2009 as discussed already in the previous section above.

In linkage the level of favourable responses increased in 2009 by 16%. This increase is to be expected, however, given that 5 of the 8

statements on this criterion are designed to ascertain respondents understanding of the link between PMDS and the various HR processes as opposed to their views.

5.1.2 Results by grade grouping

More detailed results are shown in Appendix I. This table presents the results from section II of the survey for each grade grouping separately, along with the comparable results from the Mercer survey in 2004.

This table reveals that experiences of PMDS varied according to grade category. In particular, it is noticeable that non clerical support and technical and professional staff show increased levels of favourable responses in 2009 compared to 2004 in all criteria apart from effectiveness. Whereas all other grade groups show reduced levels of favourable responses in 2009 compared to 2004 in all criteria apart from linkage.

5.2 Comparability of 2009 results for section III with 2004 results

The results of section III of the surveys undertaken in 2004 by Mercer and in 2009 by the Department of Finance are summarised in the following exhibit (Exhibit 9) which shows the overall summary of the survey statements put to managers, indicating the percent agreed, disagreed and the difference from 2004 to 2009 for each statement.

Exhibit 9: Percentage agreed from Managers perspective for 2004 and 2009

Management Perspectives Statements	% Agree 2004	% Agree 2009	Difference 2004 to 2009
1. The PMDS helps my staff to accurately assess their progress against their performance plan on an ongoing basis.	65%	57%	-8%
2. The PMDS helps my staff to contribute more effectively to the work of my unit.	59%	53%	-6%
3. I use the PMDS to obtain useful feedback from my staff on my performance as a manager.	44%	59%	+15%
4. My staff are clear about the outputs and deliverables expected of them.	83%	77%	-6%
5. My staff show a positive level of commitment towards the PMDS implementation.	48%	36%	-12%
6. The interim and final review formats enable me to provide useful performance feedback to the staff.	69%	66%	-3%
7. The PMDS enables me to accurately evaluate the job performance of my staff.	57%	51%	-6%
8. The PMDS has improved my communication with my staff.	51%	41%	-10%
9. I have the management skill required to implement the PMDS.	74%	71%	-3%
10. The PMDS assists me in delivering on my business plans.	65%	53%	-12%
11. The PMDS helps me to manage under-performance.	48%	42%	-6%
12. The senior management within my Department/Office are giving support, leadership and commitment to the PMDS.	56%	39%	-17%
13. I have the time and resources to properly conduct the PMDS process.	39%	47%	+8%
14. The time and effort involved in the PMDS process is worthwhile in terms of managing staff in my unit.	54%	45%	-9%
15. I understand that performance standards and ratings are consistent and fair for all my staff. (New statement only included in 2009 survey.)		73%	
16. My Department has set consistent and fair standards for performance and ratings		39%	

that I can apply to my staff. (New statement only included in 2009 survey.)			
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Managers responses were more positive to only two statements in **2009** compared to **2004**.

- statement 3: obtaining feedback from staff about managerial performance
- statement 13: I have the time and resources to conduct PMDS

The most significant decline (ie. A decline of 10% or more) in the positive responses of managers in **2009** compared to **2004** was seen in:

- statement 5: level of commitment of staff to PMDS
- statement 8: PMDS has improved communication with staff
- statement 10: PMDS has assisted in delivery of business plans
- statement 12: senior management support of PMDS

Chapter 6

Conclusion

The responses to the questionnaire indicate a number of aspects of human resource management (related to or arising from PMDS) which may need further development.

6.1 The responses from all staff to part II of the questionnaire indicate a need to:

- improve methods for dealing with underperformance,
- ensure ratings are fair and consistent at organisational level,
- enhance the developmental aspects of PMDS eg. give staff appropriate developmental assignments,
- improve discussions with managers about competencies and whether required standards have been met, and
- strengthen links between PMDS and broader HR policies in Departments/Offices: Use of information acquired through PMDS in relation to jobholders skills and experience to determine current work assignments and future career development.

6.2 The responses from managers to part III of the questionnaire indicate a need to:

- strengthen commitment generally to PMDS at all levels in the organisation,
- improve the consistency and fairness of standards for performance and ratings at organisational level,
- develop better communication with staff, and
- provide greater assistance for managers to deal with underperformance.

Chapter 7

Other tables produced

Appendices J and k give details of the results of the survey in different formats.

Appendix J shows the PMDS survey results by PMDS criteria and by grade grouping. The results are presented both in percentages and in actual numbers responding.

Appendix K is a summary of the PMDS survey percentage results presented in Appendix J.

Appendix A

Sub-Committee of General Council – membership

Department of Finance	L. McGirr
Department of Communication Energy and Natural Resources	C. Bates
Office of the Revenue Commissioners	M. Tobin
Department of the Taoiseach	C. Goulding
CPSU	B. Horan E. Ronayne
PSEU	T. Geraghty
IMPACT	L. O'Donnell
AHCPS	C. Rohan

Appendix B

PMDS Survey Questionnaire

PMDS Evaluation Questionnaire

Instructions for Completing the Questionnaire

This questionnaire consists of three sections:

Section I: General Background Information – 11 questions - to be answered by all respondents

Section II: Feedback on PMDS – 58 questions - to be answered by all respondents

Section III: Feedback from the Manager’s Perspective – 16 questions – will only be available for answer if you have staff that report directly to you

Please respond to each statement by selecting the appropriate response button on the questionnaire. For example, select the response that best describes your current experience or opinion within your current job. The response choices for each statement are ‘disagree’, ‘neutral’ or ‘agree’. ‘Neutral’ should be selected if you neither agree nor disagree with the statement.

You can change your response by selecting a different response button at any point. At the end of each page you can either select the ‘continue’ or ‘back’ button to either continue to the next page or return to a previous page, if, for example, you wish to change a response on a previous page. Once you have completed the questionnaire press the ‘Finished’ button.

Please choose the text size you require for filling in the questionnaire by clicking one of the "A's" in the top right hand corner of this page. This cannot be changed as you proceed with the questionnaire. Below is a sample of how the questions will look depending on the text size you have chosen.

	Section II: Feedback on PMDS	Disagree	Neutral	Agree
A	PMDS is being implemented in my unit according to specified deadlines.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A	PMDS is being implemented in my unit according to specified deadlines.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A	PMDS is being implemented in my unit according to specified deadlines.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To encourage a high response rate we intend to run a prize draw where you can win one of five €100 vouchers. You can enter this draw by filling in your email address at the appropriate point in Section I of the questionnaire. You can use any email address you wish. This address will not be linked to your questionnaire responses in any way and will be deleted once the prize draw is held.

The deadline for completing the questionnaire is 22nd January 2010.

All responses are entirely CONFIDENTIAL and will not be traced to any individual completing the questionnaire. Furthermore, all data will be reported as aggregate rather than individual data.

If you have any queries about the questionnaire, please contact either Joan Burke at 01 6045439 or joan.burke@finance.gov.ie or Joyce Nolan at 01 6045486 or joyce.nolan@finance.gov.ie

PMDS Evaluation Questionnaire

Section I: General Background Information

What is your Department/Office?

Please choose your Department from the following list...

What stage of the PMDS have you most recently completed?

- 2008 Annual Review 2009 Role Profile
 2009 Interim Review None

Are you General Service or Technical/Professional Grade?

- General Service Technical/Professional
 Other

What is Your Job Grade or Equivalent?

Professional Grade 3

Your Current Working Arrangements?

- Full-time Work sharing
 Contract/probationary Other

How many years have you worked in the Civil Service? (enter amount in figures only)

How many years are you in your present role (position)? (enter amount in figures only)

How many people do you directly supervise? (enter amount in figures only and if you have no staff enter 0)

What is your gender?

- Male Female

What is your location?

- Dublin Outside Dublin

Please enter your e-mail address here if you would like to be entered into a prize draw

Progress in Section II

Q's 1-12 | Q's 13-24 | Q's 25-36 | Q's 37-48 | Q's 49-58

	Disagree	Neutral	Agree
1. The PMDS is being implemented in my unit according to specified deadlines.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I discussed and agreed my role profile with my manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Through the PMDS, I have a clear understanding of the goals of my work unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The PMDS provides useful information to help determine the coaching, mentoring, or on the job guidance I need.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. My role profile helps to identify my training needs based on the competencies required for my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. My Department/Office ensures that performance standards and ratings given to employees are consistent and fair for all employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. During the performance planning stage, my manager explains how my performance will be assessed in relation to my key objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The PMDS performance ratings have a direct effect on prospects for promotion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Support (including information and training) is available when I need to know more about the PMDS.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The business plan for my Department/Office is used to define my job role and tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The PMDS has helped me clarify my role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The feedback I receive from my manager is helpful in improving my performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Progress in Section II

Q's 1-12	Q's 13-24	Q's 25-36	Q's 37-48	Q's 49-58
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Section II: Feedback on PMDS	Disagree	Neutral	Agree
13. The training and development needs identified through the PMDS are acted upon.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. My manager makes objective decisions about my performance based on factual information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. My manager allocates sufficient time to provide me with an informative and helpful assessment review.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. There is too much emphasis under the PMDS on the assessment and not enough emphasis on my career development for the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The senior management team of my Department/Office is taking a leading role in making sure that the phases of the PMDS are carried out.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The key objectives for my job and the key deliverables were agreed with my manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. I understand how my role contributes to the business plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. My manager listens to me during my performance reviews and considers my ideas going forward.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. My training activities enable me to acquire the competencies I need to effectively carry out my job role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. The ease or difficulty of achieving my objectives is taken into account in my performance review.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. My performance is assessed against the objectives agreed with my manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. The information from the PMDS is used in matching the skills and experience of staff to the current business needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Progress in Section II

Q's 1-12	Q's 13-24	Q's 25-36	Q's 37-48	Q's 49-58
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Section II: Feedback on PMDS	Disagree	Neutral	Agree
25. I am satisfied that my manager is sufficiently prepared for my PMDS meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. The competencies, which I require to be effective in my job, were identified.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. The PMDS helps to motivate me to improve my performance or to maintain a good performance level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. As a result of the PMDS, my manager and I talk about my motivation and development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Training is carefully targeted on areas that will improve my unit/section's performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. I have a good sense of how well I have been performing throughout the year.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. I understand the linkages between my performance rating and the granting of increments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Adequate time and resources were provided within my Department/Office to conduct the PMDS process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. In respect of each competency, I had a discussion with my manager about whether I was at the required standard of proficiency, or whether I fell short of it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. When I perform well, I receive recognition from my manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Progress in Section II

Q's 1-12 | Q's 13-24 | Q's 25-36 | Q's 37-48 | Q's 49-58

Section II: Feedback on PMDS	Disagree	Neutral	Agree
37. I feel that I am receiving adequate coaching, mentoring and/or guidance to improve the way I do my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. My contribution to my work unit is recognised and appreciated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. My overall performance rating (score and narrative assessment) accurately reflects my actual performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. The PMDS is sufficiently linked with decisions on training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. A training and development plan has been put in place and filed with the appropriate unit in my Department/Office.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. The PMDS is enabling my manager to identify superior, good, average and poor performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. When I am not performing well, my manager lets me know in a useful and timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. I am getting developmental assignments that support my development and career growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. My performance review helps my manager and me to assess my strengths and weaknesses and to agree on the training and development I need.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. The PMDS is used to inform decisions about future career development and work assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. I know, as a result of the PMDS process, how my performance is measured.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. The PMDS has improved communication with my manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Progress in Section II

Q's 1-12 Q's 13-24 Q's 25-36 Q's 37-48 Q's 49-58

Section II: Feedback on PMDS	Disagree	Neutral	Agree
49. Upward feedback has been implemented in my unit as part of The PMDS.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. I take the opportunity to avail of the training and development opportunities that will enhance my longer-term career prospects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. The PMDS process is straightforward and clear.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. I feel that under-performance is appropriately addressed by my manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. I am satisfied with the quality of training I receive to do my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. The time and effort involved in the PMDS process is worthwhile.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. My manger ensures that performance standards and ratings given to staff in my unit are consistent and fair for all staff in the unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. I understand the linkages between my performance rating and progression to higher scales.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. I feel that my Department/Office tackles underperformance appropriately.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Section III: Feedback
from the Manager's
Perspective**

Disagree Neutral Agree

1.	The PMDS helps my staff to accurately assess their progress against their performance plan on an ongoing basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	The PMDS helps my staff to contribute more effectively to the work of my unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	I use the PMDS to obtain useful feedback from my staff on my performance as a manager.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	My staff are clear about the outputs and deliverables expected of them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	My staff show a positive level of commitment towards the PMDS implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	The interim and final review formats enable me to provide useful performance feedback to the staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	The PMDS enables me to accurately evaluate the job performance of my staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	The PMDS has improved my communication with my staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	I have the management skills required to implement the PMDS.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	The PMDS assists me in delivering on my business plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	The PMDS helps me to manage under-performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	The senior management within my Department/Office are giving support, leadership and commitment to the PMDS.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	I have the time and resources to properly conduct the PMDS process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	The time and effort involved in the PMDS process is worthwhile in terms of managing staff in my unit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15.	Performance standards and ratings are consistent and fair for all my staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16.	My Department has set consistent and fair standards for performance and ratings that I can apply to my staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix C

Grouping of questions according to evaluation criteria

- Implementation (Qs 1,9,17,25,33)
- Process (Qs 2,10,18,26,34,41,47,51)
- Effectiveness (Qs 3,11,19,27,35,42,48,52,54,58)
- Feedback (Qs 4,12,20,28,36,43,49)
- Training and development (Qs 5,13,21,29,37,44,50,53)
- Fairness and consistency (Qs 6,14,22,30,38,55)
- Assessment (Qs 7,15,23,31,39,45)
- Linkage (Qs 8,16,24,32,40,46,56,57)

Appendix D

Staff completion rates by Department

Department	Total Respondents	Total Staff in Departments	Percentage Completed
Agriculture Fisheries & Food	1063	4078	26
Appeal Commission	7		
Arts Sport & Tourism	49	158	31
Attorney General	39	130	30
Central Statistics Office	113	851	13
Charitable Donations and Bequests	3		
Chief State Solicitor's Office	43	246	17
Communication, Energy and Natural Resources	80	294	27
Community Rural and Gaeltacht Affairs	46	269	17
Comptroller and Auditor General	41	156	26
Courts Service	159	1103	14
Defence	97	398	24
Director of Public Prosecutions	59	202	29
Education and Science	295	1675	18
Enterprise Trade and Employment	262	1093	24
Environment Heritage and local Government	294	1142	26
Finance	236	616	38
Foreign Affairs	252	1330	19
Garda Siochana Ombudsman Commission	37		
Health and Children	114	533	21
House of the Oireachtas	86	435	20
Justice Equality and Law Reform	651	3312	20
National Gallery	2	55	4
Office of the Public Works	46	715	6
Office of the Commission for PSA	9	9	100
President Establishment	1	24	4
Ombudsman	17	94	18
Property Registration Authority	145		
Public Appointments Service	35	128	27
Revenue Commissioners	1437	6730	21
Social and Family Affairs	234	5366	4
State Laboratory	18	98	18
Taoiseach	52	225	23
Transport	234	568	41
Valuation	36	157	23
TOTAL	6292	32190	20

Appendix E

Number of respondents by grade

Grade	Total Respondents
Secretary General	5
Asst Secretary	31
Principal	333
Asst Principal Officer	900
Higher Executive Officer	1111
Administrative Officer	132
Executive Officer	1323
Staff Officer	212
Clerical Officer	1735
Services Officer	65
Services Attendant	19
Professional	285
Technical	141
Total	6292

Appendix F

Questions where favourable response rates by grade grouping are more than 70%

Evaluation Criteria	Question	Grade Grouping	% agreed by grade grouping
Implementation	9. Support (including information and training) is available when I need to more about the PMDS.	Senior Management	72%
	33. Adequate time and resources were provided within my Department/Office to conduct the PMDS process.	Senior Management	75%
Process	2. I discussed and agreed my role profile with my manager.	Management Executive Admin Support Non Clerical Support Tech and Prof grades	81% 80% 75% 77% 86%
	18. The key objectives for my job and the key deliverables were agreed with my manager.	Management Executive Tech and Prof grades	77% 75% 77%
	10. The business plan for my Department/Office is used to define my job role and tasks.	Management	72%
Effectiveness	19. I understand how my role contributes to the business plan.	Senior Management Management	81% 81%
Feedback	36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	Senior Management	72%
Training and Development	50. I take the opportunity to avail of the training and development opportunities that will enhance my	Tech and Prof grades	73%

	longer-term career prospects.		
Fairness and consistency	30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	Senior Management Management Executive	75% 81% 78%
Assessment	31. I have a good sense of how well I have been performing throughout the year.	Senior Management Management Executive Admin Support Non Clerical Support Tech and Prof grades	75% 77% 72% 72% 77% 74%
Linkage	32. I understand the linkages between my performance rating and the granting of increments.	Management Executive Admin Support Non Clerical Support Tech and Prof grades	85% 82% 74% 70% 72%
	56. I understand the linkages between my performance rating and progression to higher scales.	Management Executive	73% 70%
	57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	Management Executive	82% 78%

Appendix G

Questions where favourable response rates by grade grouping are less than 30%

Evaluation Criteria	Question	Grade Grouping	% agreed by grade grouping
Implementation	None	None	
Process	34. In respect of each competency, I had a discussion with my manger about whether I was at the required standard of proficiency, or whether I fell short of it.	Management	29%
Effectiveness	58. I feel that my Department/Office tackles underperformance appropriately.	Senior Management Management Executive Admin support Non Clerical Support Tech and Prof grades	19% 11% 14% 21% 27% 15%
	54. The time and effort involved in the PMDS process is worthwhile.	Admin Support Non Clerical Support	27% 30%
	48. The PMDS has improved communication with my manager.	Management	29%
Feedback	28. As a result of my PMDS, my manager and I talk about my motivation and development.	Management Executive Admin Support	26% 27% 28%
	36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	Admin Support	30%
Training and Development	44. I am getting developmental assignments that support my development and career growth.	Admin Support Non clerical support Tech and Prof grades	25% 29% 28%
Fairness and consistency	6. My manager ensures that performance standards and ratings given to	Management	26%

	employees are consistent and fair for all employees.		
Assessment	None	None	
Linkage	<p>24. The information from PMDS is used in matching the skills and experience of staff to the current business needs.</p> <p>46. PMDS is used to inform decisions about future career development and work assignments.</p>	<p>Senior Management Management Executive Admin support Non Clerical Support Tech and Prof grades</p> <p>Management Executive Admin support Non Clerical Support Tech and Prof grades</p>	<p>17% 12% 17% 24% 25% 26%</p> <p>18% 23% 26% 30% 26%</p>

Appendix H

PMDS questionnaire – Managers perspective (percentage table and actual numbers table)

Statements	Disagree	Neutral	Agree
1. The PMDS helps my staff to accurately assess their progress against their performance plan on an ongoing basis.	14.1	29.4	56.5
2. The PMDS helps my staff to contribute more effectively to the work of my unit.	17.7	29.	53.4
3. I use the PMDS to obtain useful feedback from my staff on my performance as a manager.	15.3	26.1	58.6
4. My staff are clear about the outputs and deliverables expected of them.	5.6	17.5	76.9
5. My staff show a positive level of commitment towards the PMDS implementation.	26.2	37.6	36.2
6. The interim and final review formats enable me to provide useful performance feedback to the staff.	9.9	24.6	65.6
7. The PMDS enables me to accurately evaluate the job performance of my staff.	15.9	33.1	51.
8. The PMDS has improved my communication with my staff.	22.8	36.7	40.5
9. I have the management skill required to implement the PMDS.	5.7	23.4	71.
10. The PMDS assists me in delivering on my business plans.	16.3	31.2	52.5
11. The PMDS helps me to manage under-performance.	24.2	33.4	42.4
12. The senior management within my Department/Office are giving support, leadership and commitment to the PMDS.	28.2	33.3	38.5
13. I have the time and resources to properly conduct the PMDS process.	26.	27.3	46.7
14. The time and effort involved in the PMDS process is worthwhile in terms of managing staff in my unit.	27.	28.2	44.8
15. I understand that performance standards and ratings are consistent and fair for all my staff.	7.7	19.5	72.8
16. My Department has set consistent and fair standards for performance and ratings that I can apply to my staff.	25.5	35.1	39.4
	17.99	29.09	52.92

Statements	Disagree	Neutral	Agree
1. The PMDS helps my staff to accurately assess their progress against their performance plan on an ongoing basis.	376	781	1502
2. The PMDS helps my staff to contribute more effectively to the work of my unit.	470	770	1419
3. I use the PMDS to obtain useful feedback from my staff on my performance as a manager.	406	694	1559
4. My staff are clear about the outputs and deliverables expected of them.	149	466	2044
5. My staff show a positive level of commitment towards the PMDS implementation.	697	999	963
6. The interim and final review formats enable me to provide useful performance feedback to the staff.	263	653	1743
7. The PMDS enables me to accurately evaluate the job performance of my staff.	422	881	1356
8. The PMDS has improved my communication with my staff.	605	977	1077
9. I have the management skill required to implement the PMDS.	151	621	1887
10. The PMDS assists me in delivering on my business plans.	433	830	1396
11. The PMDS helps me to manage under-performance.	643	889	1127
12. The senior management within my Department/Office are giving support, leadership and commitment to the PMDS.	750	885	1024
13. I have the time and resources to properly conduct the PMDS process.	691	727	1241
14. The time and effort involved in the PMDS process is worthwhile in terms of managing staff in my unit.	717	750	1192
15. I understand that performance standards and ratings are consistent and fair for all my staff.	204	519	1936
16. My Department has set consistent and fair standards for performance and ratings that I can apply to my staff.	678	934	1047
Total	7655	12376	22513

Appendix I

Summary table of the average percent agreed for all PMDS criteria and grade groupings

(All figures in the table are percentages)

Average Percent Agreed or Favourable Responses for Survey Statements under each Evaluation Criteria														
PMDS Evaluation Criteria	Ave for all Groups		Senior Mgmt		Mgmt		Exec		Adm Support		Non-CI Support		Tech/Prof	
	2004	2009	2004	2009	2004	2009	2004	2009	2004	2009	2004	2009	2004	2009
Implementation	64	54	81	68	65	55	62	53	62	53	52	57	60	61
Process	61	57	69	55	66	59	68	59	61	54	46	53	59	59
Effectiveness	55	42	73	51	58	45	55	42	53	40	46	44	54	43
Feedback	48	46	63	52	52	48	49	47	47	43	36	44	40	47
Training and Development	52	47	61	48	55	45	58	48	54	46	39	43	42	49
Fairness and Consistency	59	53	72	58	63	56	63	54	57	50	48	51	54	56
Assessment	60	55	76	56	62	56	63	56	58	54	44	56	55	60
Linkage	33	49	33	43	29	47	32	50	36	48	35	43	31	49

Appendix J

PMDS survey results by PMDS criteria and by grade groupings (percentage table and actual numbers table)

Implementation

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	1. PMDS is being implemented in my unit according to specified deadlines.	19.4	19.4	61.1
	9. Support (including information and training) is available when I need to know more about the PMDS.	16.7	11.1	72.2
	17. The senior management team of my Department/Office is taking a leading role in making sure that the phases of the PMDS are carried out.	5.6	30.6	63.9
	25. I am satisfied that my manager is sufficiently prepared for my PMDS meetings.	8.3	25.	66.7
	33. Adequate time and resources were provided within my Department/Office to conduct the PMDS process.	8.3	16.7	75.
Summary for Senior Management		11.67	20.56	67.78

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	1. PMDS is being implemented in my unit according to specified deadlines.	18.7	18.3	62.9
	9. Support (including information and training) is available when I need to know more about the PMDS.	12.2	31.7	56.
	17. The senior management team of my Department/Office is taking a leading role in making sure that the phases of the PMDS are carried out.	28.6	31.4	40.
	25. I am satisfied that my manager is sufficiently prepared for my PMDS meetings.	15.2	24.1	60.7
	33. Adequate time and resources were provided within my Department/Office to conduct the PMDS process.	17.4	26.	56.7
Summary for Management		18.43	26.29	55.28

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	1. PMDS is being implemented in my unit according to specified deadlines.	24.4	16.8	58.7
	9. Support (including information and training) is available when I need to know more about the PMDS.	16.3	34.6	49.1
	17. The senior management team of my Department/Office is taking a leading role in making sure that the phases of the PMDS are carried out.	27.	31.2	41.8
	25. I am satisfied that my manager is sufficiently prepared for my PMDS meetings.	16.3	21.9	61.8
	33. Adequate time and resources were provided within my Department/Office to conduct the PMDS process.	22.1	23.	54.9

Summary for Executive 21.22 25.49 53.29

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative Support	1. PMDS is being implemented in my unit according to specified deadlines.	20.	22.2	57.8
	9. Support (including information and training) is available when I need to know more about the PMDS.	20.5	33.9	45.5
	17. The senior management team of my Department/Office is taking a leading role in making sure that the phases of the PMDS are carried out.	22.3	34.9	42.9
	25. I am satisfied that my manager is sufficiently prepared for my PMDS meetings.	15.6	20.8	63.6
	33. Adequate time and resources were provided within my Department/Office to conduct the PMDS process.	18.1	25.5	56.4

Summary for Administrative Support 19.31 27.46 53.23

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	1. PMDS is being implemented in my unit according to specified deadlines.	21.4	20.2	58.3
	9. Support (including information and training) is available when I need to know more about the PMDS.	20.2	28.6	51.2
	17. The senior management team of my Department/Office is taking a leading role in making sure that the phases of the PMDS are carried out.	19.	31.	50.
	25. I am satisfied that my manager is sufficiently prepared for my PMDS meetings.	14.3	19.	66.7
	33. Adequate time and resources were provided within my Department/Office to conduct the PMDS process.	21.4	17.9	60.7

Summary for Non-clerical, Support 19.29 23.33 57.38

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	1. PMDS is being implemented in my unit according to specified deadlines.	12.2	19.	68.8
	9. Support (including information and training) is available when I need to know more about the PMDS.	15.	31.2	53.8
	17. The senior management team of my Department/Office is taking a leading role in making sure that the phases of the PMDS are carried out.	17.6	32.4	50.
	25. I am satisfied that my manager is sufficiently prepared for my PMDS meetings.	12.4	19.	68.5
	33. Adequate time and resources were provided within my Department/Office to conduct the PMDS process.	14.6	22.5	62.9

Summary for Tech and Prof grades 14.37 24.84 60.80

Summary for Implementation 19.54 26.16 54.31

Process

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	2. I discussed and agreed my role profile with my manager.	16.7	16.7	66.7
	10. The business plan for my Department/Office is used to define my job role and tasks.	13.9	16.7	69.4
	18. The key objectives for my job and the key deliverables were agreed with my manager.	11.1	19.4	69.4
	26. The competencies, which I require to be effective in my job, were identified.	11.1	33.3	55.6
	34. In respect of each competency, I had a discussion with my manager about the whether I was at the required standard of proficiency, or whether I fell short of it.	27.8	36.1	36.1
	41. A training and development plan has been put in place and filed with the appropriate unit in my Department/Office.	16.7	36.1	47.2
	47. I know, as a result of the PMDS process, how my performance is measured.	19.4	36.1	44.4
	51. The PMDS process is straightforward and clear.	27.8	25.	47.2
Summary for Senior Management		18.06	27.43	54.51

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	2. I discussed and agreed my role profile with my manager.	11.8	7.1	81.1
	10. The business plan for my Department/Office is used to define my job role and tasks.	11.5	16.3	72.2
	18. The key objectives for my job and the key deliverables were agreed with my manager.	10.1	12.8	77.1
	26. The competencies, which I require to be effective in my job, were identified.	11.9	26.8	61.2
	34. In respect of each competency, I had a discussion with my manager about the whether I was at the required standard of proficiency, or whether I fell short of it.	42.4	28.9	28.7
	41. A training and development plan has been put in place and filed with the appropriate unit in my Department/Office.	19.1	26.2	54.7
	47. I know, as a result of the PMDS process, how my performance is measured.	23.6	29.	47.4
	51. The PMDS process is straightforward and clear.	22.9	25.2	51.9
Summary for Management		19.16	21.54	59.30

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	2. I discussed and agreed my role profile with my manager.	11.4	8.4	80.2
	10. The business plan for my Department/Office is used to define my job role and tasks.	15.6	20.5	63.9
	18. The key objectives for my job and the key deliverables were agreed with my manager.	10.9	13.7	75.4

26. The competencies, which I require to be effective in my job, were identified.	12.6	22.1	65.2
34. In respect of each competency, I had a discussion with my manager about the whether I was at the required standard of proficiency, or whether I fell short of it.	34.3	25.2	40.6
41. A training and development plan has been put in place and filed with the appropriate unit in my Department/Office.	20.1	26.5	53.3
47. I know, as a result of the PMDS process, how my performance is measured.	24.	25.2	50.8
51. The PMDS process is straightforward and clear.	26.7	27.6	45.7

Summary for Executive 19.46 21.15 59.40

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative Support	2. I discussed and agreed my role profile with my manager.	13.	12.	74.9
	10. The business plan for my Department/Office is used to define my job role and tasks.	20.4	31.6	48.
	18. The key objectives for my job and the key deliverables were agreed with my manager.	13.5	18.7	67.8
	26. The competencies, which I require to be effective in my job, were identified.	14.1	22.9	63.
	34. In respect of each competency, I had a discussion with my manager about the whether I was at the required standard of proficiency, or whether I fell short of it.	29.3	26.9	43.8
	41. A training and development plan has been put in place and filed with the appropriate unit in my Department/Office.	22.2	35.1	42.7
	47. I know, as a result of the PMDS process, how my performance is measured.	25.9	24.8	49.3
	51. The PMDS process is straightforward and clear.	31.6	28.1	40.3

Summary for Administrative Support 21.26 25.01 53.73

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	2. I discussed and agreed my role profile with my manager.	10.7	11.9	77.4
	10. The business plan for my Department/Office is used to define my job role and tasks.	21.4	34.5	44.
	18. The key objectives for my job and the key deliverables were agreed with my manager.	7.1	25.	67.9
	26. The competencies, which I require to be effective in my job, were identified.	14.3	17.9	67.9
	34. In respect of each competency, I had a discussion with my manager about the whether I was at the required standard of proficiency, or whether I fell short of it.	26.2	25.	48.8
	41. A training and development plan has been put in place and filed with the appropriate unit in my Department/Office.	29.8	35.7	34.5
	47. I know, as a result of the PMDS process, how my performance is measured.	27.4	21.4	51.2
	51. The PMDS process is straightforward and clear.	31.	35.7	33.3

Summary for Non-clerical, Support 20.98 25.89 53.13

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	2. I discussed and agreed my role profile with my manager.	6.8	7.5	85.7
	10. The business plan for my Department/Office is used to define my job role and tasks.	18.3	23.9	57.7
	18. The key objectives for my job and the key deliverables were agreed with my manager.	7.5	15.5	77.
	26. The competencies, which I require to be effective in my job, were identified.	9.6	23.	67.4
	34. In respect of each competency, I had a discussion with my manager about the whether I was at the required standard of proficiency, or whether I fell short of it.	26.8	29.8	43.4
	41. A training and development plan has been put in place and filed with the appropriate unit in my Department/Office.	17.6	30.8	51.6
	47. I know, as a result of the PMDS process, how my performance is measured.	24.4	29.8	45.8
	51. The PMDS process is straightforward and clear.	32.4	27.5	40.1

Summary for Tech and Prof grades 17.93 23.47 58.60

Summary for Process 19.87 22.68 57.46

Effectiveness

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	3. Through PMDS, I have a clear understanding of the goals of my work unit.	13.9	27.8	58.3
	11. The PMDS has helped me clarify my role.	16.7	30.6	52.8
	19. I understand how my role contributes to the business plan.	2.8	16.7	80.6
	27. The PMDS helps to motivate me to improve my performance or to maintain a good performance level.	19.4	33.3	47.2
	35. When I perform well, I receive recognition from my manager.	8.3	25.	66.7
	42. The PMDS is enabling my manager to identify superior, good, average and poor performance.	22.2	36.1	41.7
	48. The PMDS has improved communication with my manager.	25.	33.3	41.7
	52. I feel that under-performance is appropriately addressed by my manager.	19.4	47.2	33.3
	54. The time and effort involved in the PMDS process is worthwhile.	22.2	11.1	66.7
58. I feel that my Department/Office tackles underperformance appropriately.	30.6	50.	19.4	
Summary for Senior Management		18.06	31.11	50.83

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	3. Through PMDS, I have a clear understanding of the goals of my work unit.	12.8	23.4	63.7
	11. The PMDS has helped me clarify my role.	18.4	25.9	55.7
	19. I understand how my role contributes to the business plan.	5.7	13.	81.3
	27. The PMDS helps to motivate me to improve my performance or to maintain a good performance level.	35.7	31.1	33.3
	35. When I perform well, I receive recognition from my manager.	15.2	22.8	62.
	42. The PMDS is enabling my manager to identify superior, good, average and poor performance.	26.8	38.6	34.6
	48. The PMDS has improved communication with my manager.	29.6	41.6	28.8
	52. I feel that under-performance is appropriately addressed by my manager.	26.2	42.7	31.1
	54. The time and effort involved in the PMDS process is worthwhile.	28.8	27.8	43.4
58. I feel that my Department/Office tackles underperformance appropriately.	54.3	34.4	11.4	
Summary for Management		25.35	30.13	44.52

Grade Groups	Statements	Disagree	Neutral	Agree
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3. Executive	3. Through PMDS, I have a clear understanding of the goals of my work unit.	14.6	21.5	63.9
	11. The PMDS has helped me clarify my role.	22.5	25.3	52.2
	19. I understand how my role contributes to the business plan.	12.	20.7	67.3
	27. The PMDS helps to motivate me to improve my performance or to maintain a good performance level.	38.1	28.1	33.8
	35. When I perform well, I receive recognition from my manager.	20.	21.9	58.1
	42. The PMDS is enabling my manager to identify superior, good, average and poor performance.	26.7	34.5	38.8
	48. The PMDS has improved communication with my manager.	34.	34.8	31.2
	52. I feel that under-performance is appropriately addressed by my manager.	31.3	38.2	30.5
	54. The time and effort involved in the PMDS process is worthwhile.	37.1	28.3	34.6
	58. I feel that my Department/Office tackles underperformance appropriately.	53.	32.9	14.1
Summary for Executive		28.92	28.63	42.45

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative Support	3. Through PMDS, I have a clear understanding of the goals of my work unit.	17.5	20.7	61.7
	11. The PMDS has helped me clarify my role.	27.3	28.1	44.6
	19. I understand how my role contributes to the business plan.	17.5	26.7	55.7
	27. The PMDS helps to motivate me to improve my performance or to maintain a good performance level.	40.2	25.2	34.6
	35. When I perform well, I receive recognition from my manager.	23.7	23.3	52.9
	42. The PMDS is enabling my manager to identify superior, good, average and poor performance.	27.1	32.4	40.5
	48. The PMDS has improved communication with my manager.	35.4	33.4	31.2
	52. I feel that under-performance is appropriately addressed by my manager.	31.4	36.8	31.7
	54. The time and effort involved in the PMDS process is worthwhile.	43.7	29.5	26.7
	58. I feel that my Department/Office tackles underperformance appropriately.	44.4	35.1	20.5
Summary for Administrative Support		30.83	29.14	40.02

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	3. Through PMDS, I have a clear understanding of the goals of my work unit.	15.5	17.9	66.7
	11. The PMDS has helped me clarify my role.	23.8	25.	51.2
	19. I understand how my role contributes to the business plan.	19.	31.	50.

