

## Sample Performance Appraisal Report (PAR)

### Finance and Admin. Officer (NOB)

#### **Agreed Outputs**

##### **1. Managerial/Supervisory Responsibilities**

Managerial/Supervisory responsibilities carried out in line with the ILO's rules and regulations and established management accountability frameworks.

Agreed measures of Performance:

- All performance appraisal discussions have been carried out and all appraisal forms in the official's unit have been completed in accordance with established deadlines.
- The development of staff under the official's supervision has been supported and learning activities undertaken.
- The official has taken actions to support organizational priorities such as knowledge sharing, collaboration, mobility, gender balance and equitable geographical distribution.
- Upward Feedback results indicate that in general, staff agree that the behaviours associated with managerial competencies are demonstrated and that performance in the unit has been managed effectively.

End of cycle comments and ratings:

Direct Supervisor	Official
Mr X has shown a great deal of initiative, leadership and flexibility. Staffing changes part way through the period led to an unexpected increase in workload for the team, and Mr X worked closely with them to define priorities and provide motivation through what was a very difficult period. The new recruit is settling in well, and Mr X is always on hand to share knowledge and give guidance to all team members. His motivational skills are reflected in the very positive upward feedback given to him by his team in the recent report.	When a new team member was recruited I spent a lot of time giving support and feedback, and helping the new recruit integrate with the rest of the team.
Rating: 4	Rating: 3

##### **2. Provision of effective and efficient Financial Management Services**

Smooth running of the office is facilitated by providing guidance and oversight on financial issues to staff and managers. In addition, professional financial record keeping, proper funds management, and effective and efficient procurement systems are provided.

Agreed measures of Performance:

- Supervision provided to finance staff in order that payments are prepared in a timely and accurate manner and in line with the ILO financial rules and regulations and that non-budgetary General Ledger (accounts) are reviewed for validity and reconciled on a monthly basis.

- Support provided to the Director, Regular Budget and Technical Cooperation staff through the provision of advice, the preparation of guidelines, and the interpretation of ILO financial rules and regulations.
- Financial tasks reviewed and revised where necessary to meet ILO financial standards before they are forwarded to the Director for approval.
- Oversight of imprest preparations and electronic transmissions of payments to the regional office and HQ by the first working day of the upcoming month and hard copies are sent to the Regional Office for Africa (ROAF) by the 4<sup>th</sup> working day of the upcoming month.
- Timely delivery of payroll information and submission ensured.
- Timely responses provided to verifiers and auditors, both internal and external.
- Year-end closure of accounts performed in accordance with year-end closure instructions from Headquarters
- Missions to other offices or project sites to provide briefings and resolve problems of a financial nature are undertaken as required.

End of cycle comments and ratings:

Direct Supervisor	Official
Mr X diligently undertook the tasks assigned to him and was always willing to give helpful advice and support to other colleagues in the execution of their duties. Whenever a problem or error was encountered, he worked with his team to find the cause and to prevent re-occurrence. He is encouraged to continue with this commitment.	I have always attempted to maintain high performance of the financial and administrative services. During the period this was particularly difficult as a key team member left for another post. However, the team worked really well to continue to give a good service and comply with deadlines.
Rating: 3	Rating: 3

### **3. Budget and Management of cash flow to support planned activities**

Budget forecasts are prepared and ready by the beginning of each semester in order to effectively plan the activities of the office.

Cash replenishment requests are submitted to the Chief of Regional Administration (RAS) on a monthly basis to ensure that planned activities can be carried out effectively.

Agreed measures of Performance:

- Budgets and forecasts prepared accurately for each semester.
- All budgets and forecasts submitted on or before 15<sup>th</sup> of the first month of each semester.
- Bank accounts and office petty cash are managed effectively and reconciliations are completed on a timely manner and in compliance with ILO financial rules and procedures.
- Bi-monthly cash requisition prepared and submitted to the Regional Office for Africa (ROAF) by the deadline.
- Office Regular Budgets prepared and compliance with programme/project needs ensured at all times.
- Contacts with local banks, other UN agencies established and maintained to resolve administrative problems and gain support in the provision of services.

End of cycle comments and ratings:

Direct Supervisor	Official
Mr X has worked toward completing the agreed measures with efficiency and professionalism. Despite his efforts to ensure timely forecast submission, a last-minute change in circumstances, beyond the official's control, caused a small delay to one submission.	One forecast was slightly delayed due to a sudden increase in the exchange rate. The rest were submitted within the prescribed deadlines.
Rating: 3	Rating: 3

#### **4. Administrative effectiveness established for smooth office operations including HR and IT**

Administrative and operational support services in the areas of HR, IT and Facilities are provided and performed in an effective, timely and transparent manner, and in accordance with ILO rules, procedures and deadlines.

Agreed measures of Performance:

- ILO contractors and suppliers lists always updated and stored on I-Drive under the Purchase Committee folder for ease of access.
- Ensure adequate office supplies.
- A functional internet system maintained at all times through regular contact with IT.
- Inventory register for the office and for project-related non-expendable items prepared, reviewed, updated and reported.
- A full range of HR-related services for the office provided in a timely manner and in compliance with HR rules and regulations including administration of benefits and supervision of recruitment processes for General Service staff.
- Training and induction on finance and administrative issues provided to all newly recruited staff in their first 3 months of duty.

End of cycle comments and ratings:

Direct Supervisor	Official
Mr X was consistently proactive and timely in the execution of his duties. I was particularly impressed with the office supplies inventory system he developed in collaboration with the Purchase Committee, which has simplified the purchase of our office supplies. His work contributed to the efficient operation of the office.	Although there were sometimes conflicting priorities (e.g. when the email failed and a revised project forecast had to be urgently submitted) I always tried to ensure that the office was operational.
Rating: 3	Rating: 3

### **Competencies**

#### **Integrity and Transparency**

Upholds social, ethical and ILO norms and values; firmly adheres to codes of conduct and ethical principles; behaves consistently, and is open, honest and trustworthy; acts without consideration of personal gain.

End of cycle rating:

Rating: 3	Rating: 3
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### **Quality Orientation**

Sets high quality standards; is structured, methodical, systematic and thorough; monitors and maintains quality; addresses quality issues and does not compromise quality standards.

End of cycle rating:

Rating: 3	Rating: 3
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### **Client Orientation**

Effectively identifies and meets (internal or external) client/constituent needs; builds productive client/constituent relationships; delivers client-centric solutions; takes responsibility for ensuring client/constituent satisfaction and loyalty.

End of cycle rating:

Rating: 4	Rating: 3
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End of cycle Competency comments:

Direct Supervisor	Official
<p>Mr X was exemplary in adhering to the ILO codes of conduct and proved to be trustworthy and honest in the undertaking of duties.</p> <p>Mr X paid attention to the details of work performed, discussed issues with respective colleagues and always provided work outputs of a high standard.</p> <p>Mr X's client focus is demonstrated by the positive feedback I have received on several occasions from clients, both internal and external, who appreciate the quality and the timeliness of his work. He always goes the extra mile, investing time and asking questions to ensure that he understands what the client needs and ensure that he gives excellent service to colleagues.</p>	<p>I have always attempted to maintain integrity and represent ILO values to the best of my ability. I adhered to laid down procedures and was guided by the ILO financial rules and regulations.</p> <p>Financial reports were free from errors and misstatements. The number of verifiers/audit queries received due to errors during this period were minimal.</p> <p>During the period I have tried to better understand the needs of my clients and the urgency with which they require information. I believe I have got better at prioritising the different demands made on me and my team, and provide a good level of service to my clients.</p>

## **Developmental Objective**

**Objective: To improve my communication, especially my writing skills.**

Agreed Actions: Participate in the relevant course: "Writing effectively for the ILO".

Related competency: Communication

Purpose: Current role

Learning activities: "Writing effectively for the ILO" online course

**Objective:** To enhance knowledge of the ILO rules and regulations

**Agreed Actions:** Complete the Internal Governance e-Learning Programme in ILO People

**Related competency:** Integrity and Transparency

**Purpose:** General Skills Development

**Learning activities:** Internal Governance e-Learning Programme

End of cycle Developmental Objective Comments:

Direct Supervisor	Official
Congratulations - I note that this course has already helped you further improve your written communication skills.	I have successfully participated in the course "Writing effectively for the ILO".
Well done. I appreciate your commitment during this busy time.	Course completed

<b>Overall Performance Rating      3</b>
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Agreed Outputs	Direct Supervisor's Rating
1. Managerial/Supervisory Responsibilities	4
2. Provision of effective and efficient Financial Management Services	3
3. Budget and Management of cash flow to support planned activities	3
4. Administrative effectiveness established for smooth office operations	3
Competencies	
Integrity and Transparency	3
Quality Orientation	3
Client Orientation	4

<b>Comments on Overall Performance / General Recommendations</b>
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Mr X performed consistently well throughout the biennium. He is a pleasure to work with, eager to learn and has contributed to the realization of the office objectives of this biennium. He has managed changes in his team well and always looked for ways in which the office can improve. I consider him to be a highly qualified and committed team-member.

Mr X has demonstrated emotional intelligence and great people management skills in building a strong, committed team. This is an area where he shows great potential for further growth. I encourage Mr X to participate in the Creating Results through People (CRTP) workshop as part of his ongoing management training.