GOVERNMENT OF JAMAICA
JAMAICA LIBRARY SERVICE
JOB DESCRIPTION AND SPECIFICATION

JOB TITLE:	Director, Performance Management and Appraisal System
JOB GRADE:	GMG/SEG 2
POST NUMBER:	**352337**
DIVISION/BRANCH:	Performance Management and Appraisal Branch
REPORTS TO:	Director, Human Resource Management and Administration
MANAGES:	PMAS Officer (GMG/SEG 1) x3 PMAS Administrator (GMG/AM 4)

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

Job Purpose:

Under the general supervision of the Director, Human Resource Management & Administration, the Director, Performance Management and Appraisal System is responsible for working collaboratively with all internal stakeholders (Line Managers, Staff and Strategic Planning Section) to support the development, maintenance, monitoring of the Performance Management and Appraisal Systems (PMAS), within the Jamaica Library Service.

Key Outputs:

- Annual Operational Plan and Budget prepared
- Recommendation and Technical advice provided
- PMAS Processes directed
- PMAS Sensitization and Training directed
- PMAS Management and Improvement Framework implemented
- PMAS change management plan (including PMAS sensitisation and communication) developed, reviewed and implemented
- Competency Framework developed, reviewed and implemented
- Staff Training sessions managed
- Recognition and Reward activities/events at the JLS level arranged and executed
- Corporate/Operational Plans and Budgets developed and directed
- Annual/Quarterly/Monthly performance reports prepared
- PMAS staff coached and appraisals conducted

Key Responsibility Areas:
Technical/Professional responsibilities:

- Implements a performance management and improvement framework for the Jamaica Library Service 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 Jamaica Library Service, in keeping with GOJ Guideline PMAS Guides employees in the application of the JLS's performance appraisal manual;
- Reviews and assesses the PMAS with a view to identify weakness and develop appropriate solutions;
- Provides accurate and focus driven reports in relation to assessments conducted to improve systems;
- Coordinates performance management and quality improvement capacity building for all levels of employees;
- Designs and conducts of PMAS sensitization sessions within JLS, ensuring knowledge and importance of the PMAS;
- Work collaboratively to develop an annual work plan for the oversight of the operation of the PMAS in the Jamaica Library Service;
- 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:
    - Conducting interviews with staff;
    - Reviewing the JLS's Strategic Business Plans;

  - Administering questionnaires;
  - Reviewing previous reports.
- Conducts analyses of the data to obtain full understanding of the issues;
- Formulates recommendations/solutions to reflect process improvement efforts;
- Promotes the use of technology and other resources to enhance efficient and effective administration of the PMAS and the accomplishment of major targets and objectives;
- Presents findings and recommendations to divisional heads and senior managers;
- Prepares comprehensive PMAS compliance reports;
- Executes PMAS related change management initiatives in collaboration with other stakeholders;
- Participates in the Corporate and Operational Planning activities of the JLS to gain a full understanding of the Mission and Objectives so as to provide 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 JLS and ensures that work plans are properly prepared and reflect measurable performance indicators as well as align to JLS plans;
- Monitors and evaluates on the JLS's Performance Management and Appraisal Systems to discern achievements and weaknesses; develops attendant reports to aid decision making;
- Leads in the development and maintenance of an organisation-wide competency framework to support performance management, recruitment, and selection, and reinforce the JLS'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 Director HRM&A 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 guidance and information on PMAS related issues to all staff including managers and supervisors;
- 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;
- Monitors, evaluates and enhances the current reward and recognition programmes for the JLS;
- 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 arrangement of recognition and reward activities/events for the JLS;
- Keeps current with emerging HR changes, legislative and industry requirements to deliver high level support.

Management/Administrative Responsibilities:

- Provides technical inputs in the Corporate and Operational Planning activities of the JLS and its Agencies so as to provide guidance to line managers and staff in completing their divisional/unit and individual PMAS work plans and other related requirements of the PMAS;
- Develops and monitors the Section's Annual Budget, Operational & Work Plan for the oversight of the operation of the PMAS in the JLS;
- Develops, revises and customise PMAS manuals, templates, forms, policies and procedures for the JLS in keeping with the PMAS Guidelines;
- Provides Secretariat support to the Employee Performance Management and Appraisal Team (EPMAT);
- Oversees the planning and coordination arrangement of Recognition and Reward activities/events at the Corporate level;
- Provides coaching, guidance and information on PMAS related issues to all staff including managers and supervisors;
- Prepares Confidential Detailed PMAS report on appraisal results for identified authorised users;
- Provides PMAS status reports for the Director General quarterly or as required;
- Performs any other related duties assigned by the Director.

Human Resource Management:

- Develops and manages the performance of the Unit and its staff, including transferring skills, motivating staff through coaching and mentoring, arranging for training, setting performance targets, monitoring performance, providing feedback to staff and initiating corrective action where necessary to improve performance;
- Promotes the building of institutional knowledge for the Unit by ensuring that established systems and procedures are documented and disseminated;
- Participates in the recruitment and selection of staff and recommends movement when appropriate;
- Recommends vacation leave and approves sick and departmental leave for staff in the Unit and participates in the administration of staff benefits in keeping with established human resource policies;
- Recommends disciplinary action in keeping with established human resource policies;
- Conducts monthly and other ad hoc staff meetings as required;
- Ensures staff adheres to the policies and procedures of the JLS;
- Ensures that staff is provided with adequate and appropriate physical resources to enable them to undertake their duties effectively and efficiently;
- Collaborates with the Human Resource Management Branch in developing and implementing a succession planning programme to ensure continuity of skills and competencies in the Unit and personal development and career advancement of employees;
- Fosters teamwork, a harmonious working environment and promote collaborative working relations;
- Conducts performance appraisals of staff supervised for required purpose and at required intervals.

Performance Standards:

- Work Plans prepared in established format, within agreed timeframe and supports the established objectives of the PMAS and the specific needs of the JLS, Regions and its Agencies;
- Key deliverables produced within agreed timeframes to required standards as agreed;

- PMAS documents, guidance and training provided in accordance with the established principles as outlined in the Guidelines issued by the Office of the Cabinet;
- Reports accurately produced in accordance with the established format and submitted within the timeframe required;
- PMAS communications are clear, issued in a timely manner and are appropriate for the purpose and the target group;
- Adequate controls and tracking systems implemented;
- Recommendations for corrective action and/or improvements proactively identified in a timely manner and are fact based;
- Approved changes implemented within agreed timeframe, in accordance with stated expectations;
- Staff in the JLS and its agencies are satisfied with the quality of support received;
- Customer satisfaction is continuously improved;
- Confidentiality and integrity exercised at all times;
- Individual work plans developed and implemented within established guidelines and timeframes;
- Annual Budget is developed and monitored to ensure expenditure is consistent with approved budget;
- Record-keeping and administrative systems established and maintained that ensures the efficient and effective delivery of services, confidentiality, easy retrieval, safe custody and an audit trail;
- Performance Appraisals conducted and submitted within the stipulated timeframe;
- Staff managed and kept informed of all relevant information inclusive of new operational policies and procedures.

Internal and External Contact:

(i) Within Division	
Director General	To receive guidance and provide information.
Director, Human Resource Management & Administration	To receive guidance and provide information.
Directors in other Sections of the JLS	To obtain/share information and collaborate on work initiatives to drive the development of a performance culture.
(ii) Nature of contacts external to organisation required for the achievement of the position's objectives.	
Office of the Cabinet	To receive guidance and provide information.
Other ministries, departments	To share information related to PMAS implementation and development
PMIT Committee	To receive communication and provide feedback on PMAS implementation within the MoEYI
Training Facilitators	To provide and guide training

Required Competencies

Core:

- Excellent interpersonal and team management skills
- Excellent communication skills
- Strong analytical and problem-solving skills
- Strong leadership skills
- Strong customer relations skills
- Excellent planning and organizing skills
- Excellent judgment and decision-making skills
- Ability to influence and motivate others
- Proficiency in the use of relevant computer application

Technical:

- Good Knowledge of Performance Management & Appraisal Systems;
- 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.;
- Good knowledge of programme monitoring and evaluation frameworks;
- 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 verbal and written communication skills, with the ability to deliver presentation with tact, clarity, enthusiasm and accuracy to widely varied audiences;
- A high level of initiative and self-motivation;
- Demonstrated interpersonal and negotiation skills;
- Aptitude for developing and maintaining collaborative relations with team members both within and outside the JLS;
- Knowledge of computerized systems and software, with an emphasis on the MS Office suite and projects.

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 Specialized training in Government of Jamaica Performance Management and Appraisal System
- Training in Supervisory Management would be an asset

Authority To:

- Approve expenditure within agreed limits
- Administers procedures for the monitoring and reviewing of programmes, systems and policies;
- Engages a range of related stakeholders;
- Approves Terms of Reference and other specifications;
- Recommends staff appointments, promotion, recruitment, disciplinary action, leave and general welfare issues;

- Recommends relevant training and development programmes for direct reports to enhance knowledge and performance.

Special Conditions Associated with the Job:

- Normal office environment
- Required to travel to meetings/workshops in the Regions
- Required to work beyond normal working hours to meet deadlines
- Required to have a valid Driver's Licence and a reliable motor vehicle.

Validation of Job Description:

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