27. The PMDS helps to motivate me to improve my performance or to maintain a good performance level.	32.1	25.	42.9
35. When I perform well, I receive recognition from my manager.	25.	19.	56.
42. The PMDS is enabling my manager to identify superior, good, average and poor performance.	25.	31.	44.
48. The PMDS has improved communication with my manager.	27.4	33.3	39.3
52. I feel that under-performance is appropriately addressed by my manager.	27.4	39.3	33.3
54. The time and effort involved in the PMDS process is worthwhile.	36.9	33.3	29.8
58. I feel that my Department/Office tackles underperformance appropriately.	32.1	40.5	27.4
Summary for Non-clerical, Support	26.43	29.52	44.05

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	3. Through PMDS, I have a clear understanding of the goals of my work unit.	11.5	23.7	64.8
	11. The PMDS has helped me clarify my role.	22.1	28.9	49.1
	19. I understand how my role contributes to the business plan.	9.4	23.2	67.4
	27. The PMDS helps to motivate me to improve my performance or to maintain a good performance level.	37.3	24.2	38.5
	35. When I perform well, I receive recognition from my manager.	16.	21.6	62.4
	42. The PMDS is enabling my manager to identify superior, good, average and poor performance.	23.7	37.3	39.
	48. The PMDS has improved communication with my manager.	28.6	40.8	30.5
	52. I feel that under-performance is appropriately addressed by my manager.	23.	42.7	34.3
	54. The time and effort involved in the PMDS process is worthwhile.	38.5	29.6	31.9
58. I feel that my Department/Office tackles underperformance appropriately.	42.5	42.7	14.8	

Summary for Tech and Prof grades 25.26 31.48 43.26

Summary for Effectiveness 28.47 29.30 42.23

Feedback

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	4. The PMDS provides useful information to help determine the coaching, mentoring, or on the job guidance I need.	33.3	19.4	47.2
	12. The feedback I receive from my manager is helpful in improving my performance.	16.7	33.3	50.
	20. My manager listens to me during my performance reviews and considers my ideas going forward.	5.6	36.1	58.3
	28. As a result of PMDS, my manager and I talk about my motivation and development.	22.2	44.4	33.3
	36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	8.3	19.4	72.2
	43. When I am not performing well, my manager lets me know in a useful and timely manner.	13.9	44.4	41.7
	49. Upward feed back has been implemented in my unit as part of PMDS.	30.6	5.6	63.9
Summary for Senior Management		18.65	28.97	52.38

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	4. The PMDS provides useful information to help determine the coaching, mentoring, or on the job guidance I need.	21.6	31.2	47.2
	12. The feedback I receive from my manager is helpful in improving my performance.	17.4	28.5	54.2
	20. My manager listens to me during my performance reviews and considers my ideas going forward.	11.1	20.1	68.8
	28. As a result of PMDS, my manager and I talk about my motivation and development.	43.1	31.	26.
	36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	23.8	29.8	46.3
	43. When I am not performing well, my manager lets me know in a useful and timely manner.	19.1	47.3	33.6
	49. Upward feed back has been implemented in my unit as part of PMDS.	21.9	17.8	60.3
Summary for Management		22.57	29.38	48.05

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	4. The PMDS provides useful information to help determine the coaching, mentoring, or on the job guidance I need.	20.1	27.5	52.3
	12. The feedback I receive from my manager is helpful in improving my performance.	18.6	27.8	53.6
	20. My manager listens to me during my performance reviews and considers my ideas going forward.	13.1	22.8	64.1
	28. As a result of PMDS, my manager and I talk about my motivation and development.	43.5	29.9	26.6
	36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	31.6	33.3	35.1
	43. When I am not performing well, my manager lets me know in a useful and timely manner.	22.4	41.1	36.5

49. Upward feed back has been implemented in my unit as part of PMDS.	20.9	19.4	59.7
Summary for Executive	24.33	28.83	46.83

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative Support	4. The PMDS provides useful information to help determine the coaching, mentoring, or on the job guidance I need.	27.1	29.	44.
	12. The feedback I receive from my manager is helpful in improving my performance.	19.8	27.	53.2
	20. My manager listens to me during my performance reviews and considers my ideas going forward.	14.2	24.8	60.9
	28. As a result of PMDS, my manager and I talk about my motivation and development.	41.7	30.4	27.9
	36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	30.5	39.7	29.8
	43. When I am not performing well, my manager lets me know in a useful and timely manner.	22.6	40.7	36.7
	49. Upward feed back has been implemented in my unit as part of PMDS.	23.8	27.4	48.7
Summary for Administrative Support		25.68	31.30	43.02

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	4. The PMDS provides useful information to help determine the coaching, mentoring, or on the job guidance I need.	20.2	29.8	50.
	12. The feedback I receive from my manager is helpful in improving my performance.	21.4	27.4	51.2
	20. My manager listens to me during my performance reviews and considers my ideas going forward.	20.2	19.	60.7
	28. As a result of PMDS, my manager and I talk about my motivation and development.	36.9	31.	32.1
	36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	31.	34.5	34.5
	43. When I am not performing well, my manager lets me know in a useful and timely manner.	21.4	38.1	40.5
	49. Upward feed back has been implemented in my unit as part of PMDS.	29.8	28.6	41.7
Summary for Non-clerical, Support		25.85	29.76	44.39

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	4. The PMDS provides useful information to help determine the coaching, mentoring, or on the job guidance I need.	21.8	29.3	48.8
	12. The feedback I receive from my manager is helpful in improving my performance.	17.1	31.7	51.2
	20. My manager listens to me during my performance reviews and considers my ideas going forward.	9.9	21.6	68.5
	28. As a result of PMDS, my manager and I talk about my motivation and development.	39.	29.3	31.7
	36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	29.1	32.6	38.3
	43. When I am not performing well, my manager lets me know in a useful and timely manner.	16.2	44.4	39.4

49. Upward feed back has been implemented in my unit as part of PMDS.	22.1	27.1	50.8
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Summary for Tech and Prof grades	22.17	30.86	46.96
Summary for Feedback	24.25	29.85	45.90

Training and development

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	5. My role profile helps to identify my training needs based on the competencies required for my job.	25.	38.9	36.1
	13. The training and development needs identified through PMDS are acted upon.	8.3	30.6	61.1
	21. My training activities enable me to acquire the competencies I need to effectively carry out my job role.	8.3	44.4	47.2
	29. Training is carefully targeted on areas that will improve my unit/section's performance.	19.4	33.3	47.2
	37. I feel that I am receiving adequate coaching mentoring and/or guidance to improve the way I do my work.	25.	30.6	44.4
	44. I am getting developmental assignments that support my development and career growth.	19.4	41.7	38.9
	50. I take the opportunity to avail of the training and development opportunities that will enhance my longer-term career prospects.	13.9	25.	61.1
	53. I am satisfied with the quality of training I receive to do my job.	13.9	36.1	50.
Summary for Senior Management		16.67	35.07	48.26

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	5. My role profile helps to identify my training needs based on the competencies required for my job.	17.7	28.7	53.6
	13. The training and development needs identified through PMDS are acted upon.	22.	29.4	48.6
	21. My training activities enable me to acquire the competencies I need to effectively carry out my job role.	16.8	35.5	47.7
	29. Training is carefully targeted on areas that will improve my unit/section's performance.	30.8	35.3	33.9
	37. I feel that I am receiving adequate coaching mentoring and/or guidance to improve the way I do my work.	23.2	35.9	40.9
	44. I am getting developmental assignments that support my development and career growth.	32.	35.8	32.3
	50. I take the opportunity to avail of the training and development opportunities that will enhance my longer-term career prospects.	12.7	29.4	57.9
	53. I am satisfied with the quality of training I receive to do my job.	21.6	33.2	45.3
Summary for Management		22.09	32.90	45.01

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	5. My role profile helps to identify my training needs based on the competencies required for my job.	14.7	22.7	62.5
	13. The training and development needs identified through PMDS are acted upon.	24.5	24.6	51.
	21. My training activities enable me to acquire the competencies I need to effectively carry out my job role.	18.5	29.6	51.9
	29. Training is carefully targeted on areas that will improve my unit/section's performance.	32.	31.5	36.5

37. I feel that I am receiving adequate coaching mentoring and/or guidance to improve the way I do my work.	27.3	30.4	42.3
44. I am getting developmental assignments that support my development and career growth.	38.8	32.3	28.9
50. I take the opportunity to avail of the training and development opportunities that will enhance my longer-term career prospects.	9.7	24.7	65.6
53. I am satisfied with the quality of training I receive to do my job.	26.3	30.9	42.7
Summary for Executive	23.98	28.34	47.68

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative Support	5. My role profile helps to identify my training needs based on the competencies required for my job.	18.6	24.2	57.2
	13. The training and development needs identified through PMDS are acted upon.	26.5	26.4	47.1
	21. My training activities enable me to acquire the competencies I need to effectively carry out my job role.	17.9	30.7	51.4
	29. Training is carefully targeted on areas that will improve my unit/section's performance.	35.8	30.7	33.5
	37. I feel that I am receiving adequate coaching mentoring and/or guidance to improve the way I do my work.	25.6	29.7	44.8
	44. I am getting developmental assignments that support my development and career growth.	41.8	33.5	24.7
	50. I take the opportunity to avail of the training and development opportunities that will enhance my longer-term career prospects.	11.4	26.9	61.8
	53. I am satisfied with the quality of training I receive to do my job.	27.3	28.2	44.5
Summary for Administrative Support	25.62	28.77	45.61	

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	5. My role profile helps to identify my training needs based on the competencies required for my job.	19.	19.	61.9
	13. The training and development needs identified through PMDS are acted upon.	34.5	29.8	35.7
	21. My training activities enable me to acquire the competencies I need to effectively carry out my job role.	23.8	32.1	44.
	29. Training is carefully targeted on areas that will improve my unit/section's performance.	38.1	31.	31.
	37. I feel that I am receiving adequate coaching mentoring and/or guidance to improve the way I do my work.	26.2	26.2	47.6
	44. I am getting developmental assignments that support my development and career growth.	45.2	26.2	28.6
	50. I take the opportunity to avail of the training and development opportunities that will enhance my longer-term career prospects.	17.9	27.4	54.8
	53. I am satisfied with the quality of training I receive to do my job.	34.5	27.4	38.1
Summary for Non-clerical, Support	29.91	27.38	42.71	

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	5. My role profile helps to identify my training needs based on the competencies required for my job.	16.2	22.1	61.7

13. The training and development needs identified through PMDS are acted upon.	22.8	30.	47.2
21. My training activities enable me to acquire the competencies I need to effectively carry out my job role.	13.1	30.8	56.1
29. Training is carefully targeted on areas that will improve my unit/section's performance.	30.4	33.2	36.5
37. I feel that I am receiving adequate coaching mentoring and/or guidance to improve the way I do my work.	21.9	35.8	42.4
44. I am getting developmental assignments that support my development and career growth.	37.3	34.5	28.2
50. I take the opportunity to avail of the training and development opportunities that will enhance my longer-term career prospects.	6.8	19.7	73.5
53. I am satisfied with the quality of training I receive to do my job.	23.5	30.8	45.8

Summary for Tech and Prof grades 21.49 29.59 48.91

Summary for Training and development 23.99 29.48 46.54

Fairness and consistency

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	6. My Department/Office ensures that performance standards and ratings given to employees are consistent and fair for all employees.	19.4	41.7	38.9
	14. My manager makes objective decisions about my performance based on factual information.	8.3	27.8	63.9
	22. The ease or difficulty of achieving my objectives is taken into account in my performance review.	11.1	33.3	55.6
	30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	8.3	16.7	75.
	38. My contribution to my work unit is recognised and appreciated.	8.3	27.8	63.9
	55. My manger ensures that performance standards and ratings given to staff in my unit are consistent and fair for all staff in the unit.	11.1	38.9	50.
Summary for Senior Management		11.11	31.02	57.87

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	6. My Department/Office ensures that performance standards and ratings given to employees are consistent and fair for all employees.	34.9	38.8	26.4
	14. My manager makes objective decisions about my performance based on factual information.	13.2	26.	60.8
	22. The ease or difficulty of achieving my objectives is taken into account in my performance review.	11.8	30.1	58.2
	30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	5.9	13.5	80.6
	38. My contribution to my work unit is recognised and appreciated.	12.9	21.2	65.9
	55. My manger ensures that performance standards and ratings given to staff in my unit are consistent and fair for all staff in the unit.	17.8	38.8	43.3
Summary for Management		16.09	28.05	55.87

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	6. My Department/Office ensures that performance standards and ratings given to employees are consistent and fair for all employees.	33.8	35.7	30.5
	14. My manager makes objective decisions about my performance based on factual information.	15.2	26.8	58.1
	22. The ease or difficulty of achieving my objectives is taken into account in my performance review.	16.2	28.3	55.5
	30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	8.6	13.4	78.
	38. My contribution to my work unit is recognised and appreciated.	16.1	26.2	57.8
	55. My manger ensures that performance standards and ratings given to staff in my unit are consistent and fair for all staff in the unit.	21.6	36.5	41.9
Summary for Executive		18.57	27.79	53.64

Grade Groups	Statements	Disagree	Neutral	Agree
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4. Administrative Support	6. My Department/Office ensures that performance standards and ratings given to employees are consistent and fair for all employees.	30.4	31.7	38.
	14. My manager makes objective decisions about my performance based on factual information.	16.6	29.1	54.3
	22. The ease or difficulty of achieving my objectives is taken into account in my performance review.	17.9	33.3	48.8
	30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	16.9	20.4	62.7
	38. My contribution to my work unit is recognised and appreciated.	19.7	27.8	52.5
	55. My manger ensures that performance standards and ratings given to staff in my unit are consistent and fair for all staff in the unit.	25.8	33.4	40.8

Summary for Administrative Support 21.20 29.28 49.52

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	6. My Department/Office ensures that performance standards and ratings given to employees are consistent and fair for all employees.	23.8	28.6	47.6
	14. My manager makes objective decisions about my performance based on factual information.	16.7	32.1	51.2
	22. The ease or difficulty of achieving my objectives is taken into account in my performance review.	17.9	29.8	52.4
	30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	21.4	14.3	64.3
	38. My contribution to my work unit is recognised and appreciated.	22.6	25.	52.4
	55. My manger ensures that performance standards and ratings given to staff in my unit are consistent and fair for all staff in the unit.	20.2	40.5	39.3

Summary for Non-clerical, Support 20.44 28.37 51.19

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	6. My Department/Office ensures that performance standards and ratings given to employees are consistent and fair for all employees.	22.1	33.6	44.4
	14. My manager makes objective decisions about my performance based on factual information.	13.6	24.6	61.7
	22. The ease or difficulty of achieving my objectives is taken into account in my performance review.	12.	29.8	58.2
	30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	13.1	17.6	69.2
	38. My contribution to my work unit is recognised and appreciated.	15.5	28.4	56.1
	55. My manger ensures that performance standards and ratings given to staff in my unit are consistent and fair for all staff in the unit.	15.5	38.5	46.

Summary for Tech and Prof grades 15.30 28.76 55.95

Summary for Fairness and consistency 18.66 28.40 52.95

Assessment

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	7. During the performance planning stage, my manager explains how my performance will be assessed in relation to my key objectives.	27.8	38.9	33.3
	15. My manager allocated sufficient time to provide me with an informative and helpful assessment review.	11.1	30.6	58.3
	23. My performance is assessed against the objectives agreed with my manager.	5.6	27.8	66.7
	31. I have a good sense of how well I have been performing throughout the year.	5.6	19.4	75.
	39. My overall performance rating (score and narrative assessment) accurately reflects my actual performance.	11.1	27.8	61.1
	45. My performance review helps my manager and me to assess my strengths and weaknesses and to agree on the training and development I need.	19.4	41.7	38.9
Summary for Senior Management		13.43	31.02	55.56

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	7. During the performance planning stage, my manager explains how my performance will be assessed in relation to my key objectives.	36.5	33.3	30.2
	15. My manager allocated sufficient time to provide me with an informative and helpful assessment review.	18.1	24.	57.9
	23. My performance is assessed against the objectives agreed with my manager.	12.	25.4	62.6
	31. I have a good sense of how well I have been performing throughout the year.	6.4	16.9	76.7
	39. My overall performance rating (score and narrative assessment) accurately reflects my actual performance.	10.3	23.	66.7
	45. My performance review helps my manager and me to assess my strengths and weaknesses and to agree on the training and development I need.	24.9	35.4	39.7
Summary for Management		18.03	26.32	55.65

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	7. During the performance planning stage, my manager explains how my performance will be assessed in relation to my key objectives.	33.9	30.6	35.5
	15. My manager allocated sufficient time to provide me with an informative and helpful assessment review.	19.3	19.7	61.
	23. My performance is assessed against the objectives agreed with my manager.	13.8	25.8	60.4
	31. I have a good sense of how well I have been performing throughout the year.	10.4	17.3	72.3
	39. My overall performance rating (score and narrative assessment) accurately reflects my actual performance.	14.9	24.8	60.3
	45. My performance review helps my manager and me to assess my strengths and weaknesses and to agree on the training and development I need.	24.1	31.1	44.8

Summary for Executive 19.39 24.88 55.73

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative Support	7. During the performance planning stage, my manager explains how my performance will be assessed in relation to my key objectives.	30.	28.6	41.4
	15. My manager allocated sufficient time to provide me with an informative and helpful assessment review.	16.	24.	59.9
	23. My performance is assessed against the objectives agreed with my manager.	16.	31.	53.1
	31. I have a good sense of how well I have been performing throughout the year.	11.5	16.9	71.6
	39. My overall performance rating (score and narrative assessment) accurately reflects my actual performance.	18.8	26.4	54.8
	45. My performance review helps my manager and me to assess my strengths and weaknesses and to agree on the training and development I need.	27.	29.2	43.8

Summary for Administrative Support 19.89 26.00 54.12

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	7. During the performance planning stage, my manager explains how my performance will be assessed in relation to my key objectives.	21.4	29.8	48.8
	15. My manager allocated sufficient time to provide me with an informative and helpful assessment review.	19.	26.2	54.8
	23. My performance is assessed against the objectives agreed with my manager.	15.5	23.8	60.7
	31. I have a good sense of how well I have been performing throughout the year.	13.1	9.5	77.4
	39. My overall performance rating (score and narrative assessment) accurately reflects my actual performance.	15.5	28.6	56.
	45. My performance review helps my manager and me to assess my strengths and weaknesses and to agree on the training and development I need.	28.6	32.1	39.3

Summary for Non-clerical, Support 18.85 25.00 56.15

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	7. During the performance planning stage, my manager explains how my performance will be assessed in relation to my key objectives.	24.2	29.3	46.5
	15. My manager allocated sufficient time to provide me with an informative and helpful assessment review.	12.9	22.3	64.8
	23. My performance is assessed against the objectives agreed with my manager.	10.8	24.2	65.
	31. I have a good sense of how well I have been performing throughout the year.	7.3	19.	73.7
	39. My overall performance rating (score and narrative assessment) accurately reflects my actual performance.	12.4	23.2	64.3
	45. My performance review helps my manager and me to assess my strengths and weaknesses and to agree on the training and development I need.	21.6	34.	44.4

Summary for Tech and Prof grades 14.87 25.35 59.78

Summary for Assessment	18.93	25.58	55.49
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Linkage

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	8. The PMDS performance ratings have a direct effect on prospects for promotion.	19.4	52.8	27.8
	16. There is too much emphasis under PMDS on the assessment and not enough on my career development for the future.	36.1	27.8	36.1
	24. The information from PMDS is used in matching the skills and experience of staff to the current business needs.	36.1	47.2	16.7
	32. I understand the linkages between my performance rating and the granting of increments.	8.3	22.2	69.4
	40. PMDS is sufficiently linked with decisions on training.	25.	33.3	41.7
	46. PMDS is used to inform decisions about future career development and work assignments.	27.8	36.1	36.1
	56. I understand the linkages between my performance rating and progression to higher scales.	11.1	30.6	58.3
	57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	11.1	27.8	61.1
Summary for Senior Management		21.88	34.72	43.40

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	8. The PMDS performance ratings have a direct effect on prospects for promotion.	20.5	37.1	42.4
	16. There is too much emphasis under PMDS on the assessment and not enough on my career development for the future.	20.	48.7	31.2
	24. The information from PMDS is used in matching the skills and experience of staff to the current business needs.	56.4	32.	11.6
	32. I understand the linkages between my performance rating and the granting of increments.	4.7	10.8	84.5
	40. PMDS is sufficiently linked with decisions on training.	25.4	38.2	36.4
	46. PMDS is used to inform decisions about future career development and work assignments.	47.3	34.8	17.9
	56. I understand the linkages between my performance rating and progression to higher scales.	10.6	16.9	72.5
	57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	7.	11.4	81.6
Summary for Management		24.00	28.73	47.27

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	8. The PMDS performance ratings have a direct effect on prospects for promotion.	21.	30.5	48.5
	16. There is too much emphasis under PMDS on the assessment and not enough on my career development for the future.	15.7	42.9	41.4
	24. The information from PMDS is used in matching the skills and experience of staff to the current business needs.	52.4	31.	16.6
	32. I understand the linkages between my performance rating and the granting of increments.	6.9	11.3	81.7

40. PMDS is sufficiently linked with decisions on training.	26.	34.3	39.8
46. PMDS is used to inform decisions about future career development and work assignments.	43.4	33.5	23.1
56. I understand the linkages between my performance rating and progression to higher scales.	14.7	14.9	70.3
57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	8.7	13.3	78.1
Summary for Executive	23.61	26.46	49.94

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative Support	8. The PMDS performance ratings have a direct effect on prospects for promotion.	22.1	31.4	46.5
	16. There is too much emphasis under PMDS on the assessment and not enough on my career development for the future.	10.3	39.6	50.1
	24. The information from PMDS is used in matching the skills and experience of staff to the current business needs.	40.4	35.3	24.3
	32. I understand the linkages between my performance rating and the granting of increments.	10.9	15.1	74.
	40. PMDS is sufficiently linked with decisions on training.	27.2	35.9	36.8
	46. PMDS is used to inform decisions about future career development and work assignments.	38.5	35.5	26.
	56. I understand the linkages between my performance rating and progression to higher scales.	16.9	21.2	61.9
	57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	14.2	20.	65.7
Summary for Administrative Support		22.57	29.26	48.17

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	8. The PMDS performance ratings have a direct effect on prospects for promotion.	34.5	33.3	32.1
	16. There is too much emphasis under PMDS on the assessment and not enough on my career development for the future.	9.5	46.4	44.
	24. The information from PMDS is used in matching the skills and experience of staff to the current business needs.	29.8	45.2	25.
	32. I understand the linkages between my performance rating and the granting of increments.	19.	10.7	70.2
	40. PMDS is sufficiently linked with decisions on training.	28.6	34.5	36.9
	46. PMDS is used to inform decisions about future career development and work assignments.	34.5	32.1	33.3
	56. I understand the linkages between my performance rating and progression to higher scales.	22.6	29.8	47.6
	57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	23.8	23.8	52.4
Summary for Non-clerical, Support		25.30	31.99	42.71

