



Performance Development Plan (Final)

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

Position: Director General.....

Division: Corporate Services.....

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

Performance Period From: September 2014.....

To: September 2015.....

Progress Review Date:

Annual Performance Review Date: Sept 2015.....

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 : Staff Member's Signature:

Supervisor's Signature:

Director'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; a) Provide strategic leadership and direction for the Secretariat b) 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. c) Lead the Executive Management meetings and discussions on all key decision making for the strategic direction and management of the Secretariat. d) 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• Secretariat has a strong and active team of professionals and support staff | <ol style="list-style-type: none">1. Providing effective leadership for the Secretariat throughout 2014/5, including clearly communicating strategic directions for SPREP at a programmatic and issue specific level and ensuring these directions are effectively applied.2. Ensuring the review of SPREP and the SPREP Strategic Plan is carried out effectively in 2014/15, with full and open consultation with SPREP members, partners and donors. Results to be presented to the 2014 SPREP Meeting and widely communicated.3. Providing clear , sustainable and effective leadership for the SPREP Executive Team during 2014/5, ensuring that it is delivering strategic and leadership to the Secretariat4. 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.5. Providing regular briefings of SPREP Members on key issues affecting SPREP and progress towards achieving the targets in the Annual Work Plan6. Ensuring all SPREP human and financial resources are effectively managed to ensure benefits to SPREP Member countries are optimised. | | | |
| | | | | My self- rating (end of year only): | Troika's rating: |
| | | | | Agreed rating: | |

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|--|--|---|--|--|------------------|
| KRA 2 Strategic Organisational Management & Planning; a) Provide leadership and management of SPREP's Work Programmes, Staff and Assets; b) Keep up to date with knowledge of strategic management and organisational issues and identify implications and opportunities for SPREP. | <ul 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 2014 and 2015 Work Plan are effectively achieved Ensuring targets in the 2014/5 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. Ensure there is smooth transition at end of contract to the new DG and next SMT | | | |
| | | | | My self- rating (end of year only): | Troika's rating: |
| | | | | Agreed rating: | |

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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 | <ul style="list-style-type: none"> • Strategic Plan successfully implemented • Strategic priorities successfully achieved • Member countries are satisfied with level of services provided by SPREP | <ol style="list-style-type: none"> 1. Ensuring the Strategic Plan is effectively implemented within the Secretariat in 2014/5 2. Ensuring the review of the Strategic Plan is effectively implemented in 2014/15 3. Ensuring the Strategic Plan and progress with implementation is widely communicated to SPREP Members and Partners in 2014/5 4. Increasing the level of delivery of relevant programmes and activities to SPREP Member Countries in 2014/5 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, including seeking resources for these positions 8. Ensuring high caliber professional and support staff are recruited and retained within SPREP in 2014/5 9. Ensuring excellent communication with staff regarding relevant issues, including all relevant matters regarding staff employment conditions at SPREP 10. Ensuring coherence between the SPREP Strategic Plan and the various other SPREP planning documents such as regional strategies and policy documents for climate change and waste management 11. To ensure the implementation of all relevant declarations including the recent Majuro Declaration for Climate Leadership | | | |
| | | | | My self-rating (end of year only): | Troika's rating: |
| | | | | Agreed rating: | |

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|---|--|---|--|--|------------------|
| KRA 4 SPREP Meeting & Environment Advocacy a) Lead and ensure the SPREP Meeting and other key strategic meetings for SPREP are effectively implemented and achieve successful results b) Advocate strongly for environment concerns of the regions c) Represent SPREP at high level regional and international meetings | <ul 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">1. Ensuring the 2014 SPREP meeting is effectively planned and implemented2. Ensuring Members, SPREP staff and partners are fully engaged in the planning and implementation of the 2014 SPREP Meeting3. Effectively representing SPREP at high level meetings in 2014/54. Ensuring strong and effective advocacy for SPREP in 2014/15 in relevant meetings and fora in the region and internationally (in particular the COP21 in Paris in 2015)5. Ensuring strong and effective advocacy for environmental matters in CROP CEO meetings. | | | |
| | | | | My self-rating (end of year only): | Troika’s rating: |
| | | | | Agreed rating: | |

