



CIVIL SERVICE OF JAMAICA
JOB DESCRIPTION AND SPECIFICATION
MINISTRY OF JUSTICE

JOB TITLE:	Director, Performance Management & Appraisal Systems
JOB GRADE:	GMG/SEG 2
POST NUMBER:	74069
DIVISION:	Corporate Services Division
BRANCH	Human Resource Management & Development
REPORTS TO:	Senior Director, Human Resource Management & Development
MANAGES:	Performance Management & Appraisal Systems Officer

This document will be used as a management tool and specifically will enable the classification of positions and the evaluation of the performance of the post incumbent.

This document is validated as an accurate and true description of the job as signified below:

Employee

Date

Manager/Supervisor

Date

Head of Department/Division

Date

Date Received in Human Resource Division

Date Created/Revised

Strategic Objectives of the Division

Job Purpose

Under the general direction of the Senior Director, Human Resource Management and Development, the Director, Performance Management and Appraisal Systems, is responsible for working collaboratively with all internal stakeholders (Line Managers, Staff and Strategic Planning Section) to support the development and monitoring of the Performance Management and Appraisal Systems (PMAS), within the Ministry of Justice.

Key Outputs

- Performance Management and Improvement Framework implemented
- PMAS Processes executed
- PMAS Sensitization and Training conducted
- Performance Rewards and Recognition Programme planned
- Internal Partnerships managed
- Recommendations and technical advice provided
- Annual/Quarterly/Monthly performance reports prepared
- Individual work plans developed
- Staff coached and appraisals conducted

Key Responsibility Areas

Technical/Professional Responsibilities

- Implements a performance management and improvement framework for the Ministry of Justice, that leads to the proper alignment of individual work plans with the Divisional strategic business plans to facilitate an increase in organizational effectiveness and efficiency;
- Develops and maintains customized PMAS manuals, templates, forms, policies and procedures for the Ministry
- Reviews and assesses the PMAS with a view to identify weakness and develop appropriate solutions;
- Coordinates performance management and quality improvement capacity building for all levels of employees;
- Designs and conducts PMAS sensitization sessions within the Ministry, ensuring knowledge and importance of the PMAS;
- Collaborates with Strategic Planning Branch in the MoJ to develop an annual work plan for the oversight of the operation of the PMAS in the Ministry;
- Examines the performance management and appraisal systems to determine systematic weaknesses e.g. subjectivity, lack of proper measurement tools well as activities that do not add value to the process by:
- Prepares comprehensive PMAS compliance reports;
- Executes PMAS related initiatives in collaboration with other stakeholders;
- Participates in the Corporate and Operational Planning activities of the Ministry to gain a full understanding of the Mission and Objectives so as to inform the activities of the HRM&D Branch in providing guidance to line managers and staff in completing their individual work plans and other related requirements of the PMAS;

- Reviews the work plans and performance reports for the staff of the Ministry and ensures that work plans are properly prepared and reflect measurable performance indicators as well as align to Divisional plans;
- Monitors and evaluates the Ministry's Performance Management and Appraisal Systems to discern achievements and weaknesses;
- Develops and maintains an organisation-wide competency framework to support performance management, recruitment, and selection, and reinforce the Ministry's core values;
- Reviews Divisional Operational/Corporate plans and individual work plans to ensure quality of content (alignment and completeness in specification);
- Provides feedback to Divisional Heads and recommends areas for improvements as it relates to Performance Management;
- Reviews and advises the Senior Director HRM&D on the implementation of remedial and corrective action to address poor performance;
- Reviews and addresses all PMAS grievance that may arise;
- Recommends PMAS corrective action and related procedures specific to situations that may arise;
- Recommends approaches to the execution of PMAS interventions;
- Develops customized PMAS material for employee orientation session;
- Provides training in collaboration with HRD Section for newly appointed manager, supervisors with respect to their responsibilities under the PMAS;
- Provides coaching, guidance and information on PMAS related issues to all staff including managers and supervisors;
- Designs and implements mechanisms that ensures eligible staff for an increment/award is identified, and the relevant personnel notified in the stipulated timeframe;
- Puts in place systems that will recognize employees' improvements;
- Generates the relevant reports that will facilitate employee increment payment, development and recognition;
- Plans and coordinates the performance recognition and reward activities/events for the Ministry;
- Keeps current with emerging HR changes, legislative and industry requirements to deliver high level support.

Management/Administrative Responsibilities

- Manages the development of the Section's Unit Plan, Budget and Individual Work Plans;
- Participates in meetings, seminars, workshops and conferences as required.

Human Resources Responsibilities

- Provides leadership and guidance through effective planning, delegation, communication, training, mentoring, coaching and discipline;
- Evaluates and monitors the performance of staff in the Section and implements appropriate strategies;
- Coordinates the development of individual work plans and recommends performance targets for the staff assigned;
- Participates in the recruitment and training of staff of the Branch;
- Recommends training, promotion and approves leave in accordance with established Human Resource Policies and Procedures;
- Identifies skills/competencies gaps and contribute to the development and succession planning for the Branch to ensure adequate staff capacity;
- Ensures the well-being of staff supervised;

- Effect disciplinary measures in keeping with established guidelines/practices.
- Maintains customer service principles, standards and measurements;
- Identifies and incorporates the interests and needs of customers in business process design.

Other Responsibilities

- Performs all other duties and functions as may be required from time to time.

