



Performance Development Plan (Final)

Name: **DAVID SHEPPARD**.....

Position: Director General.....

Division: Corporate Services.....

Director/Supervisor: Chairperson, SPREP Meeting.....

Performance Period From: September 2013.....

To: September 2014.....

Progress Review Date:

Annual Performance Review Date: Sept 2014.....

Your Rights and Responsibilities in the Performance Development System

- ☒ To be an active participant in the process and discussions.
- ☒ To expect a reasonable time allocation from your Director/Supervisor.
- ☒ To have both parties prepare thoroughly for discussions. Either party may request a postponement if the other party is unprepared.
- ☒ To receive on-going feedback and coaching to help you develop. Your mid-cycle and end-of-year reviews should contain few or no surprises, as they should build on regular performance related discussions throughout the year. If these discussions are not occurring, ask for them.
- ☒ To be open and honest with your Director/Supervisor, raising any concerns you may have and providing feedback according to the agreed processes put in place for this.
- ☒ To recognise that the content of performance agreements may change during the year, and to be prepared to be flexible and take such changes into consideration.
- ☒ To work towards agreement.

- ⇒ **Part 1** - Planning for Results - Job
- ⇒ **Part 2** - Expected Behaviours
- ⇒ **Part 3** - Learning and Development Plan
- ⇒ **Part 4** - Performance Summary
- ⇒ **Part 5** - Final Comments and Sign-Off
- ⇒ **Part 6** - Employee Feedback to Director/Supervisor(**optional**)

Agreed : Director General's Signature:

Chair of the Troika's Signature:

PART 1 - MY JOB (What I am expected to achieve to contribute to SPREP's outcomes)

What I am expected to achieve: Key Result Areas & tasks (from the Job Description)	I will be successful when:(measures from the job description)	My specific focus and standards expected of me this year, or projects, specific goals this year	My comments and assessment for this KRA:	Director/Supervisor comments and assessment:
KRA 1 Strategic Leadership and direction; <ol style="list-style-type: none"> Provide strategic leadership and direction for the Secretariat Lead the Executive Management team in providing an integrated approach to strategic and organisational planning, programme design, work programme and budget implementation, performance monitoring and evaluation, and building partnerships to ensure the ongoing success of SPREP. Lead the Executive Management meetings and discussions on all key decision making for the strategic direction and management of the Secretariat. Provide guidance to the SPREP Meeting on key strategic issues for the effective and efficient management of the Secretariat 	<ul style="list-style-type: none"> Effective and efficient leadership and management of the Secretariat The SPREP meeting is kept fully informed of the leadership and management of the Secretariat The SPREP Chair is kept fully briefed on relevant management and other issues at SPREP Secretariat has a strong and effective Executive Management team <ol style="list-style-type: none"> Secretariat has a strong and active team of professionals and support staff 	<ol style="list-style-type: none"> Providing effective leadership for the Secretariat throughout 2013/4, including clearly communicating strategic directions for SPREP at a programmatic and issue specific level and ensuring these directions are effectively applied. Ensuring the review of SPREP and the SPREP Strategic Plan is carried out effectively in 2014, with full and open consultation with SPREP members, partners and donors. Results to be presented to the 2014 SPREP Meeting and widely communicated. Providing clear , sustainable and effective leadership for the SPREP Executive Team during 2013/4, ensuring that it is delivering strategic and leadership to the Secretariat Keeping the SPREP Chair and Deputy Chair and the SPREP Troika fully informed of key issues which affect the Secretariat, including briefing on outcomes of meetings of the SPREP Executive Team, and any issues of a strategic nature. Providing regular briefings of SPREP Members on key issues affecting SPREP and progress towards achieving the targets in the Annual Work Plan Ensuring all SPREP human and 	<ol style="list-style-type: none"> Strong and effective leadership provided for the Secretariat in 2013/4, which included frequent communication on the strategic direction for SPREP and also direction on technical issues to all SPREP staff. Leadership was in particular applied in 2013/2014 through chairing the Senior Management Team, the primary decision making body within SPREP, as outlined below. Also through frequent meeting with Directors in 2013/2014 to provide clear and precise directions to Directors on substantive issues within each Division. This leadership contributed to a significant increase in programmes implemented within SPREP Member countries and territories. This clear direction was reinforced through a number of SPREP staff capacity building and training sessions , building on the ground breaking SPREP Advance in 2013, which involved all staff. Provided clear and effective leadership and direction for the SPREP Senior Management Team throughout 2013/4. This Team met at least once per month over this period and has played a major role in ensuring SPREP is a stronger and more effective agency in 2013/2014, better able to support its Members in the region. SMT meetings focus on the major strategic issues for SPREP and all 	<ol style="list-style-type: none"> Strong and effective leadership noted from a number of communications, meetings and other involvement with DG and others. Indicates that leadership style is strong and encouraging but is not dominating; A very active leader who has genuine interest to help members as indicated by response to requests and interest in member issues; Creates an environment where there is a strong, cohesive management team that unites on all decisions made at SMT regardless of individual preferences Great to see the review involved almost all members of SPREP especially at Nadi meeting; Noted especially the first time to see establishment of group of territories; agenda very flexible so good to know members could add suggestions to the process; review was widely communicated and consultation expanded to

		<p>financial resources are effectively managed to ensure benefits to SPREP Member countries are optimised.</p>	<p>meetings are clearly documented and widely communicated to all staff and also to the SPREP Chair and Troika.</p> <ol style="list-style-type: none"> 3. Provided leadership in discussions and interactions with key members, donors and partners. The success of this is clearly underlined in 2013/4 through many examples of increasing donor and partner confidence in SPREP. These include UNEP agreeing to host the Pacific Regional Office at SPREP and also the Government of Japan deciding to support the development of the Pacific Climate Change Centre at SPREP 4. Regular (on average 2-3 communications per week) briefings were provided for the SPREP Chair, Deputy Chair and SPREP Troika in 2013/4 to ensure they were fully informed of SPREP strategic directions and key issues which affect the Secretariat, including briefing on outcomes of meetings of the SPREP Executive Team. I responded to all correspondence from the SPREP Chair and Deputy Chair in a timely and effective manner. I believe an open, frequent and effective communication existed between myself as CEO and the SPREP Chair and Troika in 2013/2014 5. Regular briefings were provided for SPREP Members in 2012/3 on key issues affecting SPREP and progress towards achieving the targets in the Annual Work Plan. Briefings were provided during official SPREP Director country visits, through SPREP circulars and through briefings at the SPREP Meeting and other 	<p>involve members including input into the TOR of the review - great to involve members right from the beginning</p> <ol style="list-style-type: none"> 3. Difficult to have direct assessment because Troika is not involved directly with daily operational matters and SMT. However, DG provides record of monthly meeting outcomes of SMT, presents key issues that arise from time to time and these seem to be working well; understands from other involvement and information from SPREP that DG has good grasp of all issues at different levels at SPREP - from strategic issues to daily operational matters 4. Members receive DG's travel reports including action items on his travels - very clear and clarifies link between donor, funding and SPREP's strategic plan and focus; Chair and members receive regular feedback and reports including SMT meetings minutes; Chair and members receive information and other reports whenever requested; Positive response from SPREP on
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			<p>relevant meetings. I note that as at June 2014 I have now had official DG missions to 25 out of 26 of the SPREP Members. More than 100 SPREP Circulars were sent to SPREP Members during 2013 to ensure members were fully briefed on relevant SPREP activities and issues.</p> <p>6. All SPREP human and financial resources were effectively managed in 2013/4, as reflected through: (a) delivery of a balanced budget and a clean Audit; (b) increasing budget for SPREP, from 7 million in 2008 to 22 million in 2014; (c) increasing confidence of donors and partners in SPREP as reflected in increasing investment in, and involvement with, SPREP programmes; and (d) in particular, the Governments of Australia and new Zealand shifting their funding from annual to multi-year funding. It is pleasing to note the Government re-affirmed their commitment to multi-year funding of SPREP after the elect of the Abbott Government.</p>	<p>request to step up beyond normal duties e.g. helping out with funding proposals with members; SMT minutes keeps Troika informed of SPREP activities; Notes ability to communicate and work with people of different levels, culture and DG has earned respect and trust where members / partners feel confident in dealing with him; Has respect of people from diverse backgrounds during work and outside of work</p> <p>5. Recognises and identifies opportunities to establish important networks and useful partnerships, building bridges through respect and strong leadership; the fact he has visited 25 out of 26 members shows SPREP interest and commitment to work in their countries; also he is not visiting just the big countries for funding but paying attention to the smaller ones - everyone is equally important - greatly appreciated;</p> <p>6. Concise reporting and sharing of news on developments at SPREP; new FMIS has made process more efficient</p>
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				and cost savings; savings from economy travel rather than DG's entitlement for business travel used initially for Micronesia intern and then assistance to Lui Bell Scholarship for marine scientists, additional staff and capacity building activities and member related initiatives; change in per diem from UN level to 80% for SPREP travel indicates strong sense of caring and careful management of SPREP resources - increases confidence of members and donors;
				<div><div><div>My self-rating (end of year only): FE</div></div><div>Troika's rating: E</div></div>
				<div>Agreed rating: E</div>

PART 1 - MY JOB (What I am expected to achieve to contribute to SPREP's outcomes)

What I am expected to achieve: Key Result Areas & tasks (from the job description)	I will be successful when:(measures from the job description)	My specific focus and standards expected of me this year, or projects, specific goals this year	My comments and assessment for this KRA:	Director/Supervisor comments and assessment:
KRA 2 Strategic Organisational Management & Planning; <ol style="list-style-type: none"> Provide leadership and management of SPREP's Work Programmes, Staff and Assets; Keep up to date with knowledge of strategic management and organisational issues and identify implications and opportunities for SPREP. 	<ol style="list-style-type: none"> Annual Work Plan and Budget successfully achieved and accepted by SPREP Meeting SPREP is a leader in innovation and organisational management 	<ol style="list-style-type: none"> Ensuring all targets in the 2013 and 2014 Work Plan are effectively achieved Ensuring targets in the 2013/4 SPREP budget are achieved and that the highest level of financial management at SPREP is achieved Ensuring the financial and human resource sustainability of SPREP programmes Ensuring all staff are clear on their responsibilities and that a high level of staff morale is maintained. Overseeing and managing the SPREP change management process to ensure it reflects the SPREP Strategic Plan, and also any revisions necessitated by the 2014 review. 	<ol style="list-style-type: none"> All targets in the SPREP Work Plan were achieved, and even exceeded, in 2013/4. SPREP Members noted their strong satisfaction with the achievement of targets in the SPREP Work Plan at the 2013 SPREP Meeting in Apia The broad assessment of achievement of targets in the SPREP Strategic Plan carried out for the SPREP Independent Review Meeting in May 2014 noted excellent overall progress in achieving the targets in the Strategic Plan The Case Study of Change management at SPREP was undertaken in 2013/2014 by Sigmoid Curve Consulting. This clearly indicated the outcomes and positive results from the change management process at SPREP which is making SPREP a much more effective and dynamic organisation, better able to support its Pacific Island members All targets in the SPREP Budget were achieved, and even exceeded, in 2013/4. SPREP's financial management continued to improve in 2013/4, as reflected in clean and unqualified audits of SPREP and an ever increasing budget. Capacity has been increased in the SPREP 	<ol style="list-style-type: none"> Targets achieved, some exceeded, at the level expected; Member contribution to the Strategic Plan can impact on SPREP achievements of identified targets therefore require member contribution and action in some areas; Targets achieved, some exceeded, at the level expected; New FMIS gone live in July; Good to see continuing increases in funding but we note the challenge of funding sustainability in the long term Staff Satisfaction at highest for the last 5 years - 61% had rating of High/Very High Case Study very informative and an excellent point of view from an outsider of SPREP's work; shows a lot of work done at SPREP over the years Fully support all the achievements relating to organisational development, budget and staffing resources, as outlined by the DG, in particular the support for capacity building

			<p>Finance and Human Resource sections in 2013/2014, which was one of the first commitments given by the DG when starting the job in 2009.</p> <p>5. A key achievement of SPREP in 2013/2014 was acceptance of SPREP as one of three Regional Implementing Entities (RIE) in the world. This is a clear recognition of the outstanding level of SPREP systems, clearly indicating they are of world class</p> <p>6. There was a major increase in financial resources available for SPREP in 2013/4, and indeed a major increase in budget since I started at SPREP in 2009. The SPREP budget has grown from \$7 million USD in 2008 to \$22 million USD in 2014. Current budget predictions are for continued growth. This represents a three- fold increase over the last 4 years. While the total SPREP budget has increased, the salary costs as a % of total budget has decreased, from 49% in 2009 to 27% in 2014. This reflects the fact that increased funding is going directly to SPREP Member countries to support their in-country programmes, rather than to building up staffnumbers at SPREP.</p> <p>7. Notwithstanding the above point, there was also an increase in staff resources available for SPREP in 2013/4, with a number of high calibre professional and support staff recruited to work at SPREP during the year. Based on the number of applications for positions at SPREP the organisation is clearly an attractive and sought after</p>	<p>My self-rating (end of year only):</p> <p>FE</p>	<p>Troika's rating:</p> <p>E</p>
				<p>Agreed rating:</p> <p>E</p>	

			<p>place to work</p> <p>8. All staff were clear on their responsibilities in 2013/4 and this has been achieved through clear direction being provided from myself as SPREP Director and by the Senior Management Team. This has also been reinforced through the Performance Development System (PDP) which operated effectively in SPREP in 2013/4. This includes development of individual Performance Development Plans which clearly set out responsibilities and targets for all staff at SPREP. There was also a significant increase in staff morale in 2013/2014 over 2009 levels, as assessed through the staff satisfaction survey. For example, the 2009 staff survey found that 21% of staff assessed their morale as high or very high. In 2013 61% of staff rated their morale as high or very high.</p>	
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KRA 3 Implementation of the Strategic Plan a) Ensure that the Strategic Plan is successfully implemented b) Increase the delivery of relevant programmes and activities that benefit Member countries	1. Strategic Plan successfully implemented 2. Strategic priorities successfully achieved 3. Member countries are satisfied with level of services provided by SPREP	1. Ensuring the Strategic Plan is effectively implemented within the Secretariat in 2013/4 2. Ensuring the review of the Strategic Plan is effectively implemented in 2014 3. Ensuring the Strategic Plan and progress with implementation is widely communicated to SPREP Members and Partners in 2013/4 4. Increasing the level of delivery of relevant programmes and activities to SPREP Member Countries in 2013/4 5. Increasing collaboration with French territories; including ensuring technical assistance is provided to them and assessed. 6. Ensuring the SPREP Secretariat is more responsive to the needs and requirements of SPREP members 7. Ensuring that SPREP recommendations regarding strengthening the sub regional presence of SPREP are implemented 8. Ensuring high caliber professional and support staff are recruited and retained within SPREP in 2013/4 9. Ensuring excellent communication with staff regarding relevant issues, including all relevant matters regarding staff employment conditions at SPREP	1. There was a detailed assessment carried out by the Secretariat of the achievement of the 2011-2015 SPREP Strategic Plan. This was carried out for the May 2014 regional meeting of the Independent Corporate Review. This noted that implementation of the Strategic Plan is well ahead of schedule and that 86.2% of all SP targets were 50-100% achieved by December 2013, the mid way point for the Strategic Plan 2. This secretariat review further noted the Strategic Plan has provided an extremely useful framework for SPREP and has guided all aspects of our work, including AWP&B, PDPs, and our organisational structure 3. Targets in the 2013/4 Workplan and Budget are well on track and are being effectively implemented. 4. The major review of the Strategic Plan and the SPREP Independent Corporate review is being effectively implemented (as at June 2014) and the report from these reviews will be presented to the 2014 SPREP Meeting. 5. SPREP's work in 2013/2014 as outlined in the Strategic Plan and the annual work plan and budget was widely communicated to SPREP Members, partners and donors. Very positive feedback was received in 2013/2014 in response to the activities and programmes that are being	1. Agree with DG's comments - very efficient to carry out the Independent Corporate Review and Mid-Term Review of Strategic Plan at the same time 2. Same as (1) - impressed with open and transparent manner with which the review in Nadi meeting was conducted without reservations on the negative review in 2008; SPREP was open to weaknesses identified from past report but with focus on moving forward on where to improve 3. Agree with DG's comments on achievement of targets in workplan and budget 4. Agree with DG's comments 5. Agree with DG's comments 6. Agree with DG's comments in addition to quick response to member countries with telephone calls, emails and/or getting other staff to be involved in a request 7. Recent visit to French territories very useful and support stronger links with French territories and provide wider involvement and further opportunities - still remains a challenge related to language barriers 8. Agree with DG's comments - noted targets are achieved/exceeded given there is