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	8. The PMDS performance ratings have a direct effect on prospects for promotion.	21.6	31.7	46.7

16. There is too much emphasis under PMDS on the assessment and not enough on my career development for the future.	10.8	41.8	47.4
24. The information from PMDS is used in matching the skills and experience of staff to the current business needs.	39.4	34.5	26.1
32. I understand the linkages between my performance rating and the granting of increments.	9.6	18.8	71.6
40. PMDS is sufficiently linked with decisions on training.	26.8	33.8	39.4
46. PMDS is used to inform decisions about future career development and work assignments.	40.6	33.8	25.6
56. I understand the linkages between my performance rating and progression to higher scales.	12.9	22.5	64.6
57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	13.4	20.	66.7

Summary for Tech and Prof grades 21.89 29.61 48.50

Summary for Linkage 23.26 28.10 48.64

Implementation

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	1. PMDS is being implemented in my unit according to specified deadlines.	7	7	22
	9. Support (including information and training) is available when I need to know more about the PMDS.	6	4	26
	17. The senior management team of my Department/Office is taking a leading role in making sure that the phases of the PMDS are carried out.	2	11	23
	25. I am satisfied that my manager is sufficiently prepared for my PMDS meetings.	3	9	24
	33. Adequate time and resources were provided within my Department/Office to conduct the PMDS process.	3	6	27
Summary for Senior Management		21	37	122

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	1. PMDS is being implemented in my unit according to specified deadlines.	231	226	776
	9. Support (including information and training) is available when I need to know more about the PMDS.	151	391	691
	17. The senior management team of my Department/Office is taking a leading role in making sure that the phases of the PMDS are carried out.	353	387	493
	25. I am satisfied that my manager is sufficiently prepared for my PMDS meetings.	187	297	749
	33. Adequate time and resources were provided within my Department/Office to conduct the PMDS process.	214	320	699
Summary for Management		1136	1621	3408

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	1. PMDS is being implemented in my unit according to specified deadlines.	627	432	1507
	9. Support (including information and training) is available when I need to know more about the PMDS.	418	887	1261
	17. The senior management team of my Department/Office is taking a leading role in making sure that the phases of the PMDS are carried out.	692	801	1073
	25. I am satisfied that my manager is sufficiently prepared for my PMDS meetings.	419	561	1586
	33. Adequate time and resources were provided within my Department/Office to conduct the PMDS process.	566	590	1410
Summary for Executive		2722	3271	6837

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative	1. PMDS is being implemented in my unit according to specified deadlines.	390	432	1125

Support	9. Support (including information and training) is available when I need to know more about the PMDS.	400	661	886
	17. The senior management team of my Department/Office is taking a leading role in making sure that the phases of the PMDS are carried out.	433	678	834
	25. I am satisfied that my manager is sufficiently prepared for my PMDS meetings.	304	404	1238
	33. Adequate time and resources were provided within my Department/Office to conduct the PMDS process.	352	497	1097
Summary for Administrative Support		1879	2672	5180

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	1. PMDS is being implemented in my unit according to specified deadlines.	18	17	49
	9. Support (including information and training) is available when I need to know more about the PMDS.	17	24	43
	17. The senior management team of my Department/Office is taking a leading role in making sure that the phases of the PMDS are carried out.	16	26	42
	25. I am satisfied that my manager is sufficiently prepared for my PMDS meetings.	12	16	56
	33. Adequate time and resources were provided within my Department/Office to conduct the PMDS process.	18	15	51
Summary for Non-clerical, Support		81	98	241

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	1. PMDS is being implemented in my unit according to specified deadlines.	52	81	293
	9. Support (including information and training) is available when I need to know more about the PMDS.	64	133	229
	17. The senior management team of my Department/Office is taking a leading role in making sure that the phases of the PMDS are carried out.	75	138	213
	25. I am satisfied that my manager is sufficiently prepared for my PMDS meetings.	53	81	292
	33. Adequate time and resources were provided within my Department/Office to conduct the PMDS process.	62	96	268
Summary for Tech and Prof grades		306	529	1295

Summary for Implementation 6145 8228 17083

Process

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	2. I discussed and agreed my role profile with my manager.	6	6	24
	10. The business plan for my Department/Office is used to define my job role and tasks.	5	6	25

18. The key objectives for my job and the key deliverables were agreed with my manager.	4	7	25
26. The competencies, which I require to be effective in my job, were identified.	4	12	20
34. In respect of each competency, I had a discussion with my manager about the whether I was at the required standard of proficiency, or whether I fell short of it.	10	13	13
41. A training and development plan has been put in place and filed with the appropriate unit in my Department/Office.	6	13	17
47. I know, as a result of the PMDS process, how my performance is measured.	7	13	16
51. The PMDS process is straightforward and clear.	10	9	17
Summary for Senior Management	52	79	157

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	2. I discussed and agreed my role profile with my manager.	146	87	1000
	10. The business plan for my Department/Office is used to define my job role and tasks.	142	201	890
	18. The key objectives for my job and the key deliverables were agreed with my manager.	124	158	951
	26. The competencies, which I require to be effective in my job, were identified.	147	331	755
	34. In respect of each competency, I had a discussion with my manager about the whether I was at the required standard of proficiency, or whether I fell short of it.	523	356	354
	41. A training and development plan has been put in place and filed with the appropriate unit in my Department/Office.	235	323	675
	47. I know, as a result of the PMDS process, how my performance is measured.	291	358	584
	51. The PMDS process is straightforward and clear.	282	311	640
Summary for Management	1890	2125	5849	

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	2. I discussed and agreed my role profile with my manager.	293	215	2058
	10. The business plan for my Department/Office is used to define my job role and tasks.	401	525	1640
	18. The key objectives for my job and the key deliverables were agreed with my manager.	279	352	1935
	26. The competencies, which I require to be effective in my job, were identified.	324	568	1674
	34. In respect of each competency, I had a discussion with my manager about the whether I was at the required standard of proficiency, or whether I fell short of it.	879	646	1041
	41. A training and development plan has been put in place and filed with the appropriate unit in my Department/Office.	517	681	1368
	47. I know, as a result of the PMDS process, how my performance is measured.	616	646	1304

51. The PMDS process is straightforward and clear.	685	708	1173
Summary for Executive			
	3994	4341	12193

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative Support	2. I discussed and agreed my role profile with my manager.	254	234	1459
	10. The business plan for my Department/Office is used to define my job role and tasks.	397	615	935
	18. The key objectives for my job and the key deliverables were agreed with my manager.	263	364	1318
	26. The competencies, which I require to be effective in my job, were identified.	275	445	1225
	34. In respect of each competency, I had a discussion with my manager about the whether I was at the required standard of proficiency, or whether I fell short of it.	570	524	852
	41. A training and development plan has been put in place and filed with the appropriate unit in my Department/Office.	432	683	831
	47. I know, as a result of the PMDS process, how my performance is measured.	504	483	959
	51. The PMDS process is straightforward and clear.	615	546	785
Summary for Administrative Support		3310	3894	8364

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	2. I discussed and agreed my role profile with my manager.	9	10	65
	10. The business plan for my Department/Office is used to define my job role and tasks.	18	29	37
	18. The key objectives for my job and the key deliverables were agreed with my manager.	6	21	57
	26. The competencies, which I require to be effective in my job, were identified.	12	15	57
	34. In respect of each competency, I had a discussion with my manager about the whether I was at the required standard of proficiency, or whether I fell short of it.	22	21	41
	41. A training and development plan has been put in place and filed with the appropriate unit in my Department/Office.	25	30	29
	47. I know, as a result of the PMDS process, how my performance is measured.	23	18	43
	51. The PMDS process is straightforward and clear.	26	30	28
Summary for Non-clerical, Support		141	174	357

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	2. I discussed and agreed my role profile with my manager.	29	32	365
	10. The business plan for my Department/Office is used to define my job role and tasks.	78	102	246
	18. The key objectives for my job and the key deliverables were agreed with my manager.	32	66	328

26. The competencies, which I require to be effective in my job, were identified.	41	98	287
34. In respect of each competency, I had a discussion with my manager about the whether I was at the required standard of proficiency, or whether I fell short of it.	114	127	185
41. A training and development plan has been put in place and filed with the appropriate unit in my Department/Office.	75	131	220
47. I know, as a result of the PMDS process, how my performance is measured.	104	127	195
51. The PMDS process is straightforward and clear.	138	117	171
Summary for Tech and Prof grades	611	800	1997
Summary for Process	9998	11413	28917

Effectiveness

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	3. Through PMDS, I have a clear understanding of the goals of my work unit.	5	10	21
	11. The PMDS has helped me clarify my role.	6	11	19
	19. I understand how my role contributes to the business plan.	1	6	29
	27. The PMDS helps to motivate me to improve my performance or to maintain a good performance level.	7	12	17
	35. When I perform well, I receive recognition from my manager.	3	9	24
	42. The PMDS is enabling my manager to identify superior, good, average and poor performance.	8	13	15
	48. The PMDS has improved communication with my manager.	9	12	15
	52. I feel that under-performance is appropriately addressed by my manager.	7	17	12
	54. The time and effort involved in the PMDS process is worthwhile.	8	4	24
58. I feel that my Department/Office tackles underperformance appropriately.	11	18	7	
Summary for Senior Management		65	112	183

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	3. Through PMDS, I have a clear understanding of the goals of my work unit.	158	289	786
	11. The PMDS has helped me clarify my role.	227	319	687
	19. I understand how my role contributes to the business plan.	70	160	1003

27. The PMDS helps to motivate me to improve my performance or to maintain a good performance level.	440	383	410
35. When I perform well, I receive recognition from my manager.	188	281	764
42. The PMDS is enabling my manager to identify superior, good, average and poor performance.	330	476	426
48. The PMDS has improved communication with my manager.	365	513	355
52. I feel that under-performance is appropriately addressed by my manager.	323	527	383
54. The time and effort involved in the PMDS process is worthwhile.	355	343	535
58. I feel that my Department/Office tackles underperformance appropriately.	669	424	140
Summary for Management	3125	3715	5489

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	3. Through PMDS, I have a clear understanding of the goals of my work unit.	374	552	1640
	11. The PMDS has helped me clarify my role.	577	649	1340
	19. I understand how my role contributes to the business plan.	307	532	1727
	27. The PMDS helps to motivate me to improve my performance or to maintain a good performance level.	977	722	867
	35. When I perform well, I receive recognition from my manager.	513	563	1490
	42. The PMDS is enabling my manager to identify superior, good, average and poor performance.	683	884	994
	48. The PMDS has improved communication with my manager.	872	893	801
	52. I feel that under-performance is appropriately addressed by my manager.	803	980	783
	54. The time and effort involved in the PMDS process is worthwhile.	953	726	887
58. I feel that my Department/Office tackles underperformance appropriately.	1360	845	361	
Summary for Executive		7419	7346	10890

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative Support	3. Through PMDS, I have a clear understanding of the goals of my work unit.	341	404	1202
	11. The PMDS has helped me clarify my role.	531	548	868
	19. I understand how my role contributes to the business plan.	341	520	1084
	27. The PMDS helps to motivate me to improve my performance or to maintain a good performance level.	782	490	674
	35. When I perform well, I receive recognition from my manager.	462	454	1030
	42. The PMDS is enabling my manager to identify superior, good, average and poor performance.	527	630	787

48. The PMDS has improved communication with my manager.	689	650	607
52. I feel that under-performance is appropriately addressed by my manager.	612	717	617
54. The time and effort involved in the PMDS process is worthwhile.	851	575	520
58. I feel that my Department/Office tackles underperformance appropriately.	864	683	399
Summary for Administrative Support	6000	5671	7788