Performance Standards

- Performance Management and Improvement Framework implemented in keeping with industry standards, GOJ guidelines and timeframes;
- Develops and maintains customized PMAS manuals, templates, forms, policies and procedures for the Ministry, in keeping with GOJ Guideline PMAS Guides employees in the application of the Ministry’s performance appraisal manual;
- PMAS Processes executed in accordance with related agreed policies/guidelines and timeframes;
- PMAS Sensitization and Training conducted are engaging and delivered in accordance with policies/guidelines of the Cabinet Office in the required timeframes;
- Performance Rewards and Recognition Programme coordinated in accordance with emerging HR thinking, SHRMD policies, the Public Service Regulations;
- Internal Partnerships managed are harmonious and timely;
- Recommendations and or advice on People Management/HR matters provided are evidence-based (supported by qualitative/quantitative data) and delivered within agreed timeframes.
- Annual/Quarterly/Monthly performance reports are prepared in accordance with agreed format, are accurate and submitted on time;
- Individual Work Plans developed in conformity to established standards and within agreed timeframes;
- Staff coached and appraisals completed and submitted in accordance to agreed timeframes and standards;
- Confidentiality, integrity and professionalism displayed in the delivery of duties and interaction with staff.

Internal and External Contacts (specify purpose of significant contacts)

Internal Contacts

Contact (Title)	Purpose of Communication
Principal Director, Corporate Services Senior Director, HRM&D	<ul style="list-style-type: none"> • Provide advice and contribute to decision making; • Identify emerging issues/risks and their implications, and propose solutions; • Receive guidance and provide regular updates on key HRM&D/People issues and priorities.
Strategic Planning Unit	<ul style="list-style-type: none"> • Develop and maintain effective working relationships • Collaborate, exchange information, provide strategic advice, support and feedback in the development of Corporate & Operational Plans
Senior Executives/Management in Divisions	<ul style="list-style-type: none"> • Develop and maintain effective working relationships • Collaborate, exchange information, provide strategic advice, support and feedback
Direct Reports	<ul style="list-style-type: none"> • Provide coaching, guidance and support.

Contact (Title)	Purpose of Communication
General Staff	<ul style="list-style-type: none"> • Develop and maintain effective relationships • Provide expert advice and exchange information

External Contacts

Contact (Title)	Purpose of Communication
Departments and Agencies of the MOJ	<ul style="list-style-type: none"> • Develop and maintain effective relationships; • Provides expert advice on HRM&D/People matters; and exchange information; • Liaise on key HRM&D/People issues
Ministry of Finance & Public Service -SHRMD	<ul style="list-style-type: none"> • Develop and maintain effective relationships; • Receive expert advice; and provide and exchange information; • Liaise on key HRMD issues.
OSC	<ul style="list-style-type: none"> • Develop and maintain effective relationships; • Receive expert advice; and provide and exchange information; • Liaise on key HRMD issues.
Auditor General	<ul style="list-style-type: none"> • Exchange information on audit queries and related processes
Committees of Parliament related to Corporate Services Affairs	<ul style="list-style-type: none"> • Assists/Supports the Permanent Secretary in discussions on the MOJ's Corporate Services/ HRM&D/People and related matters
Professional Affiliations	<ul style="list-style-type: none"> • Provides expert advice and exchange information; • Identify innovation and new opportunities for the Association.

Required Competencies

I. Core Competencies	Level	II. Technical/Functional Competencies	level
Adaptability	2	Accountability	2
Compliance	2	Analytical thinking	1
Customer and Quality Focus	2	Attention to Detail	2
Initiative	2	Coaching and Mentoring	2
Integrity	3	Flexibility	1
Interpersonal	2	Goal/Results Oriented	1
Oral Communication	2	Human Resource Management	2
Team Work & Cooperation	3	Leadership	1
Time Management	2	Methodical	2
Written Communication	2	Planning and Organising	1
		Presentation and Reporting	1
		Problem Solving and Decision-making	1
		Resilience	2
		Stress Tolerance	1
		Technical Skills	2
		Use and Application of Technology	1

I. Key Competencies
Understanding of the Staff Orders and the Public Service Regulations
Good Knowledge of Performance Management & Appraisal Systems
Good knowledge of HRM&D/People Principles and Techniques, including Recruitment, Manpower planning Benefits Administration
Good knowledge of programme monitoring and evaluation framework
Good knowledge of the Government of Jamaica's legislative arrangements underpinning the HRM&D/People functioning, for example Public Service Regulations, Records & Information Management Policies, Access to Information, SHRMD Policies, etc.
Strong ability to synthesize multiple ideas and complex information into a coherent summary, as in reports and briefing notes, and to make cogent recommendation for the modification or creation of legislation, policies and programmes
Good knowledge of the Ministry's Code of Conduct and HR policies

Minimum Required Education and Experience

- Bachelor's Degree in Management Studies, Human Resource Development/Management, Public Sector Management, Public/Business Administration, or a related discipline;
- Five (5) years' experience in a Human Resource Management environment with three (3) years' experience performing performance management functions.

Authority:

- Engages a range of related stakeholders;
- Recommends relevant training and development programmes for direct reports to enhance knowledge and performance.

Special Conditions Associated with the Job

- Work will be conducted in an office outfitted with standard office equipment and specialized software.
- The environment is fast paced with on-going interactions with critical stakeholders and meeting tight deadlines which will result in high degrees of pressure, on occasions.
- May be required to travel locally and overseas to attend conferences, seminars and meetings.