		<p>10. Ensuring coherence between the SPREP Strategic Plan and the various other SPREP planning documents such as the regional strategies and policy documents for climate change and waste management.</p>	<p>implemented. A number of donors and partners are using it to guide and frame their own interventions in the Pacific relevant to environmental management.</p> <p>6. Significantly improved the level of delivery of relevant programmes and activities to SPREP Member Countries in 2013/4, both in terms of quantity and quality. This is assessed through an annual assessment of all projects implemented in all PICTs from 2010 to 2013/4. This is communicated by circular to all members each year, most recently in April 2014. This improved delivery of service in 2013/4 is a direct result of the change management process at SPREP which has significantly increased the effectiveness, efficiency and morale of the SPREP Secretariat. The exact amount of support is tracked and members and partners are advised. In particular the direct support provided by SPREP to PICTs has increased from USD \$ 9.2 million in 2010 to USD \$17.8 million in 2013 (calendar year)</p> <p>7. Increased SPREP engagement and involvement in the French territories in 2013/2014, including through the implementation of the waste management and invasive species management project in French Polynesia and the project with AFD. A number of new French Pacific Fund projects were approved to be implemented in SPREP in 2014 and 2015, which will further strengthen SPREP involvement in the French Territories.</p>	<p>high level professional staff; Noted the continuous professional development for all staff supporting capacity building</p> <p>9. Agree with DG's comments - strong sense of family/ community caring from the information sent out to members; great communication with staff on all issues</p> <p>10. Agree with DG's comments - however CROP situation - uncomfortable and difficult situation relating to competition for funds - not so clear the link in Strategic Plan relating to functions of other CROP agencies - not sustainable - need clear direction and clarification of where SPREP stands</p>
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			<div>8. The SPREP Secretariat proved to be more responsive to the needs and requirements of SPREP members in 2013/4 as reflected in the level of direct support to countries, country missions, and responses to direct requests from SPREP Members. I have now made an official visit to 25 of the 26 Members of SPREP, to ensure SPREP programmes are really addressing the needs of pacific members of SPREPP</div> <div>9. All professional and support staff recruited to SPREP in 2013/4 were very high calibre and professional.</div> <div>10. There was clear, open and frequent communication with all staff regarding relevant issues in 2013/2014 through meetings of all staff, staff training sessions (with a number held in 2013/2014) general briefings of staff on specific issues and by many face to face meetings between myself and staff, in line with the DG “Open Door” policy</div>	
				<div><div><div>My self-rating (end of year only):</div><div>FE</div></div><div>Troika’s rating: E</div></div>
				<div>Agreed rating: E</div>

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KRA 4 SPREP Meeting & Environment Advocacy <ol style="list-style-type: none"> Lead and ensure the SPREP Meeting and other key strategic meetings for SPREP are effectively implemented and achieve successful results Advocate strongly for environment concerns of the regions Represent SPREP at high level regional and international meetings 	<ol style="list-style-type: none"> Successful SPREP meetings Key SPREP meetings enhance membership engagement, increase profile for the environment and increase technical focus of SPREP's work SPREP recognised and respected as premier environmental organisation for the region Engagement at high level meetings is effective 	<ol style="list-style-type: none"> Ensuring the 2013 SPREP meeting is effectively planned and implemented Ensuring Members, SPREP staff and partners are fully engaged in the planning and implementation of the 2013 SPREP Meeting Effectively representing SPREP at high level meetings in 2013/4 Ensuring strong and effective advocacy for SPREP in 2013 in relevant meetings and fora in the region and internationally Ensuring strong and effective advocacy for environmental matters in CROP CEO meetings 	<ol style="list-style-type: none"> The 2013 SPREP Meeting was effectively planned and implemented, as assessed by feedback from SPREP Members and partners at the meeting and subsequently. SPREP Members, staff and partners were fully engaged in the planning and implementation of the 2013 SPREP Meeting, including in relation to the content of the meeting itself and also the Pacific Environment Forum. Effectively represented SPREP at various high level meetings in 2013/4 and commended on my advocacy role for SPREP and on articulation of issues. In particular led the SPREP delegations at the 9th Nature Conservation and Protected Areas Conference in November, 2013 and the Integrated Climate and Disaster Management Meeting in Nadi in July 2013. Both were major regional events where SPREP played key and decisive roles. Ensured strong and effective advocacy for SPREP in 2013 in relevant meetings and fora in the region and internationally, including the UNFCCC COP in November 2013 and the Oceans Conference in June 2014. 	<ol style="list-style-type: none"> 2013 SPREP Meeting effectively planned - noted the challenging issue from Australia where they were unable to state a position on decision matters at time of SM. Suggest a firm process on this matter with members. Members well informed of SPREP agenda very early - members have the opportunity to suggest items for agenda. DG summarised key issues to Chair in a timely manner that was useful for preparation for SM. Role of SPREP Meeting very clear from onset compared to other forums. DG present in RMI for Pacific Island Forum - his intervention at CC panel was well received by number of speakers in panel. Almost all SPREP members participated at last SPREP Meeting and the Nadi review - very positive. Agree with DG's comments including Extended Constituency Workshop in Apia and Sydney. Agree with DG's comments on advocacy for environmental issues

				My self-rating (end of year only): FE	Troika's rating: E
				Agreed rating: E	

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KRA 5 Donor Liaison, Networking and Regional Cooperation <ol style="list-style-type: none"> Develop and maintain effective relationships through networking and interaction with other regional organisations, donors and stakeholders Lead and oversee donor and country liaison including negotiation and acquisition of funding and Members support for the Secretariat's work Increase communication of SPREP activities in Member countries to both members and partners 	<ol style="list-style-type: none"> Constructive relationships with Members, donors and partners results in increased and/or continuous funding and support Effective partnerships are established with relevant organisations Funding is secured for Secretariat programme activities and operations SPREP activities in Member countries are effectively communicated to members, donors and partners 	<ol style="list-style-type: none"> Developing strong and effective partnerships in 2013/4 with organisations with similar objectives to SPREP Ensuring existing partnerships are well managed and are helping assist implementation of the SPREP Strategic Plan in 2013/4 Ensuring the donors and partners of SPREP have a high level of confidence in the direction of SPREP and how SPREP is managed Ensuring SPREP activities are widely communicated to Members and external audiences in 2013/4 Ensuring the financial and human resource sustainability of SPREP programmes Seeking additional resources to increase communication in French 	<ol style="list-style-type: none"> Developed strong and effective partnerships in 2013/4, including through the development and signing of a number of MoUs with key partners. The decision by UNEP to establish their Pacific Regional Office at SPREP, in June 2014, and the decision by the Government of Japan to support the Pacific Climate Change Centre at SPREP, are significant achievements for SPREP and reflects a generally increasing confidence in SPREP by many donors and partners Ensured all 2013/4 partnerships, including MoU, were focused on improving delivery of services for SPREP members. It is interesting that many organisations are approaching SPREP with a request to partner with us, reflecting the fact that we are seen in the region and internationally as a strong and effective organisation. Ensured existing partnerships were well managed and delivering relevant results in 2013/4, as recognized by informal and formal feedback from donors and partners. Widely communicated SPREP activities to SPREP Members and external audiences in 2013/4. This included providing 	<ol style="list-style-type: none"> Agree with DG's comments plus acceptance as Regional Implementing Entity (RIE) by Adaptation Fund Agree with DG's comments plus MOU with Melanesia Spearhead Group (MSG) which is a significant move for Melanesian members; Noted creation of sub-regional presence through the first SPREP Officer located outside of SPREP Headquarters, in RMI. Agree to DG's comments noting change in multi-year agreements from NZ and Australia as further proof. In addition, EU's indication to diversify and include SPREP as an implementing partner for EDF11. Agree with DG's comments - not limited to CC but also in Biodiversity. Note language barrier in French speaking territories remains a challenge given the many articles and information on SPREP that is mainly in English. Agree with DG's comments - Noted New Caledonia's assistance with interpretation

			<p>regular articles and interviews for media within the region and internationally on Pacific environmental and climate change issues in 2013/4, including through a monthlycolumn for the Pacific Islands Business Journal throughout 2013/2014 and through regular interviews with Radio Australia and radio New Zealand, as well as other media, including during in country missions.</p> <p>5. As noted above there has been a major increase in the level of funding to SPREP in 2013/14. This includes significant increases in funding from the core donors of SPREP, Australia and new Zealand, and a shift to multi-year funding in their support to SPREP. The Governments of France and the US have also increased their support to SPREP, in particular through USAID and AFD</p>	<p>of the Nadi meeting. Noted increase in diversification of donors.</p> <p>6. Agree with DG's comments. Noted that communication in French continues to be a challenge - SPREP meeting documents are the only ones that are fully expressed in French but French speaking territories are interested in other correspondences as well such as SPREP-Tok, etc.</p>		
				<table><tr><td>My self-rating (end of year only): FE</td><td>Troika's rating: FE</td></tr></table>	My self-rating (end of year only): FE	Troika's rating: FE
My self-rating (end of year only): FE	Troika's rating: FE					
				Agreed rating: FE		

PART 2 - EXPECTED BEHAVIOURS (How I am expected to behave- based on Organisational Values and the Code of Conduct)

	In order to uphold the Organisational Values and Code of Conduct, I will...	Staff Rating (eg FE, E, - refer to summary page for descriptions)	Director/Supervisor Rating	Agreed rating (to be transferred to summary page)	<p>The following examples would indicate that my performance might be above the Fully Effective level:</p> <p>Seeking and introducing initiatives to enhance SPREP's environmental leadership through energy use and/or minimising waste in the workplace and encouraging others to do the same.</p> <p>"Going the extra mile" to deliver exemplary services to member countries and partners, which promote and benefit SPREP as an organisation</p> <p>Showing a willingness to provide coaching and mentoring to extend the knowledge and skills of others and make them better in their roles</p> <p>Looking for ways to apply knowledge and skills to challenge existing ways of doing things to improve organisational performance</p> <p>Being sought out by colleagues and stakeholders for advice as an expert in my field</p> <p>Demonstrating committed team building skills by encouraging and modelling participation, and seeking and acknowledging the contributions of others in the team.</p> <p>Using effective strategies to confront complex issues or avoid conflict escalation in difficult relationships or in varied cultural circumstances.</p> <p>Building and sustaining positive and productive long-term relationships with suppliers/ partner organisations/ and related non-government organisations (advocating, influencing, achieving benefits for SPREP)</p>
1	<p>Promote a strong environmental ethic by e.g.:</p> <ul style="list-style-type: none"> Considering the environmental impact of daily work activities e.g. printing, use of air conditioning, purchases I make, my transport and energy use Avoiding and discouraging environmentally damaging practices <p>(from Environmental Leadership)</p>	FE	E	E	
2	<p>Perform as a dedicated, committed and dependable professional by e.g.:</p> <ul style="list-style-type: none"> being punctual for meetings, reports and other deadlines being accountable for my decisions and expenditure keeping accurate records Taking personal accountability for all aspects of my work and continuously seeking ways to improve performance <p>(from Service Delivery)</p>	FE	E	E	
3	<p>Demonstrate effective teamwork, by e.g.</p> <ul style="list-style-type: none"> Collaborating in teams, valuing others' contribution and sharing knowledge Showing respect and courtesy to my colleagues, Members and stakeholders Recognising and drawing on our diversity and that of the communities we serve striving to maintain a healthy work-life balance <p>(from Valuing our People)</p>	FE	E	E	<p>The following examples would indicate less than Fully Effective performance:</p> <p>Acting at times to undermine the organisation's value system e.g. being negative publicly about the organisation.</p> <p>Being reluctant when expected to do something outside immediate role demands e.g. internal corporate responsibilities</p> <p>Failing to look for opportunities to save energy or minimise waste and exercising poor judgement regarding use of resources.</p> <p>Delivering late, incomplete or poor quality reports, activities etc to the detriment of the team or organisation.</p> <p>Requiring more supervision than would normally be expected</p> <p>Responding defensively to constructive or developmental feedback from others</p> <p>Responding negatively to change initiatives, ideas and suggestions, by focussing on the problems not the solutions</p> <p>Being reluctant to share knowledge with others</p> <p>Not taking responsibility for mistakes made or problems created</p> <p>Creating or failing to resolve personal conflicts with people or teams.</p> <p>Communicating inappropriately e.g. causing offence or failing to be culturally or gender sensitive</p> <p>Producing written communication that is unclear, incomplete, or contains errors or inaccuracies.</p>
4	<p>Always act as an ambassador of SPREP, by e.g.</p> <ul style="list-style-type: none"> Being honest and politically impartial Never allowing conflicts of interest or personal gain to influence my work Supporting others to meet high ethical standards by discouraging unethical behavior where necessary Supporting organisational strengthening initiatives and Taking pride in SPREP <p>(from Demonstrate Integrity)</p>	FE	E	E	
<p>My comments to support ratings above</p> <p>At all times I have tried to lead by example</p> <p>Have done my utmost to promote SPREP, its programmes and its values to SPREP Members, partners, donors and staff in 2013/2014</p> <p>Have tried to go beyond and above what is expected, for example by not travelling business class, as is allowed under my contract, and using savings to support capacity building at SPREP</p>			<p>Troika's comments to support ratings above</p> <p>Exemplary leader on all expected behaviours - this has good and strong influence on SPREP staff to follow</p> <p>Carries out job with humility - because he believes in the work SPREP does, not for fame and praise</p>		

PART 2 B - LEADERSHIP AND MANAGEMENT BEHAVIOURS:

For Executive Members, Directors, Team Leaders, Supervisors - in addition to Part 2