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	3. Through PMDS, I have a clear understanding of the goals of my work unit.	13	15	56
	11. The PMDS has helped me clarify my role.	20	21	43
	19. I understand how my role contributes to the business plan.	16	26	42
	27. The PMDS helps to motivate me to improve my performance or to maintain a good performance level.	27	21	36
	35. When I perform well, I receive recognition from my manager.	21	16	47
	42. The PMDS is enabling my manager to identify superior, good, average and poor performance.	21	26	37
	48. The PMDS has improved communication with my manager.	23	28	33
	52. I feel that under-performance is appropriately addressed by my manager.	23	33	28
	54. The time and effort involved in the PMDS process is worthwhile.	31	28	25
58. I feel that my Department/Office tackles underperformance appropriately.	27	34	23	
Summary for Non-clerical, Support		222	248	370

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	3. Through PMDS, I have a clear understanding of the goals of my work unit.	49	101	276
	11. The PMDS has helped me clarify my role.	94	123	209
	19. I understand how my role contributes to the business plan.	40	99	287
	27. The PMDS helps to motivate me to improve my performance or to maintain a good performance level.	159	103	164
	35. When I perform well, I receive recognition from my manager.	68	92	266
	42. The PMDS is enabling my manager to identify superior, good, average and poor performance.	101	159	166
	48. The PMDS has improved communication with my manager.	122	174	130
	52. I feel that under-performance is appropriately addressed by my manager.	98	182	146
	54. The time and effort involved in the PMDS process is worthwhile.	164	126	136

58. I feel that my Department/Office tackles underperformance appropriately.	181	182	63
Summary for Tech and Prof grades	1076	1341	1843
Summary for Effectiveness	17907	18433	26563

Feedback

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	4. The PMDS provides useful information to help determine the coaching, mentoring, or on the job guidance I need.	12	7	17
	12. The feedback I receive from my manager is helpful in improving my performance.	6	12	18
	20. My manager listens to me during my performance reviews and considers my ideas going forward.	2	13	21
	28. As a result of PMDS, my manager and I talk about my motivation and development.	8	16	12
	36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	3	7	26
	43. When I am not performing well, my manager lets me know in a useful and timely manner.	5	16	15
	49. Upward feed back has been implemented in my unit as part of PMDS.	11	2	23
Summary for Senior Management		47	73	132

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	4. The PMDS provides useful information to help determine the coaching, mentoring, or on the job guidance I need.	266	385	582
	12. The feedback I receive from my manager is helpful in improving my performance.	214	351	668
	20. My manager listens to me during my performance reviews and considers my ideas going forward.	137	248	848
	28. As a result of PMDS, my manager and I talk about my motivation and development.	531	382	320
	36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	294	368	571
	43. When I am not performing well, my manager lets me know in a useful and timely manner.	236	583	414
	49. Upward feed back has been implemented in my unit as part of PMDS.	270	219	744
Summary for Management		1948	2536	4147

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	4. The PMDS provides useful information to help determine the coaching, mentoring, or on the job guidance I need.	517	706	1343
	12. The feedback I receive from my manager is helpful in improving my performance.	477	714	1375

20. My manager listens to me during my performance reviews and considers my ideas going forward.	336	586	1644
28. As a result of PMDS, my manager and I talk about my motivation and development.	1117	766	683
36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	812	854	900
43. When I am not performing well, my manager lets me know in a useful and timely manner.	575	1055	936
49. Upward feed back has been implemented in my unit as part of PMDS.	537	498	1531
Summary for Executive	4371	5179	8412

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative Support	4. The PMDS provides useful information to help determine the coaching, mentoring, or on the job guidance I need.	527	564	856
	12. The feedback I receive from my manager is helpful in improving my performance.	385	526	1036
	20. My manager listens to me during my performance reviews and considers my ideas going forward.	277	483	1185
	28. As a result of PMDS, my manager and I talk about my motivation and development.	812	592	542
	36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	593	773	580
	43. When I am not performing well, my manager lets me know in a useful and timely manner.	440	792	714
	49. Upward feed back has been implemented in my unit as part of PMDS.	464	534	948
Summary for Administrative Support		3498	4264	5861

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	4. The PMDS provides useful information to help determine the coaching, mentoring, or on the job guidance I need.	17	25	42
	12. The feedback I receive from my manager is helpful in improving my performance.	18	23	43
	20. My manager listens to me during my performance reviews and considers my ideas going forward.	17	16	51
	28. As a result of PMDS, my manager and I talk about my motivation and development.	31	26	27
	36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	26	29	29
	43. When I am not performing well, my manager lets me know in a useful and timely manner.	18	32	34
	49. Upward feed back has been implemented in my unit as part of PMDS.	25	24	35
Summary for Non-clerical, Support		152	175	261

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	4. The PMDS provides useful information to help determine the coaching, mentoring, or on the job guidance I need.	93	125	208
	12. The feedback I receive from my manager is helpful in improving my performance.	73	135	218

20. My manager listens to me during my performance reviews and considers my ideas going forward.	42	92	292
28. As a result of PMDS, my manager and I talk about my motivation and development.	166	125	135
36. There are effective mechanisms in my Department/Office for consulting staff on the strategy and business planning process.	124	139	163
43. When I am not performing well, my manager lets me know in a useful and timely manner.	69	189	168
49. Upward feed back has been implemented in my unit as part of PMDS.	94	115	216
Summary for Tech and Prof grades	661	920	1400
Summary for Feedback	10677	13147	20213

Training and development

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	5. My role profile helps to identify my training needs based on the competencies required for my job.	9	14	13
	13. The training and development needs identified through PMDS are acted upon.	3	11	22
	21. My training activities enable me to acquire the competencies I need to effectively carry out my job role.	3	16	17
	29. Training is carefully targeted on areas that will improve my unit/section's performance.	7	12	17
	37. I feel that I am receiving adequate coaching mentoring and/or guidance to improve the way I do my work.	9	11	16
	44. I am getting developmental assignments that support my development and career growth.	7	15	14
	50. I take the opportunity to avail of the training and development opportunities that will enhance my longer-term career prospects.	5	9	22
53. I am satisfied with the quality of training I receive to do my job.	5	13	18	
Summary for Senior Management		48	101	139

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	5. My role profile helps to identify my training needs based on the competencies required for my job.	218	354	661
	13. The training and development needs identified through PMDS are acted upon.	271	363	599
	21. My training activities enable me to acquire the competencies I need to effectively carry out my job role.	207	438	588
	29. Training is carefully targeted on areas that will improve my unit/section's performance.	380	435	418
	37. I feel that I am receiving adequate coaching mentoring and/or guidance to improve the way I do my work.	286	443	504
	44. I am getting developmental assignments that support my development and career growth.	394	441	398

50. I take the opportunity to avail of the training and development opportunities that will enhance my longer-term career prospects.	157	362	714
53. I am satisfied with the quality of training I receive to do my job.	266	409	558

Summary for Management 2179 3245 4440

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	5. My role profile helps to identify my training needs based on the competencies required for my job.	378	583	1605
	13. The training and development needs identified through PMDS are acted upon.	628	630	1308
	21. My training activities enable me to acquire the competencies I need to effectively carry out my job role.	475	760	1331
	29. Training is carefully targeted on areas that will improve my unit/section's performance.	821	809	936
	37. I feel that I am receiving adequate coaching mentoring and/or guidance to improve the way I do my work.	701	779	1086
	44. I am getting developmental assignments that support my development and career growth.	996	828	742
	50. I take the opportunity to avail of the training and development opportunities that will enhance my longer-term career prospects.	248	635	1683
	53. I am satisfied with the quality of training I receive to do my job.	676	794	1096

Summary for Executive 4923 5818 9787

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative Support	5. My role profile helps to identify my training needs based on the competencies required for my job.	363	471	1113
	13. The training and development needs identified through PMDS are acted upon.	516	513	916
	21. My training activities enable me to acquire the competencies I need to effectively carry out my job role.	348	597	1000
	29. Training is carefully targeted on areas that will improve my unit/section's performance.	697	597	652
	37. I feel that I am receiving adequate coaching mentoring and/or guidance to improve the way I do my work.	498	577	871
	44. I am getting developmental assignments that support my development and career growth.	814	651	481
	50. I take the opportunity to avail of the training and development opportunities that will enhance my longer-term career prospects.	221	523	1202
	53. I am satisfied with the quality of training I receive to do my job.	532	549	865

Summary for Administrative Support 3989 4478 7100

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	5. My role profile helps to identify my training needs based on the competencies required for my job.	16	16	52
	13. The training and development needs identified through PMDS are acted upon.	29	25	30

21. My training activities enable me to acquire the competencies I need to effectively carry out my job role.	20	27	37
29. Training is carefully targeted on areas that will improve my unit/section's performance.	32	26	26
37. I feel that I am receiving adequate coaching mentoring and/or guidance to improve the way I do my work.	22	22	40
44. I am getting developmental assignments that support my development and career growth.	38	22	24
50. I take the opportunity to avail of the training and development opportunities that will enhance my longer-term career prospects.	15	23	46
53. I am satisfied with the quality of training I receive to do my job.	29	23	32

Summary for Non-clerical, Support 201 184 287

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	5. My role profile helps to identify my training needs based on the competencies required for my job.	69	94	263
	13. The training and development needs identified through PMDS are acted upon.	97	128	201
	21. My training activities enable me to acquire the competencies I need to effectively carry out my job role.	56	131	239
	29. Training is carefully targeted on areas that will improve my unit/section's performance.	129	141	155
	37. I feel that I am receiving adequate coaching mentoring and/or guidance to improve the way I do my work.	93	152	180
	44. I am getting developmental assignments that support my development and career growth.	159	147	120
	50. I take the opportunity to avail of the training and development opportunities that will enhance my longer-term career prospects.	29	84	313
53. I am satisfied with the quality of training I receive to do my job.	100	131	195	

Summary for Tech and Prof grades 732 1008 1666

Summary for Training and development 12072 14834 23419

Fairness and consistency

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	6. My Department/Office ensures that performance standards and ratings given to employees are consistent and fair for all employees.	7	15	14
	14. My manager makes objective decisions about my performance based on factual information.	3	10	23
	22. The ease or difficulty of achieving my objectives is taken into account in my performance review.	4	12	20
	30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	3	6	27
	38. My contribution to my work unit is recognised and appreciated.	3	10	23

55. My manger ensures that performance standards and ratings given to staff in my unit are consistent and fair for all staff in the unit.	4	14	18
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Summary for Senior Management 24 67 125

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	6. My Department/Office ensures that performance standards and ratings given to employees are consistent and fair for all employees.	430	478	325
	14. My manager makes objective decisions about my performance based on factual information.	163	320	750
	22. The ease or difficulty of achieving my objectives is taken into account in my performance review.	145	371	717
	30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	73	166	994
	38. My contribution to my work unit is recognised and appreciated.	159	261	813
	55. My manger ensures that performance standards and ratings given to staff in my unit are consistent and fair for all staff in the unit.	220	479	534

Summary for Management 1190 2075 4133

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	6. My Department/Office ensures that performance standards and ratings given to employees are consistent and fair for all employees.	868	915	783
	14. My manager makes objective decisions about my performance based on factual information.	389	687	1490
	22. The ease or difficulty of achieving my objectives is taken into account in my performance review.	415	726	1425
	30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	221	343	2002
	38. My contribution to my work unit is recognised and appreciated.	412	672	1482
	55. My manger ensures that performance standards and ratings given to staff in my unit are consistent and fair for all staff in the unit.	554	936	1076

Summary for Executive 2859 4279 8258

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative Support	6. My Department/Office ensures that performance standards and ratings given to employees are consistent and fair for all employees.	591	617	739
	14. My manager makes objective decisions about my performance based on factual information.	322	566	1057
	22. The ease or difficulty of achieving my objectives is taken into account in my performance review.	348	648	949
	30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	328	397	1221
	38. My contribution to my work unit is recognised and appreciated.	384	541	1021
	55. My manger ensures that performance standards and ratings given to staff in my unit are consistent and fair for all staff in the unit.	502	650	794

Summary for Administrative Support 2475 3419 5781

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	6. My Department/Office ensures that performance standards and ratings given to employees are consistent and fair for all employees.	20	24	40
	14. My manager makes objective decisions about my performance based on factual information.	14	27	43
	22. The ease or difficulty of achieving my objectives is taken into account in my performance review.	15	25	44
	30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	18	12	54
	38. My contribution to my work unit is recognised and appreciated.	19	21	44
	55. My manger ensures that performance standards and ratings given to staff in my unit are consistent and fair for all staff in the unit.	17	34	33
Summary for Non-clerical, Support		103	143	258

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	6. My Department/Office ensures that performance standards and ratings given to employees are consistent and fair for all employees.	94	143	189
	14. My manager makes objective decisions about my performance based on factual information.	58	105	263
	22. The ease or difficulty of achieving my objectives is taken into account in my performance review.	51	127	248
	30. I am aware of and have access to the procedures to follow if I am unhappy with the outcome of my review.	56	75	295
	38. My contribution to my work unit is recognised and appreciated.	66	121	239
	55. My manger ensures that performance standards and ratings given to staff in my unit are consistent and fair for all staff in the unit.	66	164	196
Summary for Tech and Prof grades		391	735	1430

Summary for Fairness and consistency 7042 10718 19985

Assessment

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	7. During the performance planning stage, my manager explains how my performance will be assessed in relation to my key objectives.	10	14	12
	15. My manager allocated sufficient time to provide me with an informative and helpful assessment review.	4	11	21
	23. My performance is assessed against the objectives agreed with my manager.	2	10	24
	31. I have a good sense of how well I have been performing throughout the year.	2	7	27
	39. My overall performance rating (score and narrative assessment) accurately reflects my actual performance.	4	10	22
	45. My performance review helps my manager and me to assess my strengths and weaknesses and to agree on the training and development I need.	7	15	14

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	7. During the performance planning stage, my manager explains how my performance will be assessed in relation to my key objectives.	450	411	372
	15. My manager allocated sufficient time to provide me with an informative and helpful assessment review.	223	296	714
	23. My performance is assessed against the objectives agreed with my manager.	148	313	772
	31. I have a good sense of how well I have been performing throughout the year.	79	208	946
	39. My overall performance rating (score and narrative assessment) accurately reflects my actual performance.	127	283	823
	45. My performance review helps my manager and me to assess my strengths and weaknesses and to agree on the training and development I need.	307	436	490
Summary for Management		1334	1947	4117

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	7. During the performance planning stage, my manager explains how my performance will be assessed in relation to my key objectives.	869	785	912
	15. My manager allocated sufficient time to provide me with an informative and helpful assessment review.	496	506	1564
	23. My performance is assessed against the objectives agreed with my manager.	353	662	1551
	31. I have a good sense of how well I have been performing throughout the year.	266	444	1856
	39. My overall performance rating (score and narrative assessment) accurately reflects my actual performance.	383	636	1547
	45. My performance review helps my manager and me to assess my strengths and weaknesses and to agree on the training and development I need.	618	798	1150
Summary for Executive		2985	3831	8580

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative Support	7. During the performance planning stage, my manager explains how my performance will be assessed in relation to my key objectives.	584	556	807
	15. My manager allocated sufficient time to provide me with an informative and helpful assessment review.	312	467	1166
	23. My performance is assessed against the objectives agreed with my manager.	311	602	1032
	31. I have a good sense of how well I have been performing throughout the year.	224	328	1394
	39. My overall performance rating (score and narrative assessment) accurately reflects my actual performance.	365	514	1067
	45. My performance review helps my manager and me to assess my strengths and weaknesses and to agree on the training and development I need.	526	568	852
Summary for Administrative Support		2322	3035	6318

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	7. During the performance planning stage, my manager explains how my performance will be assessed in relation to my key objectives.	18	25	41
	15. My manager allocated sufficient time to provide me with an informative and helpful assessment review.	16	22	46
	23. My performance is assessed against the objectives agreed with my manager.	13	20	51
	31. I have a good sense of how well I have been performing throughout the year.	11	8	65
	39. My overall performance rating (score and narrative assessment) accurately reflects my actual performance.	13	24	47
	45. My performance review helps my manager and me to assess my strengths and weaknesses and to agree on the training and development I need.	24	27	33
Summary for Non-clerical, Support		95	126	283

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	7. During the performance planning stage, my manager explains how my performance will be assessed in relation to my key objectives.	103	125	198
	15. My manager allocated sufficient time to provide me with an informative and helpful assessment review.	55	95	276
	23. My performance is assessed against the objectives agreed with my manager.	46	103	277
	31. I have a good sense of how well I have been performing throughout the year.	31	81	314
	39. My overall performance rating (score and narrative assessment) accurately reflects my actual performance.	53	99	274
	45. My performance review helps my manager and me to assess my strengths and weaknesses and to agree on the training and development I need.	92	145	189
Summary for Tech and Prof grades		380	648	1528
Summary for Assessment		7145	9654	20946

Linkage

Grade Groups	Statements	Disagree	Neutral	Agree
1. Senior Management	8. The PMDS performance ratings have a direct effect on prospects for promotion.	7	19	10
	16. There is too much emphasis under PMDS on the assessment and not enough on my career development for the future.	13	10	13
	24. The information from PMDS is used in matching the skills and experience of staff to the current business needs.	13	17	6
	32. I understand the linkages between my performance rating and the granting of increments.	3	8	25
	40. PMDS is sufficiently linked with decisions on training.	9	12	15

46. PMDS is used to inform decisions about future career development and work assignments.	10	13	13
56. I understand the linkages between my performance rating and progression to higher scales.	4	11	21
57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	4	10	22

Summary for Senior Management 63 100 125

Grade Groups	Statements	Disagree	Neutral	Agree
2. Management	8. The PMDS performance ratings have a direct effect on prospects for promotion.	253	457	523
	16. There is too much emphasis under PMDS on the assessment and not enough on my career development for the future.	247	601	385
	24. The information from PMDS is used in matching the skills and experience of staff to the current business needs.	696	394	143
	32. I understand the linkages between my performance rating and the granting of increments.	58	133	1042
	40. PMDS is sufficiently linked with decisions on training.	313	471	449
	46. PMDS is used to inform decisions about future career development and work assignments.	583	429	221
	56. I understand the linkages between my performance rating and progression to higher scales.	131	208	894
	57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	86	141	1006

Summary for Management 2367 2834 4663

Grade Groups	Statements	Disagree	Neutral	Agree
3. Executive	8. The PMDS performance ratings have a direct effect on prospects for promotion.	539	783	1244
	16. There is too much emphasis under PMDS on the assessment and not enough on my career development for the future.	404	1100	1062
	24. The information from PMDS is used in matching the skills and experience of staff to the current business needs.	1345	795	426
	32. I understand the linkages between my performance rating and the granting of increments.	178	291	2097
	40. PMDS is sufficiently linked with decisions on training.	666	880	1020
	46. PMDS is used to inform decisions about future career development and work assignments.	1114	859	593
	56. I understand the linkages between my performance rating and progression to higher scales.	378	383	1805
	57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	222	340	2004

Summary for Executive 4846 5431 10251

Grade Groups	Statements	Disagree	Neutral	Agree
4. Administrative	8. The PMDS performance ratings have a direct effect on prospects for promotion.	431	611	905

Support	16. There is too much emphasis under PMDS on the assessment and not enough on my career development for the future.	200	771	974
	24. The information from PMDS is used in matching the skills and experience of staff to the current business needs.	785	687	473
	32. I understand the linkages between my performance rating and the granting of increments.	213	293	1440
	40. PMDS is sufficiently linked with decisions on training.	530	699	717
	46. PMDS is used to inform decisions about future career development and work assignments.	750	691	505
	56. I understand the linkages between my performance rating and progression to higher scales.	328	413	1205
	57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	277	390	1279
Summary for Administrative Support		3514	4555	7498

Grade Groups	Statements	Disagree	Neutral	Agree
5. Non-clerical, Support	8. The PMDS performance ratings have a direct effect on prospects for promotion.	29	28	27
	16. There is too much emphasis under PMDS on the assessment and not enough on my career development for the future.	8	39	37
	24. The information from PMDS is used in matching the skills and experience of staff to the current business needs.	25	38	21
	32. I understand the linkages between my performance rating and the granting of increments.	16	9	59
	40. PMDS is sufficiently linked with decisions on training.	24	29	31
	46. PMDS is used to inform decisions about future career development and work assignments.	29	27	28
	56. I understand the linkages between my performance rating and progression to higher scales.	19	25	40
	57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	20	20	44
Summary for Non-clerical, Support		170	215	287

Grade Groups	Statements	Disagree	Neutral	Agree
6. Tech and Prof grades	8. The PMDS performance ratings have a direct effect on prospects for promotion.	92	135	199
	16. There is too much emphasis under PMDS on the assessment and not enough on my career development for the future.	46	178	202
	24. The information from PMDS is used in matching the skills and experience of staff to the current business needs.	168	147	111
	32. I understand the linkages between my performance rating and the granting of increments.	41	80	305
	40. PMDS is sufficiently linked with decisions on training.	114	144	168
	46. PMDS is used to inform decisions about future career development and work assignments.	173	144	109
	56. I understand the linkages between my performance rating and progression to higher scales.	55	96	275

57. I understand the linkages between my performance rating and my eligibility to apply for promotions.	57	85	284
Summary for Tech and Prof grades	746	1009	1653
Summary for Linkage	11706	14144	24477

Appendix K

Summary of PMDS survey results by PMDS criteria and by grade groupings (percentage table)

		Disagree	Neutral	Agree
Implementation	Senior Management	11.67	20.56	67.78
	Management	18.43	26.29	55.28
	Executive	21.22	25.49	53.29
	Administrative Support	19.31	27.46	53.23
	Non-clerical, Support	19.29	23.33	57.38
	Tech and Prof grades	14.37	24.84	60.80
Process	Senior Management	18.06	27.43	54.51
	Management	19.16	21.54	59.30
	Executive	19.46	21.15	59.40
	Administrative Support	21.26	25.01	53.73
	Non-clerical, Support	20.98	25.89	53.13
	Tech and Prof grades	17.93	23.47	58.60
Effectiveness	Senior Management	18.06	31.11	50.83
	Management	25.35	30.13	44.52
	Executive	28.92	28.63	42.45
	Administrative Support	30.83	29.14	40.02
	Non-clerical, Support	26.43	29.52	44.05
	Tech and Prof grades	25.26	31.48	43.26
Feedback	Senior Management	18.65	28.97	52.38
	Management	22.57	29.38	48.05
	Executive	24.33	28.83	46.83
	Administrative Support	25.68	31.30	43.02
	Non-clerical, Support	25.85	29.76	44.39
	Tech and Prof grades	22.17	30.86	46.96
Training and development	Senior Management	16.67	35.07	48.26
	Management	22.09	32.90	45.01
	Executive	23.98	28.34	47.68
	Administrative Support	25.62	28.77	45.61
	Non-clerical, Support	29.91	27.38	42.71
	Tech and Prof grades	21.49	29.59	48.91
Fairness and consistency	Senior Management	11.11	31.02	57.87
	Management	16.09	28.05	55.87
	Executive	18.57	27.79	53.64
	Administrative Support	21.20	29.28	49.52
	Non-clerical, Support	20.44	28.37	51.19
	Tech and Prof grades	15.30	28.76	55.95
Assessment	Senior Management	13.43	31.02	55.56
	Management	18.03	26.32	55.65
	Executive	19.39	24.88	55.73
	Administrative Support	19.89	26.00	54.12
	Non-clerical, Support	18.85	25.00	56.15
	Tech and Prof grades	14.87	25.35	59.78

Linkage	Senior Management	21.88	34.72	43.40
	Management	24.00	28.73	47.27
	Executive	23.61	26.46	49.94
	Administrative Support	22.57	29.26	48.17
	Non-clerical, Support	25.30	31.99	42.71
	Tech and Prof grades	21.89	29.61	48.50
Total		22.66	27.56	49.77