

13. Performance Management System- FAQ

13.1. Introduction to PMS

1. What is PMS?
 - Performance Management System measures, monitors and records performance
 - It is a system that is set up to help the employee to know how he/she contributes to the achievement of the Ministry's vision through achievement of the Ministry's objectives. Its ultimate goal is to improve organizational, team and individual performance.
2. What is the PSC Office role in the PMS process?
 - It is the role of the Commission and the PSC Office to ensure that there is an effective performance management system in place in Government.
 - The PMS Division of the PSC Office are the drivers and motivator of PMS across the Public Service and ensures that the above function of the Commission is carried out.
3. Is the PMS form and process available in Tongan?
 - Yes – refer to www.psc.gov.to/PSCforms
4. How and when do I know if PMS is implemented in my Ministry?
 - JD and PMS form would have been disseminated to staff for discussion and signing when you commenced with the Ministry.
 - You will have been required to undergo an initial 1-2-1 with your supervisor to discuss your targets / outputs and intended results.
5. Can PMS be used for job applications? (e.g. application to a higher post esp. in government)
 - Yes. PMS can be used as an indicator of current work capacity and capability aligning with potential to perform in a higher position.
6. What PMS assistance can the PSC Office provide to Line Ministries?
 - PMS Awareness Training
 - PMS Supervisor Training
 - PMS Benchmarking and Evaluation Training
 - JD Training
 - JD transition to PMS form
 - On-site assistance and meetings if requested
 - PMS team responds to emails within one hour of receipt if made to pms@psc.gov.to which is the general email address for the PSC Office PMS Team

13.2. Access to PMS Information

7. Employees working in the outer islands have limited access to the internet, how can we obtain PMS information and updates?
 - It is the responsibility of each Ministries' HR and PMS Managers to disseminate the relevant information to their sub-branches in the outer island. However, the PSC Office also conducts outer-island visitations and consultations and disseminates information (in hard copy version) during this visit.
8. How do I go about requesting any training that is required by our new staff or staff who need a refresher training on PMS?
 - Contact PMS team via email on pms@psc.gov.to or call PSC Office at 25770
 - The Ministry's HR/PMS Officer can contact the PMS Team / PSC Office
 - Induction training is provided every quarter for new appointees.

13.3. PMS & Remuneration

9. How is PMS related to rewards?
 - If you don't perform, you don't get rewarded.
 - In order to be eligible for a reward at the end of your appraisal period, you must have **exceeded** the requirements of the KPI in your JD / PMS form which should be reflected in an overall performance score of 3.5 to 5
 - Ministries need to set clear and realistic Key Performance Indicators (KPIs) which follow the SMART principle (Specific, Measurable, Attainable, Realistic, Time bound) to allow for correct PMS assessments to be undertaken.

10. How is PMS different to the old form of increment?
 - The previous method did not use a rating method. The general assessment method was completely carried out by the supervisor without taking into consideration subordinates comments/views
 - Training and Development needs were not considered
 - Feedback cycle not provided.

11. How will PMS affect staff who have reached their maximum points?
 - For underperforming staff at maximum point, if they underperform they will be required to undergo (as with other non-performers), a Performance Improvement Plan.
 - For excellent performing staff at maximum point, their reward will be paid as a lump sum bonus.

13.4. PMS & JD

12. How important is JD for PMS?
 - The JD is the basis for the PMS form. (Contents of the JD will be applied to the PMS form)
 - PMS cannot be implemented without a JD

13. When acting in a higher position, which JD will be used to assess my performance?
 - Your original JD will be used to assess your performance. However, your eligibility to continue acting in the higher post is dependent on how well you perform in the acting post.

14. What if I conduct any other duties apart from my JD, will that be included when the assessment process is done?
 - Yes, this will be considered in the PMS form under "Other Duties". This is to be substantiated through the provision of relevant evidence.

15. I am a daily paid staff, am I included in the PMS process?
 - Yes, in accordance with your signed contract

13.5. Performance Assessment

16. How regular will performance review be done?
 - There will be two (2) formal reviews done. The first performance review will be the mid-year review (Jan-Dec) and the final assessment at end of the Financial Year

- Line Ministries are encouraged to utilize existing internal processes to monitor and review staff performance on a regular basis prior to the formal bi-annual performance reviews.
17. Who has the final say in outcome of performance?
 - CEO / Moderation Teams
 18. How will any issues in the joint marking between staff and supervisor be resolved?
 - The markings for the joint section will be based on the provision of evidence to support the proposed rating and should reflect the KPI (indicators) put in place to measure performance. (Emphasis is provided on the evidence to support the marking)
 19. My supervisor is bias and doesn't like me, what can I do to make sure that I am assessed fairly?
 - Informal: Discuss informally with supervisor and CEO to sort out any issues
 - Formal: If the informal discussion with the supervisor is not successful, employee can continue with the formal Grievance process to PSC office
 20. Does my attitude impact my performance and if so, in what way?
 - Yes. Section 3.2 of the PMS form includes behavioral competencies which includes attitude.
 - Code of Ethics and Conduct 2010 specifies employee's obligation to Government, Public, Workplace and personal behavior.
 21. Can PMS allow employees to assess the performance of their supervisors?
 - To some extent, yes. They can only comment on the assessment and work relationship with their supervisor on the PMS form under Section 5.1.
 22. Who is responsible for assessing my supervisor's performance?
 - It will be your supervisor's direct supervisor, depending on the organizational structure (e.g. HOD will be assessed by CEO)
 23. What happens if I score below "3" (i.e. the passing mark) at the end of financial year assessment?
 - Employee will be required to undergo a Performance Improvement Plan in accordance with the stipulations of the Public Service Policy Instructions 2010 (as amended). This will be for an initial period of 6 months.
 24. How can my performance be measured if the staff is constantly being transferred between divisions?
 - Prior to the transfer, employee must undergo a "close out" assessment with existing supervisor on performance to date.
 - Upon assumption at new division / Ministry, employee must resign a new PMS form following discussion with new supervisor on targets / outputs etc...
 25. How can my performance be assessed if my supervisor is mostly travelling or is in another location?
 - Acting Supervisor or HOD will assess your performance and advise your immediate supervisor accordingly upon their return.
 - Government Representative for staff in the Outer Island



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