



**Ministry of Civil Service**  
Public Administrative Reform Committee

**Guideline on  
Performance Management  
System**

Secretariat of Public Administrative Reform Committee

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# Chapter 1

## INTRODUCTION

### 1.1 Introduction

Under the pressure of globalization and competition in the region, the Royal Government of Cambodia (RGC) initiated and put important measures to enhance the effectiveness and efficiency of performance of civil servants, and to build the capacity of the State institutions in the public administration, in order to improve their productivity and their output aiming to respond to the strongly increasing demands of citizens from one day to another. It means that the strengthening and improvement of human resource management's process and development is a key and most important action to transform the human resource in the public sector to be more competent, professional and effective in performing their tasks.

Since 2005, the RGC has tried to put in place a series of motivation system for the civil servants in various line ministries in different project as Priority Mission Groups (PMGs), Merit-Base Pay Initiatives (MBPIs), Priority Operation Cost (POC), Special Operation Agencies (SOAs), and One Window Office (OWOs) etc. These implementation has circulated and changed the perception of the civil servants in performing their roles and their duties, from structure approach to operation approach, by focusing on the results and achieving the goals of their institution and their ministry through development of annual work plan, position description and performance evaluation etc.

Based on these experiences, the RGC in their full member of Cabinet meeting approved, on 14 June 2013, the Policy on Human Resources in the Public Administration in which its third strategy stipulated the implementation of Performance Management System (PMS). And, followed by the endorsement of National Program for Public Administrative Reform (NPAR) 2015-2018 on 09 January 2015 which focuses on three main goals:

1. Promote the Delivery of Public Services that are of high quality, simple, effective, reliable, prompt, responsive to needs and easy to access with active participation from service users.
2. Strengthen human resources management and development to improve civil servants' performance, activeness, effectiveness and reliability in the delivery of public services with strict adherence to the culture of service, motivation, loyalty and professionalism.
3. Improve the pay system to ensure equity, improve productivity and effectiveness as well as to ensure coherence and consistency of compensation between civil servants and the armed forces.

In this context, the Ministry of Civil Service and Secretariat of Public Administrative Reform Committee has studied and drafted the Guideline on Performance Management System (PMS) which is defined to be realistic and comprehensive based on the reality of current public administration and the civil service of the Kingdom of Cambodia. The Secretariat has conducted widely consultation process with all stakeholders through the inter-ministerial meetings for both national and sub-national levels of administration, technical working group meeting, and a series of sharing experiences and consultation's workshop in order to collect the inputs and feedbacks for drafting a performance management system which is suitable to the management and development of human resources in the public administration to enhance the performance and to provide quality public service to serve people better.

The implementation of Performance Management System is highly important and contributing to achieving the goal, vision and mission of ministries and institutions. It also links to human resource management and development's process (HR Process) in the Civil Service by which the result of performance appraisal of individual civil servant will be used as fundamental criteria for appointment, promotion, capacity development, rewards and incentives, etc.

## **1.2 Background of PMS Guideline's Development**

In early 2015, with the facilitation and support from the GIZ, the Ministry of Civil Service and Secretariat of the PAR Committee formed a Working Group to study and define the components and practical tools to develop the draft of PMS guideline through the comprehensive consultation process with relevant ministries and institutions for both national and sub-national levels of administration.

The Working Group has conducted studies and a series of consultations with line ministries and institutions of both national and subnational levels of administration and other relevant stakeholders such as:

- (1) Workshop on sharing of national and international experiences of PMS practices;
- (2) Internal Discussion Meeting with the MCS's management team, technical working group and Consultants;
- (3) Inter-Ministerial Consultation Workshop on the development of PMS guideline, especially the implementation experience of PMG, POC, SOA, OWSO and MBPI;
- (4) Consultation with small group of technical working group from line ministries and institutions of both national and subnational levels of administration;
- (5) Widely Consultation workshop with participants from all line ministries and institutions, the public enterprises, private banks, national and international organizations, and some selected universities, and
- (6) Meeting of PAR Committee for their consideration and approval.



## Chapter 2

### PERFORMANCE MANAGEMENT SYSTEM

#### 2.1 Definition

- **Performance**  
Performance refers to the act and the working modality on how the civil servant/staff achieve their expected results effectively.
- **Performance Management**  
Performance management refers to the process of managing the staff's performance based on PMS in which the supervisor and staff are encouraged to perform their duties with high responsibility and with participation approach, and to the best of their abilities with effectiveness, and capacity development.
- **Performance Management System**  
PMS refers to the process of managing the performance of staff and manager/supervisor in the departments/units or line ministries and institutions at both national and sub-national levels of administration, by using a systematic mechanism and with certain key components such as annual work plan, position description, term of reference/performance agreement, attendance control, reporting system, and monitoring and evaluation process, aiming to increase the capability and productivity toward achieving the objectives and expected results of departments/units or ministries/institutions.

#### 2.2 Goal

PMS aims to enhance the effectiveness and efficiency and to increase the capability and the productivity in order to achieve the objectives of the work plans and the expected results of the departments/units and line ministries and institutions at both national and sub-national levels of administration.

#### 2.3 Objective

PMS has the following important objectives:

- Identify an annual work plan of departments/units
- Achieve the work priorities of ministries/institutions
- Increase efficiency and productivities of individual staff and departments/unit
- Encourage staff to perform the duties to the best of their abilities
- Establish a consultation forum for the supervisor and his/her subordinate to discuss about their assignment/term of reference and their performance
- Motivate and respectively reward the staff and department/unit who have an outstanding performance
- Define the real needs of capacity building or the real challenges in each department/unit.

#### 2.4 Benefits of Using the Performance Management System

In the Global context, Performance Management in Public Sector would provide the following benefits such as:

- (1) It is applied as an instrument/tool for preparation of work plan as well as for determination of future goal and action plan;
- (2) It is applied for management, evaluation and monitoring of unit and staff performance;
- (3) It is applied for budget preparation to support the operation of unit and staff work;

- (4) It is to enhance economic value such as effectiveness, efficiency and productivity;
- (5) It is to enhance democratic value through the joint discussion on common plan between supervisor and staff as well as to promote transparency on performance appraisal;
- (6) It is to enhance the value of rightness by linking the objectives and mission of staff and unit to strategic vision of department/unit and line ministries and institutions.

In the Cambodian context, the implementation of PMS would provide the following benefits to respective actors such as:

#### ***2.4.1 Ministries/Institutions***

PMS is established to support the line ministries and institutions at both national and sub-national levels of administration to achieve their strategic programs, work plans, missions, and priorities based on the annual work plan and priority action plan of the department/unit and ministries and institutions.

#### ***2.4.2 Manager/Supervisor***

PMS would assist the manager/supervisor in line ministries and institutions at both national and sub-national levels of administration in managing the performance of their staff to achieve the objectives and expected results of the department/unit. The manager/supervisor is also able to prioritize the tasks, and to monitor and evaluate the progress through effectively providing their feedback and guidance on performance of their staff, and solutions for some challenging matters.

#### ***2.4.3 Staff***

PMS would assist the staff to know about their work plans, duties and responsibilities, and the competencies required to perform their duties. It also motivates staff who have excellent performance to receive the following incentives such as medal, appointment, promotion in grade/step, appreciation certificate and additional trainings, etc.

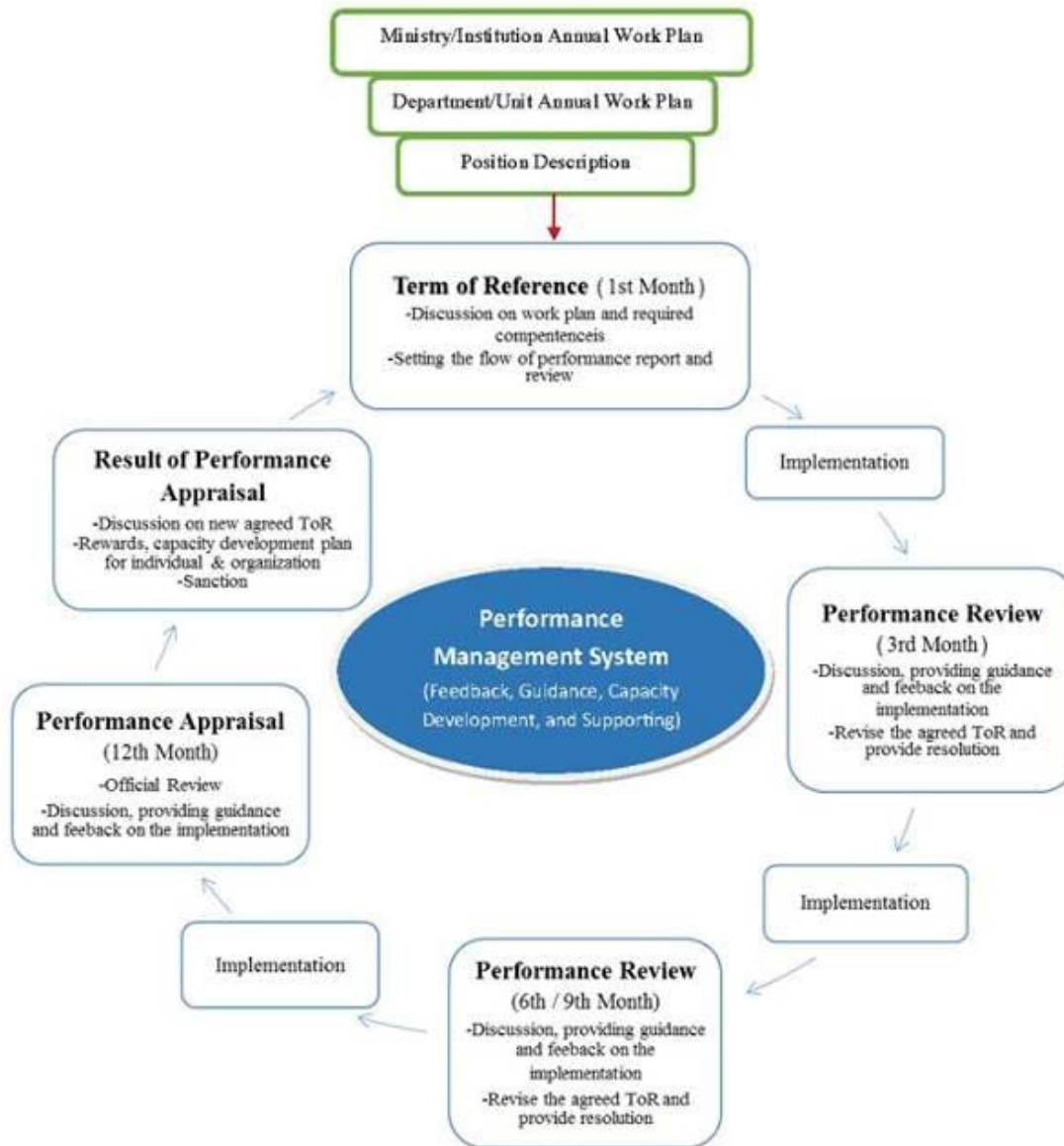
## **2.5 Key Elements of Performance Managements System**

The Performance Management System shall have all key elements as follows:

- Ministries/Institutions Annual Work Plan (refer to Annex 1)
- Departments/Units Annual Work Plan (refer to Annex 2)
- Position Description (refer to Annex 3)
- Term of Reference (refer to Annex 4)
- Attendance Control (refer to Annex 5)
- Performance Report and Review (refer to Annex 6)
- Performance Evaluation (refer to Annex 7)

## 2.6 Cycle of PMS Implementation (refer to Annex 8 and 9)

Diagram of PMS Implementation





### ***2.6.1 Ministry/Institution Annual Work Plan***

The ministry/institution annual work plan refers to an annual operational work plan of ministries/institutions which is annually formulated in alignment with their missions and priorities. This work plan must respond to the strategic priorities, core functions, and structure of the ministries/institutions as defined by the law on the establishment of ministries/institutions, sub-decree on organization and functioning of ministries/institutions and Prakas on organization of structure, roles and duties of units under ministries/institutions.

The annual work plan aims at identifying the work targets, task activities, key performance indicators for measuring those activities achievements, and also defining the implementation schedule, budget estimate for implementing set activities, source of financing and responsible departments/units.

Heads of ministries/institutions are responsible and leading for developing the annual work plan in alignment with the political platform and strategic plan of the Royal Government.

### ***2.6.2 Department/Unit Annual Work Plan***

Department/unit annual work plan refers to an annual operational work plan of departments/units which is formulated in early of the year by the head of the department/unit (Director General or Secretary General, Head of Department, Chief of Office, or Head of Unit), and must be consistent with and respond to the ministry/institution annual work plan or annual operational work plan. The department/unit annual work plan must be cascaded and incorporated into staff's assignment.

The development of department/unit annual work plan must include list of responsibilities, key performance indicators, implementation schedule, budget estimate, source of financing, and responsible persons.

The development of the department/unit annual work plan must involve the process of consultation among staff and manager, and the work plan must be published so that staff can get informed and actively participate in the implementation.

### ***2.6.3 Position Description***

Position description refers to the determination of roles, duties and responsibilities as well as required qualifications for positions within the unit and ministry/institution's organizational structure. It also determines reporting line of each specific position to its immediate supervisor within the department/unit.

The key components of position description include name of position, name of immediate supervisor/manager, a list of key duties/responsibilities as defined in each position, and necessary conditions for the position such as Cadre, grade, position qualifications, core competency and professional competency.

The immediate supervisor/manager, in collaboration with the human resource unit/personnel department in the ministry/institution, must develop position descriptions for each type of positions within his/her unit/department.

A clear development of position descriptions is to ensure staff recruitment to meet the right skills and the right places, and to ensure a clear capacity development plan and succession plan. The immediate supervisor/manager and the personnel department/ human resource unit representatives must be a member of the recruitment committee of ministry/institution/unit both at the national and subnational levels of administration.

Position Description (such as positions of Secretary General/Director General/Head of Provincial Departments) must be approved by their respective Minister.

Position Description for governors of the Capital and provincial governing board must respect the Ministry of Interior's Instruction Letter No. 038 SNN dated 21 November 2013 on the development of terms of reference for civil servants and personnel at capital, provincial, municipal, district and Khan's administration.

### ***2.6.4 Terms of Reference***

Terms of Reference (ToR) is an annual performance work plan of staff which is based on the duties/responsibilities entrusted by their immediate supervisor/manager. ToR is to provide clear responsibilities on staff assignment and it is developed after having consultation among staff and their immediate supervisor/manager and based on department/unit annual work plan. The agreed ToR must include performance goal (duties and responsibilities, and required competencies), setting evaluation indicators (specific indicators and expected results) and implementation schedule. The ToR is generally developed in January (see annex 4).

### ***2.6.5 Attendance Control***

Attendance control is a mechanism to monitor staff duty implementation in order to enhance professionalism and performance. The result of staff attendance control will be used as part of staff performance evaluation. Immediate supervisor/manager can set up the procedure of attendance control in reference to the existing regulations and also the requirement of tasks, workplace and individual staff needs (see Annex 5).

### ***2.6.6 Performance Report and Review***

Staff members, who agreed to perform the entrusted tasks, have to prepare a regular performance report on his or her work results (monthly, quarterly, semester or annually) as determined by immediate supervisor/manager; then, submit the report to the immediate supervisor/manager for checking and monitoring on his or her performance.

#### **1. Performance Report**

The performance report must indicate the agreed activities, achievements, implementation schedule, uncompleted activities and also challenges that impede staff implementation.

This report must respond to the set activities, evaluation indicators, (specific indicators and expected results) and implementing schedule as defined in the agreed ToR between staff and immediate supervisor/manager (see Annex 6).

#### **2. Performance Review**

Immediate supervisor/manager must conduct a regular review (monthly, quarterly, semesterly or annually) on staff's achievement report through consultation on work progress and identifying issues/challenges in implementation and also providing guidance and feedback to the staff member.

The performance review will allow manager and staff to come up with possible solutions such as revising the work plan, ToR, capacity development for staff and organization, and providing means of support for the implementation.

### ***2.6.7 Performance Evaluation***

#### **2.6.7.1 Evaluation Criteria**

Performance evaluation/appraisal must be undertaken regularly (in every 3, 6, 9 or 12 months) as defined by respective department/unit. Performance evaluation must be considered based on two main criteria:

- (1) Performance (60 points)
  - Degree of completeness of work (20 points)
  - Timeliness (20 points)
  - Degree of difficulty of work (20 points)

(2) Competency (40 points)

- Behaviour and discipline (20 points)
- Professional competency (20 points)
- Leadership (10 points)

**Performance** refers to the task achievement responding to expected results and implementation plan as set in the agreed Term of Reference between staff and immediate supervisor/manager. Performance evaluation/appraisal must consider on the degree of completeness of work, timeliness and the degree of difficulty of work implementation.

**Competency** refers to individual staff behaviour and discipline, professional competency, and leadership required for achieving implementation as expected.

#### 2.6.7.2 Evaluation Process

The performance evaluation must go through the following process:

**1.** Staff member must complete the achieved performance (as stated in performance report done monthly, quarterly, semesterly or annually, as in Annex 6) into the performance evaluation template, and then submit to immediate supervisor/manager for assessment. Immediate supervisor/manager must review the completed performance report. At the same time, the immediate supervisor/manager must define the means of giving scores in accordance with the above evaluation criteria both on Performance (60 points) and Competency (40 points), and by giving comments on the given scores and also provide evaluation grade based on the overall scores. The evaluated staff has the rights to have review on his/her evaluation result and to have discussion with the immediate supervisor/manager whether to agree or disagree with the evaluation result (see Annex 7).

**2.** In case, there is no agreement between the evaluated staff and the immediate supervisor/manager, the evaluation results must be submitted to the next higher management level for review and making decision.

**3.** After having made decision by the next higher management level on the evaluation results, if there is still no agreement between the evaluated staff and the immediate supervisor/manager, the ministry/institution can establish a committee as required to have final review on the evaluation results.

#### 2.6.7.3 Evaluation Results

The overall result of staff performance evaluation is categorized into 5 grade scales as following:

- **Outstanding** qualifies to be awarded:
  - o Medals
  - o Appointment to a next higher position
  - o Bonus
  - o Capacity development (training, coaching, career plan)
  - o Promotion in step (automatically)
- **Excellence** qualifies to be awarded:
  - o Certificate of appreciation
  - o Promotion in step (automatically)
  - o Capacity development (training, coaching, career plan)
- **Normal** qualifies to be awarded:
  - o Opportunity to be promoted in step
  - o Additional trainings and short-term specific skill trainings
- **Need for Improvement** qualifies to be awarded:
  - o Additional trainings and long-term specific skill trainings
  - o Suspension of promotion in step
- **Poor Performance** shall receive as follows:
  - o Additional trainings and long-term specific skill trainings
  - o Suspension of promotion in step
  - o Administrative disciplinary sanctions if needed



## **Chapter 3**

### **THE IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEM**

#### **3.1. Key Principles in Applying PMS**

To ensure the implementation of PMS with effectiveness and quality, and with participation in the manner of transparency, accountability, and responsibility, the responsible actor have to respect five key principles as follows:

##### **Principle 1: Organizational Environment or Culture**

PMS implementation requires the use of Result Based Management and the culture of responsibility. Performance Management is required to define clear work targets and indicators as discussed and agreed between implementation staff and immediate supervisor/manager, and followed by the performance evaluation. This situation requires the heads of ministries/institutions and departments/units to change their management process from the procedure-based-management to result-based-management through promoting responsibility and improving the way of organizing and fulfilling the tasks.

PMS implementation and the change of management process require strong support and high commitment from the management levels across ministries/institutions and immediate supervisors/managers across departments/units. Such supports and commitments are to ensure the demonstration of role model in leading and performing tasks.

In addition to the improving working environment, the Ministry of Economy and Finance as well as other Ministries/Institutions must speed up the implementation of program budgeting to all ministries/institutions both at national and sub-national levels of administration; and also improve the procedure of budget proposal and budget provision to ensure that the distribution of means and logistic support meets staff performance and incentives effectively and timely.

##### **Principle 2: Consistency**

PMS must be linked to the process of planning or strategic mission of ministry/institution and the process of budget planning of the Royal Government. This means that PMS implementation is to achieve the priority tasks of the ministry/institution by getting responded to the required demands of human resources and financial resources for the implementation.

PMS will require the development of work plan for individual staff and department/unit which is responsive to the work plan or strategic missions of ministries/institutions. It also requires the regular monitoring and evaluation on the work progress of the each individual staff.

The result of performance evaluation must also be linked to the processes of human resource management and development such as identifying training needs and capacity development, organizational development, promotion in grade and step, opportunities for the appointment, reward, and incentive.

##### **Principle 3: Participation**

PMS provides opportunities for staff, immediate supervisor/manager, and head of ministry/institution to participate in the process of consultation to establish and adjust the overall performance objective and work plan for the department/unit with the aim of ensuring common understanding and commitment on the work implementation toward achieving results as expected.

Performance evaluation and its result also involve participation of individual staff and immediate supervisor/manager such as through the performance reporting line, performance evaluation, and guidance feedback on improving performance, and consultation between immediate supervisor/manager and implementation staff on performance evaluation result. This will create a culture of participation and dialogue.

##### **Principle 4: Performance**



PMS will provide a regular feedback on performance in responding to the set targets or work plan as defined by the ministry/institution or department/unit and individual staff. PMS will allow to have opportunities for illustration on the reasons why the implementation of tasks cannot be achieved as set in the target or expected results and also help to find possible solutions for those challenges or issues.

#### **Principle 5: Implementation Capacity**

PMS implementation will respond to the specific needs of capacity development for organization and staff in order to improve staff productivity, outputs, and performance. The specific capacity required for the PMS implementation includes the development of annual work plan, monitoring and evaluation, negotiation and consultation, leadership, teamwork spirit, participation, and delegation, etc.

### **3.2 Roles and Responsibilities of Immediate Supervisor/Manager**

Head of department/unit or immediate supervisor/manager of ministries/institutions at national and sub-national levels of administration must develop performance management for their staff in regards to the Guideline on Performance Management System.

At the beginning of each year, head of department/unit or immediate supervisor/manager of ministries/institutions at national and sub-national levels of administration must develop an annual work plan of their departments/units, performance management, and supporting budget in consistency with annual work plan or annual operational work plan of ministries/institutions at national and sub-national levels of administration. This means that head of department/unit or immediate supervisor/manager must develop annual work targets and expected results of their respective department/unit and staff, position descriptions and staff responsibilities, ToR for implementation staff, performance reporting line, and performance evaluation.

Personnel department or HR unit of ministries/institutions play the role as the focal person in coordinating and supporting to the process of PMS implementation.

In every 3-month, 6-month or 12-month period, performance evaluation must be conducted by immediate supervisor/manager based on performance progress report, competency, unachieved activities, and challenges faced by implementation staff.

The result of performance evaluation must be kept in the personnel department or human resource unit for the purpose of human resource management and development. The personnel department or human resource unit must conclude the result of staff performance evaluation from each department/unit and develop list of staff based on their grade scores and additional comments of their immediate supervisor/manager, and then submit the list to the management of ministries/institutions for review and approval.

### **3.3 Roles and Responsibilities of Head of Ministry/Institution**

The management of ministries/institutions at sub-national and national levels of administration are responsible for putting implementation of the performance management system within their respective jurisdiction. The performance management system is used to monitor and evaluate performance based on the cycle of annual work plan and budget plan of ministries/institutions.

Ministries/institutions must also be responsible for the management and review of the PMS implementation by having collaboration, coordination and technical supports, if needed, with the Secretariat of Public Administrative Reform Committee.

The Secretariat of Public Administrative Reform Committee must play a role as support base of PMS implementation through providing dissemination of PMS guidelines, training and capacity development for implementation, recording the results of monitoring and evaluation, and also organizing sharing forums of national and international best practices.

For day-to-day operation of PMS, it is the responsibility of immediate supervisor/manager of department/unit and their staff to ensure that the implementation is adhered to the principle of transparency, accountability, participation, accuracy and truthfulness, and with high responsibility and leadership.

## **Annexes:**

Annex 1: Ministry/Institution Annual Work Plan

Annex 2: Department/Unit Annual Work Plan

Annex 3: Position Descriptions

Annex 4: Terms of Reference (ToR)

Annex 5: Attendance Control

Annex 6: Performance Report Template

Annex 7: Performance Evaluation

Annex 8: Process of PMS Implementation

Annex 9: Result of Performance Evaluation

### ***Annex I: Ministry/Institution Annual Work Plan***

Name of Ministry/Institution: .....

Targets	Activities	Key Performance Indicators	Schedule for Implementation				Budget Estimate	Source of Financing	Responsible Department/Unit
			Q1	Q2	Q3	Q4			
1.	1.1.....								
	1.2.....								
2.	2.1.....								
	2.2.....								
3.	3.1.....								
	3.2.....								
4.	4.1.....								
	4.2.....								

Note: Ministry/institution annual work plan is an annual operational plan of ministry/institution developed annually in accordance with missions and work priorities of the ministry/institution. In case, any ministry/institution does not have their annual operational plan, they have to develop their annual work plan following the given template of this annex.

## Annex 2: Department/Unit Annual Work Plan

1. Ministry/Institution: .....

2. Department/Unit (General Department, Department, Office or other Units): .....

3. Annual Work Plan of Department/Unit:

Activities	Key Performance Indicators	Schedule for Implementation				Budget Estimate	Source of Financing	Responsible Person
		Q1	Q2	Q3	Q4			
1.....								
1.1.....								
1.2.....								
2.....								
2.1.....								
2.2.....								
3.....								
3.1.....								
3.2.....								

**Note:** Department/unit annual work plan refers to an annual operational plan of department/unit developed at the beginning of each year by the Head of Department/Unit (Director General or Secretary General, Director of Department, Chief of Office, or Each Head of Unit) in accordance with the ministry/institution annual work plan or annual operational plan. In case, any department/unit does not have their own annual operational plan, they must develop their annual work plan following the given template of this annex.



### Annex 3: Position Description

1. Ministry/Institution:..... Department/Unit: .....
2. Name of position<sup>1</sup>: .....
3. Under immediate supervision of (position of immediate supervisor/manager) :.....
4. Report to: must develop monthly report on his/her work implementation and submit to.....  
(Position of immediate supervisor/manager) .....
5. Roles and responsibilities: (are list of main duties of each position as based on the Sub-Decree on Organization and Functioning of concerned ministry/institution which prescribed roles and duties of General Secretariat/General Department/Department, and Prakas on the Establishment and Functioning of Offices and subordinate Units at national and sub national levels which prescribed roles and duties of offices and subordinate units)  
.....  
.....  
.....  
.....

#### 6. Conditions and qualifications of each position

Category and Grade (based on existing laws and regulations)	Qualifications	
	Requirements of position (based on existing laws and regulations)	
	<ul style="list-style-type: none"> <li>- Level of Education</li> <li>- Professional Specialization</li> <li>- Working experience<sup>2</sup></li> <li>- Other Trainings<sup>3</sup></li> <li>- IT Skills and Foreign Language Proficiency (if needed)</li> </ul>	 .....  .....  .....  .....  .....

<sup>1</sup> Ministry/institution must develop list of positions t officials up to management level which are identified in the organizational structure and professional functions.

<sup>2</sup> Working experience:

- 1) (function of leading, supervision, management, coordination) for director general (at least 13 years of working experience), for deputy director general (at least 10 years of working experience), for head of department (at least 8 years of working experience), for deputy head of department (at least 5 years of working experience), for chief of office (at least 3 years of working experience) and for deputy chief of office (at least 2 years of working experience).
- 2) Expertise officials require at least 1 year of working experience.

<sup>3</sup> are short-term trainings for enhancing capacity of official who is holding in a position.

	<ul style="list-style-type: none"> <li>- Competencies<sup>4</sup>:               <ul style="list-style-type: none"> <li>○ Responsibilities and working discipline (hierarchy, internal rules, working hours)</li> <li>○ Have a clear plan and result oriented</li> <li>○ Commitment to continue developing capacity, knowledge and skills</li> <li>○ Good collaboration and teamwork</li> <li>○ Respect professional secrecy and confidential obligations</li> <li>○ Initiatives, innovation, and improvement of procedures and formality</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>- Professional competencies<sup>5</sup>:               <ul style="list-style-type: none"> <li>○ .....</li> <li>○ .....</li> <li>○ .....</li> </ul> </li> </ul>

**Notes:**

1. Immediate supervisor/manager must develop and fill in the position description in collaboration with their personnel department or human resource unit.
2. Position descriptions (as of Secretary General/Director General/Head of Provincial Department) must be approved by their concerned Minister.
3. Position Description of governors of the Capital and provincial governing board must respect the Ministry of Interior's Instruction Letter No. 038 SNN dated 21 November 2013 on the development of terms of reference for civil servants and personnel at capital, provincial, municipal, district and Khan Administration.

<sup>4</sup> are core competencies in term of behavior and discipline for civil servants of all positions.

<sup>5</sup> are professional competencies in performing roles and responsibilities effectively.

#### Annex 4: Terms of Reference (ToR)

Ministry/Institution:.....Unit:.....

Staff	Name	Position	Date	Signature
Immediate Supervisor				
Implementing Period	<input type="checkbox"/> 6 months	<input type="checkbox"/> 12 months	<input type="checkbox"/>	

	Performance Goal	Evaluation Indicators <sup>6</sup>		Schedule <sup>7</sup>
		Specific Indicators	Expected Results	
1	Duties and Responsibilities (entrusted by immediate supervisor)			
	1			
	2			
	3			
	4			
	5			
2	Competencies required to perform tasks <sup>8</sup>	1..... 2..... 3.....		

<sup>6</sup> is a standard or criteria setting for performance evaluation and measurements of each staff's performance goal. The formulation of proper indicators requires to have information for checking related to data or figures. The establishment of specific indicators is used as a means to measure the expected results. Ministry/institution or department may have different forms in setting indicators depending on the types of their tasks responsibilities.

<sup>7</sup> is a timeline setting for implementation of an action plan in order to achieve a performance goal and respond to the evaluation indicators.

<sup>8</sup> is a requirement for development of professional capacity in performing tasks effectively.

**Annex 5: Attendance Control**

**List of Daily Attendance for Civil Servants**  
**Date.....**

No.	First Name and Family Name	Sex	Position	Signature		Coming Late	Leave Early	Certification	Others
				Morning	Afternoon				
1									
2									
3									
4									
5									
6									

- Total absence:.....persons
- Absence with approval:.....persons
- Leave without pay: .....persons
- Others: .....

Made in.....date.....

Chief.....



## ***Annex 6: Performance Report Template***

Report on  
Result on Performance (Monthly, Quarterly, Semesterly, or Annually).....

### **1. General Information**

Staff Name:.....
Position:.....
Department/Unit:.....
Ministry/Institution:.....

### **2. Activities and Work Results**

Activities/Tasks	Achieved Results	Implementing Period

### **3. Uncompleted Activities and Challenges**

Uncompleted Activities	Challenges

Date...../...../.....

Signature.....

Implementer.....

Comment of immediate supervisor:.....

.....  
.....

Date...../...../.....

Signature.....

Immediate Supervisor.....

## Annex 7: Performance Evaluation

Name (implementation staff)	Unit /Ministry/ Institution	Position	Grade	Date of Appointment in Current Position
Period of Evaluation	<input type="checkbox"/> 03 months <input type="checkbox"/> 06 months <input type="checkbox"/> 09 months <input type="checkbox"/> 12 months			

Results of Evaluation	Excellent (5)	Superior (4)	Successful (3)	Need for improvement (2)	Poor performance (1)
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 1. Evaluation on Performance (60pts) (This substance is quoted from Annex 4 on terms of reference)

No.	Filled by Individual Personnel		Filled by Manager/Supervisor			
	Performance Goal <sup>9</sup>	Achievement <sup>10</sup>	Degree of completeness of work (20pts) <sup>11</sup>	Timeliness (20 pts) <sup>12</sup>	Degree of difficulty of work (20pts) <sup>13</sup>	Comments
1						
2						
3						
4						
5						
Additional tasks						
Additional tasks <sup>14</sup>						
<b>Overall Scores on Performance</b>						

<sup>9</sup> Work activities quoted from terms of reference for civil servants in [annex 4](#).

<sup>10</sup> Based on results derived from report on work performance as stated in [annex 6](#).

<sup>11</sup> compare achievement to expected results

<sup>12</sup> time used to achieve performance compare to time set in the implementation schedule

<sup>13</sup> depend on the type and scope of work, as some work is complicate and the degree of difficulty is different in achieving results

<sup>14</sup> Entrusted tasks as needed.

## 2. Evaluation on Competencies (40pts)

No.	Evaluation Criteria	Score Given by	Reasons
		Direct Supervisor	
1	<b>Behaviour and discipline (20pts)</b>		
	Respect working rules, working hour, and internal rules of department/unit		
	Spirit of responsibility		
	Respect working hierarchy, professional secrecy and confidential obligation		
2	<b>Professional Competencies (10pts)</b>		
	Capacity to perform tasks		
	Development of capacity, knowledge & skills		
	Ability to be initiative and innovative (enhancing work activities for effectiveness and success)		
3	<b>Leadership (10pts)</b>		
	Collaborate with other staff members to achieve common results/teamwork		
	Interpersonal skills		
	Ability to work under pressure		
<b>Overall score on competencies</b>			

<b>Overall Grade Rating (1-5)</b>	
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<b>3. <u>Immediate supervisor</u> can select more than one types of incentives (but not more than three), based on grade evaluation.</b>	<input checked="" type="checkbox"/>	Additional comments from direct supervisor
Preparing to get medal		
Preparing to be promoted in a next position higher than his/her current position		

Preparing to get monetary incentive/bonus		
Preparing to get capacity development (training, coaching and career planning)		
Promotion/progression in grade/step (automatically)		
Preparing to get a certificate of appreciation		
Attend short-term sector-specific training		
Attend long-term sector-specific training		
Suspension of promotion		
Administrative disciplinary sanction as needed		

Feedback of implementer: .....

Date.....

Signature

Date.....

Implementer

Signature

Immediate Supervisor

#### 4. In case of disagreement on performance evaluation

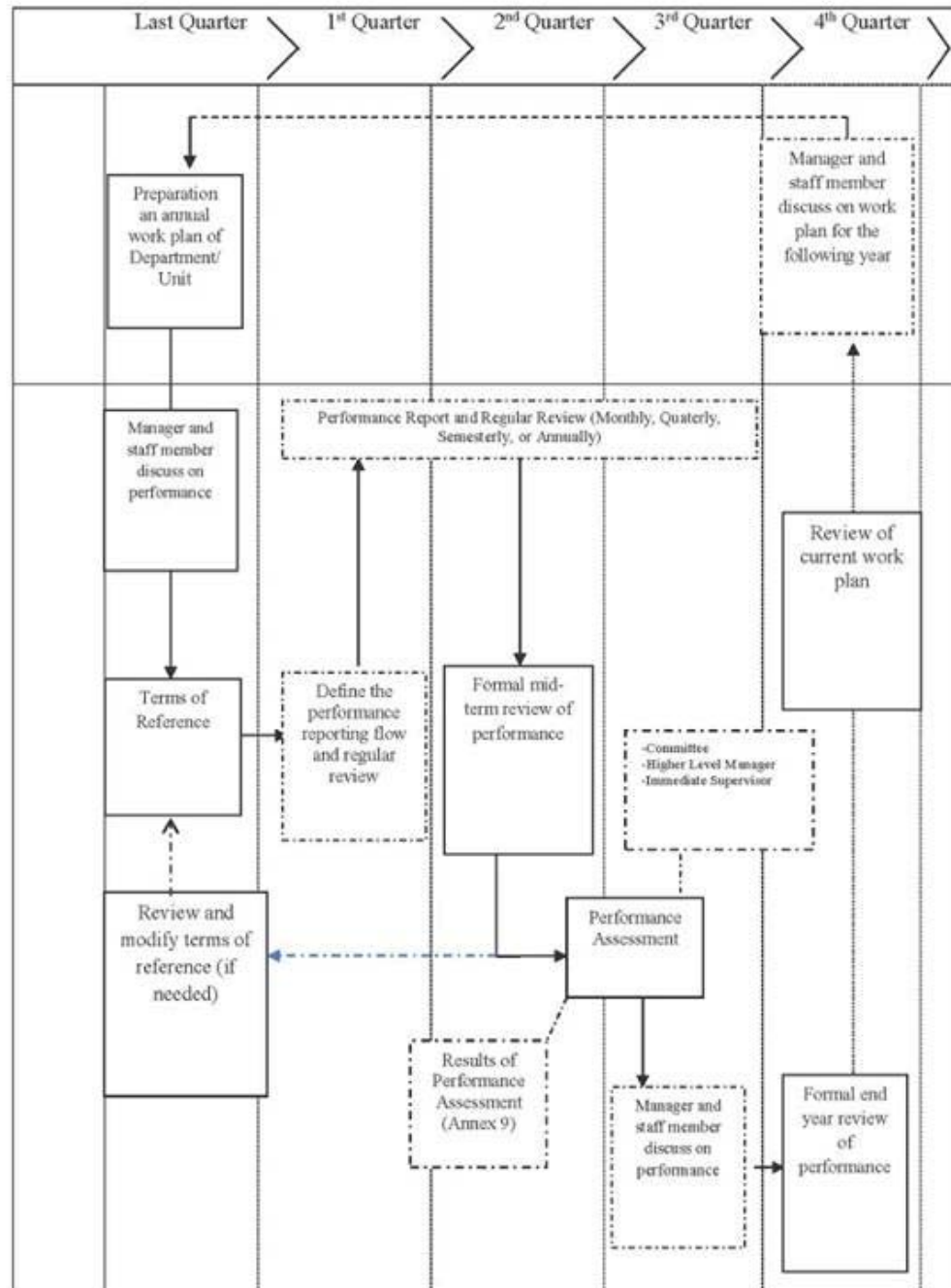
	Name	Position	Date	Signature	Comments
Staff					
Evaluator or immediate supervisor					
Decided by next higher manager					



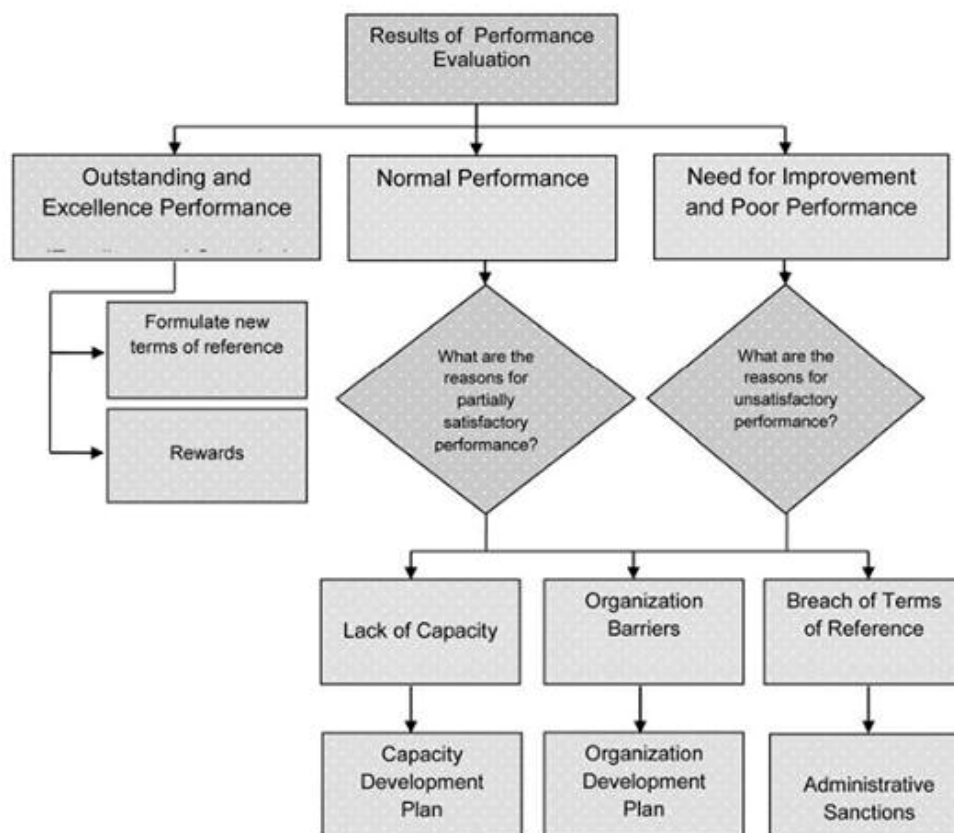
### **Instruction principle on rating scale 1-5:**

1. Scale 5 refers to **Outstanding**. This is provided for those, who achieve work results (quantity and quality) including behaviour and discipline, professional competencies and leadership, surpass the expectation and the results of other successful colleagues who are in the same position and salary scale.
2. Scale 4 refers to **Excellence**. This is provided for those, who achieve work results including behaviour and discipline, professional competencies and leadership, surpass the work results of other colleagues who are in the same position and salary scale.
3. Scale 3 refers to **Normal**. This is provided for those, who achieve work results including behaviour and discipline, professional competencies and leadership, fully meet to their position and expected results.
4. Scale 2 refers to **Need for Improvement**. This is provided for those, who achieve work results including behaviour and discipline, professional competencies and leadership, have not yet respond to their position and expected results.
5. Scale 1 refers to **Poor Performance**. This is provided for those, who achieve work results including behaviour and discipline, professional competencies and leadership, have not yet responded to their position and expected results, and their work results are still low even after immediate manager/supervisor have already provided feedback, guidance and support.

### Annex 8: Process of PMS Implementation



### ***Annex 9: Result of Performance Evaluation***



The results of performance in the performance management system have the following features:

1. The results of performance evaluation will be categorized into 5 scales, which are outstanding (5), excellence (4), normal (3), need for improvement (2) and poor (1).
2. Where there is outstanding excellence performance, a new term of reference shall be established. An individual who receives an outstanding and excellence performance shall be rewarded as follows:
  - Medals
  - Appointment in a position that is higher than his/her current position
  - Bonus
  - Capacity development (trainings, coaching, career plan)
  - Promotion in step (automatically)
  - Certificate of appreciation

3. Where there is normal, need for improvement and poor performance, the immediate supervisor and staff member have to analyse the performance results and determine the reasons for such performance. If it is due to a lack of capacity, then the personnel department or human resource unit must develop a capacity development plan for short-term and long-term capacity development based on feedback of his or her immediate supervisor which is enclosed in performance evaluation template (annex 7).

If it is due to organization barriers, then his or her immediate supervisor must develop an organizational development plan through improving means of tasks arrangement, management, and leadership of their department in order to address those challenges.

4. If the normal, need for improvement and poor performance is due to a breach of term of reference, then the staff member may be subjected to sanctions in term of warning, suspension promotion in step, and administrative sanction if needed in according to the results of performance evaluation and additional feedback of his or her immediate supervisor which is enclosed in performance evaluation template (annex 7). The personnel department or human resource unit must implement sanction procedures in conformity with the existing rules stated in the Law on Common Statute of Civil Servants and other relevant regulations.

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# “កែទម្រង់រស់ មិនកែទម្រង់ស្លាប់”



## យើងចូលរួមអនុវត្តការកែទម្រង់រដ្ឋបាលសាធារណៈ

ក្រសួងមុខងារសាធារណៈ

ផ្លូវវត្តអង្គតាមិញ ភូមិគោកចំបក់ សង្កាត់ចោមចៅ ខណ្ឌពោធិ៍សែនជ័យ រាជធានីភ្នំពេញ

ទូរស័ព្ទ/ទូរសារ៖ +៨៥៥-២៣-៨៦៦៥០១

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