I will ...	My Self-Rating (eg FE, E refer to summary page for descriptions)	Troika's Rating	Agreed rating (to be transferred to summary page)	<p>The following examples would indicate that my performance might be above the Fully Effective level:</p> <ul style="list-style-type: none"> > Leading and inspiring the team to consistently achieve outstanding results individually and as a team > Modelling a flexible, effective management style that is obvious to others outside of the team > Being an outstanding coach by modelling effective techniques and being open to learning myself > Receiving consistently excellent feedback from staff on management qualities and behaviours > Inspiring the team to achieve an outstanding level of ownership, commitment and enthusiasm > Modelling a leadership style that is acknowledged outside of that team as being the key to outstanding individual and team results > Providing a role model for engaging and enthusing team members about excellence in all aspects of their work > Promotes engagement with code of conduct and organisational values.
<p>For Directors& Supervisors: Demonstrate effective management behaviours e.g.:</p> <ul style="list-style-type: none"> > Managing resources effectively and efficiently > Ensuring corporate requirements are met individually and as a team, > Managing staff performance and ensure consistency. > Conducting fair, consistent, timely performance planning and review meetings and encourage open communication to discuss performance. > Actively scheduling time to help staff develop and be the best they can > Creating an environment which encourages the resolution of performance issues > Demonstrating active commitment to the organisation's values and code of conduct 	FE	E	E	<p>The following examples would indicate less than Fully Effective performance:</p> <ul style="list-style-type: none"> > Lacking direction or being vague and indecisive when supervising staff > Communicating poorly, causing uncertainty and re-work > Failing to recognise and/or resolve issues with staff > Being unapproachable or unavailable to staff > Not helping staff develop > Avoiding addressing issues of sub-standard work or poor performance > Not being vigilant on health and safety issues and taking short-cuts > Lacking commitment to corporate initiatives including the performance development system > Failing to manage other resources e.g. equipment or the budget efficiently > Not adequately translating organisational goals into team goals > Avoiding addressing issues of sub-standard work or poor performance with the managers or staff in question > Displaying actions which are inconsistent with words e.g. undertaking to do something and not following through, or not modeling appropriate behaviours
<p>For Leadership: Demonstrate effective leadership behaviours e.g.:</p> <ul style="list-style-type: none"> > Developing and communicating strategic vision and translating this into clear objectives for my team. > Building and sustaining a motivated team, inspiring a shared commitment and leading by example > Developing good working relationships with stakeholders > Developing clear links between organisational strategic goals and team goals for staff to understand the big picture and the role they play in it > Enabling staff to thrive through providing them with challenge, ownership and feedback 	FE	E	E	
<p>End of cycle: My comments to support ratings above</p> <p>I believe the effectiveness of my management and leadership and management behaviours are clearly outlined in the case Study of the Change Management Process at SPREP prepared by Sigmoid Consulting</p>		<p>End of cycle: Troika's comments to support ratings above</p> <p>Exceeds ratings supported by all the comments provided under each of the KRAs as well as Expected Behaviours above.</p>		

PART 3 - MY LEARNING AND DEVELOPMENT PLAN

Job related learning and development necessary to achieve or exceed key result areas and key behaviours *(To be agreed at start of the performance cycle, and reviewed in the mid-cycle coaching session.)*

Work with your Director/Supervisor to identify your most important development needs in your current job and prioritise training to meet those needs, being realistic about what training is important and what would be nice-to-have. *(Your previous performance review will also help to identify development needs.)*

Development/training need	Proposed action (e.g. attend a training course; seek on-the-job coaching)	Approximate cost of proposed action, including any travel	Progress: actual action taken
Participated in the SMT Mentoring Programme	Regular phone catch ups and 3 face-to-face meetings	Sponsorship of the Pacific Leadership Programme	<p>Participated in the Senior Management Team Mentoring Programme through the Pacific Leadership Programme - engaged Peter Adams as mentor and found the programme very useful and productive.</p> <p><i>Noted as a positive initiative by DG to undertake the mentoring programme.</i></p>

Agreed : Staff Member's Signature:

Director/Supervisor Signature:

PART 4 - PERFORMANCE SUMMARY

A copy of this form will go to the Review Team

Summary Rating for the Job	Exceeds	Fully Effective	On Track	Unacceptable
Key result area 1	✓			
Key result area 2	✓			
Key result area 3	✓			
Key result area 4	✓			
Key result area 5		✓		
Key result area 6				
Summary Rating for the Behaviours	Exceeds	Fully Effective	On Track	Unacceptable
Environmental Leadership	✓			
Service Delivery	✓			
Valuing our People	✓			
Demonstrating Integrity	✓			
Management (if applicable)	✓			
Leadership (if applicable)	✓			

Overall comments/examples to support the rating:
 Exceptional performance by the DG. Targets have been achieved with some exceeding level of expectation. In most cases, DG went beyond what was expected of him.
 Troika noted especially his attention to the member needs and requests including visiting 25 of the 26 members countries; increasing budget and resources; supporting staff issues in particular continuous learning and development; strengthening networks with existing and new partners and stakeholders; efforts to increase involvement with French-speaking territories and his continuous advice and updating of the Troika and SPREP members throughout the year on developments at SPREP including SMT minutes and DG Travel Reports.

DG's Excellence Award (Recommended only by Divisional Directors)	Exceeds	Fully Effective	On Track	Unacceptable
<ul style="list-style-type: none"> Directors may nominate staff for the DG's Excellence Award Exceptional in all aspects of the job - consistently scored Exceeds for most KRAs Demonstrated outstanding values and considered an excellent example for all staff to follow 	<ul style="list-style-type: none"> Exceeded the fully effective performance indicators for the KRAs Has added value beyond the level expected of a competent employee. 	<ul style="list-style-type: none"> All requirements for the KRAs were fulfilled. This is the expected level of performance for someone who is competent in the position. Fulfils all requirements of the position 	<ul style="list-style-type: none"> Some requirements for the KRAs were not fulfilled. It is expected that requirements would be met with further time and effort Further work and development are required. <p>(This rating may also be used for new employees, those starting in a new role, or those performing satisfactorily on an agreed recovery plan).</p>	<ul style="list-style-type: none"> Little or no progress has been made towards meeting the KRAs Significant and urgent improvement is needed. A Recovery Plan is urgently required
	EXCEEDS			

Overall comments/examples to support the rating:
 Exemplary leader on all expected behaviours - this has excellent and and strong influence on SPREP staff to follow. Some strong examples include:
 a) Travelling on economy class instead of the business class entitlement for the DG - savings have been utilised for other staff matters including a young professional from Micronesia; assistance towards the Lui Bell scholarship and other staff development matters.
 b) Undertaking and leading the SMT Mentoring Programme for continous professional development supports his strong support for learning and development for staff

Carries out job with humility - because he believes in the work SPREP does, not for fame and praise

DG's Excellence Award (Recommended only by Divisional Directors)	Exceeds	Fully Effective	On Track	Unacceptable
<ul style="list-style-type: none"> Directors may nominate staff for the DG's Excellence Award Exceptional in all aspects of the job - consistently scored Exceeds for most Behaviours Demonstrated outstanding values and considered an excellent example for all staff to follow 	<ul style="list-style-type: none"> Exceeded the fully effective performance indicators for theExpected Behaviours Has added value beyond the level expected of a competent employee 	<ul style="list-style-type: none"> All requirements for theExpected Behaviours were fulfilled. This is the expected level of performance for someone who is competent in the position. Fulfils all requirements of the position 	<ul style="list-style-type: none"> Some requirements for theExpected Behaviours were not fulfilled. It is expected that requirements would be met with further time and effort Further work and development are required. <p>(This rating may also be used for new employees, those starting in a new role, or those performing satisfactorily on an agreed recovery plan).</p>	<ul style="list-style-type: none"> Little or no progress has been made towards meeting the Expected Behaviours Significant and urgent improvement is needed. A Recovery Plan is urgently required
	EXCEEDS			

PART 5 - COMMENTS and SIGN-OFF

Comment on overall performance for the year, and any aspects of the Review, as desired.

Summary Achievement Level for Delivering Results (copy from PART 4)

E

Summary Achievement Level for Behaviours (copy from PART 4)

E

Team/Organisation Contributions that have not been recognised elsewhere in this review

REQUEST FROM NAURU TO ASSIST WITH NATIONAL PRIORITY ROADMAP - PROMPT RESPONSE TO SECURE ASSISTANCE FROM DONORS AND TO PROVIDE TECHNICAL ADVICE AND ASSISTANCE - OVER AND ABOVE EXPECTATIONS

Troika's Comments:

The Troika would like to commend the SPREP DG for another excellent and outstanding year with achievements mostly over and above expectations.

He has continued to work hard towards meeting member countries needs and priorities, increased budgets and resources, expanded SPREP's networks and partnerships, raised SPREP's profile and has continued to provide a strong and influential leadership role to the Senior Management Team and staff.

The current reviews of SPREP and Strategic Plan have been done in an open and transparent manner. The Troika and SPREP members are kept informed on all developments throughout the year including SMT minutes and DG's Travel Reports.

DG's Comments:

I note the points raised in this Performance Review and sign this form to indicate my understanding and agreement with this review. (If there are some areas requiring further discussion, please do not sign until these have been discussed and resolved. Refer to the appeal process if necessary.)

Greatly appreciate the working relationship with the Troika - this is working very well and is a very interesting and constructive relationship

Noted that the 2008 and 2010 reviews recommended a Board for SPREP and was rejected. The Troika is developing well and building into a good mechanism for feedback to the DG and the Secretariat.

This is the first PDP review and plan for the DG carried out face-to-face and it has made the process effective and efficient.

Greatly appreciate all the positive feedback as well as advice and guidance from the Troika and members, noting that there are still areas requiring attention in the future.

Next Level Up Director/Supervisor Comments:

Signature: _____ Date: _____

Signature: _____ Date: _____

Signature: _____ Date: _____

Once the forms have been completed and signed off by your reviewer's Director/Supervisor they are to be returned to Corporate Services/Human Resources. To ensure organisational consistency, all Summary Ratings will be validated by the Review Committee before any decisions are made on salary or other matters.

PART 6 - MY FEEDBACK TO MY DIRECTOR/SUPERVISOR (OPTIONAL)

This section allows you to give feedback to your Director/Supervisor on things you find helpful about the Director/Supervisor's performance, and areas you think could be done differently to develop their working relationship with you.

Bear in mind that Director/Supervisor are expected to learn and develop and seek feedback to grow in their role, to the mutual benefit of themselves and their team. Comments should therefore be constructive and should be supported by examples where appropriate.

Things you (the Director/Supervisor) do well and should continue doing

Things you (the Director/Supervisor) could do more of

DIRECTOR/SUPERVISOR'S SIGNATURE: