

**PERFORMANCE DEVELOPMENT SYSTEM  
PERFORMANCE RATINGS**

**APPROVED AMENDMENTS - JANUARY 2013**

<b>RATING</b>	<b>DESCRIPTOR</b>
<b><i>DG's Excellence Award</i></b>	<ul style="list-style-type: none"> <li>• <i>Directors only may nominate staff for the DG's Excellence Award</i></li> <li>• <i>Exceptional in all aspects of the job - consistently scored Exceeds for most KRAs</i></li> <li>• <i>Demonstrated outstanding values and considered an excellent example for all staff to follow</i></li> </ul>
<b><i>Exceeds</i></b>	<ul style="list-style-type: none"> <li>• <i>Exceeded the fully effective performance indicators for this KRA</i></li> <li>• <i>Has added value beyond the level expected of a competent employee.</i></li> </ul> <p><i>Specific Examples:</i></p> <ul style="list-style-type: none"> <li>• <i>Performance on KRAs well in excess of expected levels</i></li> <li>• <i>Major contributions to the work of the organisation, above and beyond TOR</i></li> <li>• <i>Major positive contribution to fundraising for programme area and/or the organisation as a whole</i></li> <li>• <i>Major positive contribution to SPREP relations with key partners</i></li> <li>• <i>Major positive contribution to environmental sustainability at SPREP</i></li> <li>• <i>Demonstrated initiative and creativity over and above expected levels</i></li> </ul>
<b><i>Fully Effective</i></b>	<ul style="list-style-type: none"> <li>• <i>All requirements for this KRA were fulfilled.</i></li> <li>• <i>This is the expected level of performance for someone who is competent in the position.</i></li> </ul> <p><i>Fulfils all requirements of the position</i></p>
<b><i>On-Track</i></b>	<ul style="list-style-type: none"> <li>• <i>Some requirements for this KRA were not fulfilled.</i></li> <li>• <i>It is expected that requirements would be met with further time and effort</i></li> <li>• <i>Further work and development are required.</i></li> </ul> <p><i>(This rating may also be used for new employees, those starting in a new role, or those performing satisfactorily on an agreed recovery plan).</i></p>
<b><i>Unacceptable</i></b>	<ul style="list-style-type: none"> <li>• <i>Little or no progress has been made towards meeting the KRA</i></li> <li>• <i>Significant and urgent improvement is needed.</i></li> <li>• <i>A Recovery Plan is urgently required</i></li> </ul>

1. Performance ratings *above or below* Fully Effective must be supported by examples. The examples must be sufficiently compelling that a third party reviewer would agree that the rating assigned is justified.
2. There is no mathematical equation for arriving at the Overall Rating. This is arrived at through the application of the principle of "*on-balance*" i.e. what level *on balance* did the job-holder achieve when all is taken into account, including which KRA's scored higher or lower, which KRA's were more difficult to achieve, which had the most emphasis or visibility during the year, etc.
3. This is a judgement call and should be debated and agreed.
4. An overall rating for Behaviours will also need to be agreed on using the "on-balance" approach discussed above. As with the KRA's above, performance ratings above or below Fully Effective must be supported by examples.