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|---|--|---|--|--|------------------|
| KRA 5 Donor Liaison, Networking and Regional Cooperation a) Develop and maintain effective relationships through networking and interaction with other regional organisations, donors and stakeholders b) Lead and oversee donor and country liaison including negotiation and acquisition of funding and Members support for the Secretariat's work c) Increase communication of SPREP activities in Member countries to both members and partners | <ul 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"> 1. Developing strong and effective partnerships in 2014/5 with organisations with similar objectives to SPREP 2. Ensuring existing partnerships are well managed and are helping assist implementation of the SPREP Strategic Plan in 2014/15 3. Ensuring the donors and partners of SPREP have a high level of confidence in the direction of SPREP and how SPREP is managed 4. Ensuring SPREP activities are widely communicated to Members and external audiences in 2014/5 5. Ensuring the financial and human resource sustainability of SPREP programmes 6. Seeking additional resources to increase communication in French | | | |
| | | | | My self-rating (end of year only): | Troika's rating: |
| | | | | Agreed rating: | |

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) | The following examples would indicate that my performance might be above the Fully Effective level: |
|--------------------------------------|---|--|--|---|--|
| 1 | Promote a strong environmental ethic by e.g.: <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 (from Environmental Leadership) | | | | 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. "Going the extra mile" to deliver exemplary services to member countries and partners, which promote and benefit SPREP as an organisation Showing a willingness to provide coaching and mentoring to extend the knowledge and skills of others and make them better in their roles Looking for ways to apply knowledge and skills to challenge existing ways of doing things to improve organisational performance Being sought out by colleagues and stakeholders for advice as an expert in my field Demonstrating committed team building skills by encouraging and modelling participation, and seeking and acknowledging the contributions of others in the team. Using effective strategies to confront complex issues or avoid conflict escalation in difficult relationships or in varied cultural circumstances. Building and sustaining positive and productive long-term relationships with suppliers/ partner organisations/ and related non-government organisations (advocating, influencing, achieving benefits for SPREP) |
| 2 | Perform as a dedicated, committed and dependable professional by e.g.: <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 (from Service Delivery) | | | | |
| 3 | Demonstrate effective teamwork, by e.g. <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 (from Valuing our People) | | | | The following examples would indicate less than Fully Effective performance: Acting at times to undermine the organisation's value system e.g. being negative publicly about the organisation. Being reluctant when expected to do something outside immediate role demands e.g. internal corporate responsibilities Failing to look for opportunities to save energy or minimise waste and exercising poor judgement regarding use of resources. Delivering late, incomplete or poor quality reports, activities etc to the detriment of the team or organisation. Requiring more supervision than would normally be expected Responding defensively to constructive or developmental feedback from others Responding negatively to change initiatives, ideas and suggestions, by focussing on the problems not the solutions Being reluctant to share knowledge with others Not taking responsibility for mistakes made or problems created Creating or failing to resolve personal conflicts with people or teams. Communicating inappropriately e.g. causing offence or failing to be culturally or gender sensitive Producing written communication that is unclear, incomplete, or contains errors or inaccuracies. |
| 4 | Always act as an ambassador of SPREP, by e.g. <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 (from Demonstrate Integrity) | | | | |
| My comments to support ratings above | | | Troika's comments to support ratings above | | |

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) | |
|--|---|---|---|--|
| For Directors& Supervisors: Demonstrate effective management behaviours e.g.: <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 | | | | The following examples would indicate that my performance might be above the Fully Effective level: <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. The following examples would indicate less than Fully Effective performance: <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 |
| For Leadership: Demonstrate effective leadership behaviours e.g.: <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 | | | | |
| End of cycle: My comments to support ratings above | | End of cycle: Troika's comments to support ratings above | | |

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 |
|---------------------------|---|---|-------------------------------|
| | | | |

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 | | | | | Overall comments/examples to support the rating: | | | | |
| 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 | | | | | Overall comments/examples to support the rating: | | | | |
| Exceeds | Fully Effective | On Track | Unacceptable | | | | | | |
| Environmental Leadership | | | | | | | | | |
| Service Delivery | | | | | | | | | |
| Valuing our People | | | | | | | | | |
| Demonstrating Integrity | | | | | | | | | |
| Management (if applicable) | | | | | | | | | |
| Leadership (if applicable) | | | | | | | | | |
| | | | | | | | | | |

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*)

Summary Achievement Level for Behaviours (*copy from PART 4*)

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

Troika's Comments:

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.)

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: