



THE PRESIDENCY
OFFICE OF THE HEAD OF THE CIVIL SERVICE
OF THE FEDERATION

POLICY ON PERFORMANCE MANAGEMENT SYSTEM

for

FEDERAL PUBLIC SERVICE

2022



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The Policy on Performance Management System in Federal Public Service shall operate with due consideration to the following documents:

- i. National Development Plan;
- ii. Medium-Term Expenditure Framework;
- iii. Medium Term Sector Strategy;
- iv. Federal Public Sectors Strategic Plans;
- v. MDAs Strategic Plans;
- vi. Annual Appropriation Act;
- vii. Public Service Rules; and
- viii. All other Guidelines and Procedures for HRM.

Circulation:

This document shall be circulated Service-wide for implementation and compliance.

Preamble

This policy document provides information on the underlying principles guiding Performance Management System and strategies for its implementation in the Federal Public Service of Nigeria.

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PREFACE

The Office of the Head of the Civil Service of the Federation (OHCSF) developed the Federal Civil Service Strategy and Implementation Plan 2017-2020 (FCSSIP20), and its successor plan, the Federal Civil Service Strategy and Implementation Plan 2021-2025 (FCSSIP25), as part of its efforts to reinvigorate the Service. The plans articulated prioritized interventions that could drive high impact within the Service in the short-term and outlined supporting strategies for managing the associated changes.

One of the prioritized interventions is institutionalisation of a modern Performance Management System (PMS) as a tool for appraising employees' performance in the Federal Public Service. This became imperative in order to address the shortcomings associated with the Annual Performance Evaluation Report (APER) - the performance appraisal tool hitherto used in the Public Service. The modern PMS provides a systematic process of planning work, setting targets, providing on-going support to employees and measuring expectations. It also provides the framework for continuous tracking of employees' performance, for developing and improving their capacities to perform on their jobs and for motivating them for increased productivity.

The Policy on Performance Management System for Federal Public Service provides the building blocks required to ensure effective and efficient implementation of the PMS. In developing the Policy therefore, inputs were received from critical stakeholders within government, the private sector as well as development partners. This is to ensure institutionalisation of PMS in a most effective manner across the MDAs.

It is expected that implementation of the Performance Management System will facilitate the development of an accountability-driven, result-oriented, high-performance and meritocratic culture in the Federal Public Service. This will be facilitated by a PMS framework which links National Development Plans and government prioritized objectives with MDAs' Strategic Plans and employees' job objectives. The new PMS will also entrench fairness and transparency in employee performance management.

Employees' performance appraisal derived from the new PMS, shall form the basis for a number of human resource decisions by relevant Federal MDAs.

I urge all Federal Public Servants to acquaint themselves with the provisions of this Policy and ensure compliance.

Dr. Folasade Yemi-Esan, CFR
Head of the Civil Service of the Federation

ABBREVIATIONS

Acronyms	Meaning
APER	Annual Performance Evaluation Report
CEO	Chief Executive Officer
EPMS	Employee Performance Management System
FEC	Federal Executive Council
FCSSIP25	Federal Civil Service Strategy and Implementation Plan 2021-2025
GPMS	Government Performance Management System
HRM	Human Resource Management
KPMG	Kynveld Peat Marwick Goerdeler
KPIs	Key Performance Indicators
KRAs	Key Result Areas
MDAs	Ministries, Extra-Ministerial Departments and Agencies
MPMS	Ministries, Extra-Ministerial Departments and Agencies Performance Management System
MTSS	Medium-Term Sector Strategy
FMFB&NP	Federal Ministry of Finance, Budget and National Planning
OHCSF	Office of the Head of the Civil Service of the Federation
OKRs	Objectives and Key Result Areas
OSGF	Office of the Secretary to the Government of the Federation
PM	Performance Management
PMD	Performance Management Department
PMS	Performance Management System
SERVICOM	Service Compact with All Nigerians

1.0 INTRODUCTION

1.1 Background

The Public Service is a fundamental institution of government that provides the solid foundation upon which societal yearnings, aspirations, dreams and vision are realized. It is central to the achievement of national development goals and objectives due to its role in policy articulation and implementation. The Federal Public Service evolved from the Colonial Service established by the British administration and which has metamorphosed to the present Federal Government institutions, generally referred to as Ministries, Extra-Ministerial Departments and Agencies (MDAs).

1.2 Overtime, the traditional bureaucracy inherited from the colonial administration fell short of expectation. The conduct of the Service was therefore perceived as un-professional, non-productive, inefficient and ineffective, resulting in breach of promises made to the citizens. Consequent upon this perception, successive Administrations since independence have tried many approaches to institute a form of accountability in government and improve performance. The key objective of these reform initiatives was to improve the machinery of Government by transforming the Service into an efficient and effective tool for the implementation of Government policies and programmes. Despite the various reform initiatives, the performance and service delivery by public servants fall short of expectations of many stakeholders. The unsatisfactory levels of performance, both at institutional and individual levels, have been attributed to the dearth of a comprehensive performance management system in the Federal Public Service, leading to the introduction of a number of initiatives aimed at introducing a system of tracking government performance.

1.3 The Udoji Commission in 1974, diagnosed the central problem of the public service as that of its inability to respond to developmental challenges of Nigeria. It proposed the introduction of a new style and result-oriented management of the Service, using the following tools:

- i. Management by Objectives;
 - ii. Programme and Performance Budgeting; and
 - iii. Project Management.
- 1.4 In order to reposition the Service for efficient and effective service delivery and to address the challenges of a development-oriented society, Government adopted the Udoji Committee's recommendation on Open Reporting System and Management by Objective in evaluating performance in the Public Service to replace the Confidential Reporting System inherited from the colonial administration.
- 1.5 The adoption of this key recommendation led to the introduction of the Annual Performance Evaluation Report (APER) System in the Public Service. While the objectives of the APER system were noble, the framework put in place for its implementation was defective. This denied Nigeria the benefits derivable from a productive and performance/output-driven framework within which most public services in the world operate.
- 1.6 Following years of using Annual Performance Evaluation Report (APER) System, the consensus of critical stakeholders in public sector management is that APER is unreliable as an appraisal instrument in the Federal Public Service. In 2011, the Office of the Head of the Civil Service of the Federation commissioned KPMG to review the subsisting Performance Management System and propose an alternative system for adoption in the Service. The KPMG Report revealed the following inherent weaknesses in the APER System:
 - i. Alignment with Strategic Objectives: non-integration of national medium and long-term plans as a basis for setting employees performance targets and monitoring performance outcomes result in multiplicity of planning initiatives and the inconsistencies between the strategic plans and budgets of the MDAs and a plethora of unrelated initiatives for which funding is either inadequate or non-existent and which remain unexecuted.
 - ii. Monitoring and Reporting: There are no formal mechanisms or processes for the measurement of progress towards the achievement of organizational targets and the rewarding/sanctioning of the achievement/non-achievement of goals and or the Medium-Term

Sector Strategy (MTSS) targets. This led to the permeation of a culture of indifference towards performance outcomes across the Service, which has severely impacted its ability to provide efficient and effective service delivery to its stakeholders.

- iii. Performance Appraisal Tools and Aids: The performance appraisal process is largely ineffective as APER Forms are completed in arrears and only during promotion periods. APER Form does not provide an objective means of measuring individual performance. As a result, staff are often awarded questionable ratings on performance appraisals. Also, there is no stipulation on the staff authorized to conduct performance appraisals and officers can be evaluated by any senior staff including those who do not have direct supervisory role over them.
- iv. Linkage with Key Human Resource Management Elements: Performance results form only twenty percent (20%) of the basis of evaluation for promotion of public servants. Other criteria are the results of the Promotion Examination/Interview (70%) and Seniority (10%). As a result, an officer may be promoted to the next grade level if he/she has spent a minimum of two to four years on a grade level (depending on Grade Level), has passed the promotion examination/interview but does not have good performance results. Also, performance results are not linked to other human resource management elements such as rewards and recognition, discipline, succession planning and learning and development.
- v. Competency Standards: There are no clearly defined and communicated competency standards and expectations across the Service. The APER Form adopts a one-size-fits-all performance standard for all cadres of staff regardless of profession and job description.
- vi. Governance and Administration: there is no holistic guideline for performance management detailing how organizational performance should be planned and measured; how performance results should be rated and interpreted; and what feedback mechanism should be utilized in communicating and managing performance outcomes across the Service.

- 1.7 Aside from the Report of the review of the subsisting PMS, KPMG also produced a competency catalogue for MDAs and Guidelines for implementation of a new Performance Management System in the Public Service. Unfortunately, implementation of the new PMS has been delayed by over ten years.
- 1.8 The Obasanjo Administration in 2003 introduced SERVICOM which is 'Service Compact with all Nigerians' with the overall goal of building a social contract with citizens by strengthening the accountability and responsiveness of government to the legitimate demands of the citizens. The primary aim of SERVICOM is to refocus government efforts on service delivery through effective implementation of 'Service Charters' in all MDAs.
- 1.9 In 2010, the Jonathan Administration introduced Performance Contracting in the Federal Public Service as a mechanism for service delivery through the creation of the National Monitoring and Evaluation Department in National Planning Commission, as part of the implementation strategy for the Nigeria's Vision 20:2020. This was the first formal effort at institutionalizing Government Performance Management System. Under this arrangement, Performance Agreements were signed between the President and Ministers based on ministerial Mandates. The National M&E Department provides the overall coordination and institutionalization of the performance measurement. The Performance Contract established general goals for MDAs and set targets for measuring performance and provided incentives for achieving these targets. Though there were prioritization of activities, measurement of performance was subjective. This effort was short-lived as the evaluation of the performance of Ministries was not institutionalized and properly cascaded to all staff of MDAs.
- 1.10 In 2019, with the support of McKinsey & Company, the Government resuscitated Performance Contracting with the aim of holding ministers accountable for the delivery on the priority areas of government based on agreed targets and key performance indicators. In this regard, each Minister signs Performance Agreement with the Central Delivery Coordinating Unit (CDCU) in the Office of the Secretary to the Government of the Federation to track performance. Ministers were called

to present accounts of their stewardship once every year at a Presidential Retreat chaired by the President.

- 1.11 As part of efforts to institute a productivity and performance/output-driven framework in the Public Service, the Office of the Head of the Civil Service of the Federation incorporated a new Performance Management System as a key pillar in its reform initiative under the Federal Civil Service Strategy and Implementation Plan 2017-2020 and the successor plan FCSSIP 2021-2025. PMS has also been incorporated in the reviewed Public Service Rules (PSR) as the appraisal system for public servants.

2.0 RATIONALE FOR A NEW PMS

- 2.1 The institutionalization of an effective Performance Management System (PMS) is crucial for repositioning the Federal Public Service to become an Efficient, Productive, Incorruptible, and Citizen-centred (EPIC) Service. The new PMS will:
- i. facilitate the development of an accountability-driven, result-oriented and high-performance culture in the Federal Public Service;
 - ii. institutionalize the linkage of National Development Plans and Government prioritized objectives with MDAs' Strategic Plans;
 - iii. provide the framework for the development of MDAs Performance Indicators;
 - iv. ensure organizational and employee effectiveness by cascading institutional accountabilities to the various levels of the organization;
 - v. embed a merit-driven culture in the Service;
 - vi. limit subjective judgment, rating errors, favoritism in employee appraisal and entrench fairness and transparency in employee performance management; and
 - vii. provide a template for effective monitoring, performance reporting and feedback mechanisms.

3.0 POLICY GOAL AND OBJECTIVES

- 3.1 The ultimate goal of the Performance Management Policy is to institutionalize a new Performance Management System in the Federal Public Service.
- 3.2 The Policy is designed to achieve the following objectives:
- i. facilitate government's commitment and support in implementing the new PMS;
 - ii. provide an integrated performance management system for alignment of policy, planning, budgeting and target setting at the institutional and individual levels;
 - iii. facilitate the development of a clearly defined and enforceable PMS implementation framework with understanding of the roles of key players;
 - iv. support the development of a framework for the requisite capacity building and change management for PMS;
 - v. support the development of framework for continuous enhancement of staff and organizational competence and capacity through the identification of knowledge and skill gaps;
 - vi. provide clear and robust guidelines for implementing performance management in the Public Service; and
 - vii. ensure effective coordination of government performance management.

4.0 GUIDING PRINCIPLES

- 4.1 The Policy on Performance Management System for Federal Public Service shall be underpinned by the following guiding principles:
- i. sectoral and MDAs' Strategic Plans shall be aligned with Medium-Term National Development Plan;
 - ii. MDAs shall conduct structured stakeholders' engagement to receive input into MDAs Performance planning and evaluation;

- iii. annual budgetary proposals shall be aligned towards the delivery of government Key Result Areas (KRAs) by MDAs;
- iv. MDAs shall receive feedback on service, programme and projects delivery standards through citizens' satisfaction surveys and establish a mechanism for management of citizens' complaints; and
- v. Improved budget allocation shall be a reward for MDAs delivery on results

5.0 SCOPE OF THE POLICY

This Policy shall guide implementation of Performance Management System at the organizational levels, otherwise known as MDAs Performance Management System (MPMS) and Employees Performance Management System (EPMS) in the Federal Public Service. All Federal Ministries, Extra-Ministerial Departments and Agencies are expected to comply with the provisions of this policy.

6.0 POLICY FOCUS AREAS

The following thematic areas with their associated objectives and strategies will inform the process for institutionalizing and implementing Performance Management System (PMS) in the Federal Public Service:

6.1 Whole of Government Approach to Performance Management

Government Performance Management System (GPMS) is to be institutionalized in all Federal MDAs to ensure that they work together as a team towards successful implementation of government policies and programmes. Also, it will ensure alignment of EPMS and MPMS for enhanced performance orientation culture in the Service.

6.1.1 Objectives

- I. To ensure integration of performance management system in all sectors of the Public Service.

- ii. To standardize performance management in Federal MDAs.
- iii. To harmonize the various performance management frameworks, tools and systems used by MDAs.

6.1.2 Strategies

The Office of the Head of the Civil Service of the Federation, in conjunction with relevant Agencies of Government shall:

- i. develop and circularize appropriate regulatory frameworks for implementation of Government Performance Management System;
- ii. periodically issue Performance Management Guidelines that provide clear linkage between MDAs Performance Management and Employee Performance Management;
- iii. review and update all existing performance management tools;
- iv. provide the institutional framework for PMS coordination in the Public Service; and
- v. provide a framework that ensures continuous monitoring of MDAs compliance with approved guidelines, standards and procedures.

6.2 Alignment of Key Policy Instruments

To support government in delivery of dividends of democracy to citizens, MDAs must adopt a result-oriented approach by creating systems and processes that support efficient and effective service delivery. To achieve this, the Performance Management framework must link employee performance to relevant policy instruments.

6.2.1 Objective

- i. To link Performance Management System and key Policy instruments such as the National Development Plans, Government prioritized agenda, Annual Appropriation Act, MDA Strategic Plan and Monitoring & Evaluation framework.

6.2.2 Strategy:

- i. The Office of the Head of the Civil Service of the Federation shall ensure that MDAs deploy a PMS Cycle with clear linkages to key policy instruments.

6.3 Commitment for Results

Accountability is one of the core values of the Civil Service that ensures MDAs and all officers account for specific tasks assigned to them. Implementation of Performance Management System in the Public Service will ensure that accountability trickles down from top echelon to frontline officers in MDAs and that officers are committed to delivery on specific results.

6.3.1 Objectives

- i. to ensure that MDAs are held accountable for delivery on their mandate and key objectives;
- ii. to ensure that employees are held accountable for the delivery of specific job objectives which are in alignment with MDAs' key objectives;
- iii. to ensure that accountability trickles down from the top echelon of MDAs to the frontline officers; and
- iv. to achieve efficient, effective, sustainable and quality service delivery across MDAs.

6.3.2 Strategies

- i. The Office of the Secretary to the Government of the Federation shall facilitate the signing of Performance Contract between Mr. President and the Ministers on the basis of the agreed targets;
- ii. The Office of the Head of the Civil Service of the Federation shall:
 - a. issue a template for Performance Contract and circulate same to all MDAs;
 - b. ensure that MDA's targets as defined in the Performance Contracts align with government prioritized agenda and national development plan;
 - c. facilitate the signing of Performance Contract between the Minister and the Permanent Secretary in each MDA on the basis of the agreed targets; and
 - d. develop and implement a Performance Audit framework.

- iii. Each Permanent Secretary shall facilitate the signing of Performance Contracts between the Minister and the Chief Executive Officers of Agencies under the Ministry on the basis of the agreed targets.
- iv. Directors of Planning, Research and Statistics in Ministries or its equivalent in the Agencies shall:
 - a. ensure that agreed targets are communicated and cascaded to all departments;
 - b. ensure that strategic outcomes of the MDAs are effectively tracked;
 - c. conduct quarterly Performance appraisal of departments and submit Reports as appropriate;
 - d. oversee the periodic review of departmental performance and coordinate the preparation of performance Report; and
 - e. publish Report of MDAs Performance Appraisal.
- v. Directors of Human Resource Management in Ministries or its equivalent in Agencies shall:
 - a. ensure that departmental targets are cascaded to all officers in the Department;
 - b. facilitate the signing of Performance contract between all employees and their supervisors;
 - c. ensure that the Key Performance Indicators for all employees are effectively tracked;
 - d. coordinate the overall administration of the performance management process within the MDAs and ensure compliance with the defined policies and procedures;
 - e. facilitate the conduct of periodic performance review and appraisal for employees; and
 - f. facilitate the update of the IPPIS platform with employee appraisal report.

6.4 Performance Incentives System

In order to establish a performance culture that emphasizes development and optimum utilization of human resource for a result-oriented service delivery, consequences for employees' performance must be managed through appropriate rewards and incentive system.

6.4.1 Objective

To establish a robust and objective Reward and Consequence Management System for performance.

6.4.2 Strategies:

The Office of the Head of the Civil Service of the Federation shall:

- i. review and implement the Rewards and Recognition System in collaboration with MDAs;
- ii. collaborate with relevant MDAs to align career progression to performance;
- iii. organize Public Service Award Ceremony to recognize and celebrate outstanding performance by employees, Teams and MDAs as part of the activities marking the annual Public Service Week; and
- iv. in conjunction with relevant MDAs, organize an annual Performance and Productivity week to showcase improvements (effectiveness & efficiency) and innovations in service delivery and reward outstanding MDAs.

6.5 Capacity Building for PMS Implementation

The new PMS emphasizes continuous training of all stakeholders to keep them abreast with innovations and trends in implementation, to mitigate capacity challenge on the part of its operators, and avoid the pitfalls of the APER System.

6.5.1 Objective

To develop the framework for sustainable capacity development for PMS implementation.

6.5.2 Strategies:

The Office of the Head of the Civil Service of the Federation shall:

- i. collaborate with Management Development Institutes and other stakeholders to develop and implement appropriate curriculum for building capacity of key role players in implementation of the new Performance Management System;
- ii. facilitate continuous training of supervisors and other employees on PMS across MDAs using the blended approach; and
- iii. identify and conduct intensive training for PMS Champions across MDAs.

6.6 Citizens Engagement in GPMS

MDAs will benefit from citizens' engagements to promote citizen-centred service delivery and improve productivity; therefore, Performance Management System will require adequate feedback from the public.

6.6.1 Objective

To facilitate public participation in service improvement in MDAs.

6.6.2 Strategy

The Office of the Head of the Civil Service of the Federation shall partner with relevant MDAs to facilitate adequate information and regular feedback from citizens on MDAs' service delivery.

6.7 Automation of PMS

The Federal Public Service has embraced digitalization of its operations for improved productivity; implementation of Performance Management System will be automated to ensure effective deployment.

6.7.1 Objectives

- i. To deploy technology in the implementation of PMS in order to reduce human errors and enhance transparency in the processes.
- ii. To facilitate performance data collection, analysis, record keeping and accessible repository of performance information.

6.7.2 Strategies

- i. The Office of the Head of the Civil Service of the Federation shall:
 - a. provide guidelines and standards to MDAs on PMS process automation; and
 - b. develop and deploy a robust Application Programming Interface (API) and API Gateway to ensure effective linkage of PMS with the Integrated Personnel and Payroll Information System (IPPIIS) platform for safekeeping of employees' performance Records Service-wide.
- ii. MDAs shall build the capacity of relevant staff to provide support for the automated PMS on a sustainable basis; and train all end-users.

6.8 Knowledge Management

PMS provides opportunity to exploit explicit/implicit knowledge and experiences of employees to enhance and transform operations of MDAs. An effective knowledge management process will facilitate the sharing of employees' skills, expertise, experiences, etc. across MDAs.

6.8.1 Objectives

- i. To enable effective sharing and reuse of knowledge among individuals and teams within and across MDAs.
- ii. To increase the value of the public service intellectual capital and leverage knowledge assets to achieve its goals.
- iii. To promote generation of new knowledge from the dissemination of information for MDAs competitive advantage.
- iv. To develop a knowledge competitive workforce.

6.8.2 Strategies

- i. The Office of the Head of the Civil Service of the Federation shall:
 - a. develop a framework with appropriate incentives to ensure knowledge sharing culture in MDAs;
 - b. establish platforms to facilitate Community of Practice to stimulate ideas and knowledge sharing;

- c. define standards and protocols for interoperability within and amongst MDAs' systems; and
 - d. in collaboration with MDAs, collate and publish records of performance, failures and successes, onto a central PMS portal.
- ii. Ministries, Extra-ministerial Departments and Agencies shall:
 - a. identify patterns and trends on previous performance and publish proven practices as standard practice;
 - b. provide online Help-Desk and virtual assistance for performance management; and
 - c. create third party partnership opportunities for revenue generation.

6.9 Linkages of PMS to other Key HR Processes

The Integrated Personnel and Payroll Information System (IPPIIS) was conceptualized by Government in 2006 to improve efficiency and effectiveness in storage of personnel records, administration of monthly payroll and other core human resource processes. Employee Performance Management System which is being instituted will be interoperable with IPPIS to support other HR processes.

6.9.1 Objective

To facilitate effective linkage of Employee Performance Management System with other HR processes.

6.9.2 Strategies

The Office of the Head of the Civil Service of the Federation shall:

- i. collaborate with relevant MDAs to facilitate the linkage of EPMS to establishment positions;
- ii. review employee Mobility Policy to ensure effective linkage with EPMS;
- iii. develop and deploy the Open Competition System for posting/deployment of officers to designated post across MDAs;
- iv. facilitate the linkage of EPMS with training and capacity building of employee;

- v. provide a framework for performance improvement planning and implementation;
- vi. collaborate with relevant MDAs to develop and implement the framework for professionalization of Human Resource Management functions; and
- vii. provide the framework for rightsizing and voluntary exit programme.

7.0 INSTITUTIONAL FRAMEWORK: ROLES AND RESPONSIBILITIES

This policy provides the following institutional structure for managing performance in the Federal Public Service.

- 7.1 The Presidency: Office of the Secretary to the Government of the Federation – Central Delivery Coordinating Unit is the major driver of the MDAs level Performance Management. The Unit shall on behalf of Mr. President:
- i. approve Ministers' performance evaluations metrics and sign Performance Contracts with the Ministers on behalf of the President;
 - ii. conduct periodic reviews of MDAs performance and facilitate briefing sessions between the President and Ministers on performance outcomes; and
 - iii. prepare Annual MDAs Performance Reports.
- 7.2 Federal Ministry of Finance, Budget and National Planning: Planning Sector shall be responsible for;
- i. the development of long and medium-term National Plans and Key Performance Indicators (KPIs);
 - ii. supports the development of Sectoral and MDA's Strategic Plan; and
 - iii. monitors and evaluates MDAs' performance against KPIs.
- 7.3 Office of the Head of the Civil Service of the Federation
- The Office of the Head of Civil Service of the Federation shall be responsible for MDA operational and employee performance management within the

Federal Public Service and link Reports from PMS to the Integrated Personnel and Payroll Information System.

7.4 Federal Civil Service Commission

The Federal Civil Service Commission shall:

- i. develop and implement PMS linked HR policies and guidelines in the areas of recruitment, discipline and promotion, in conjunction with relevant MDAs; and
- ii. serve as ombudsman to review and address grievances and petitions by Public Officers on outcomes of PMS implementation.

7.5 Ministries, Extra-Ministerial Departments and Agencies (MDAs)

- a. The Honourable Minister shall negotiate and agree on specific targets with the Permanent Secretary and Chief Executive Officers of Parastatals under their Ministries, and sign Performance Contracts with them on the basis of the agreed targets.
- b. Permanent Secretary of a Ministry or Extra-Ministerial Office or Chief Executive Officer of a Parastatal shall:
 - i. communicate and cascade organizational targets agreed with the Honourable Minister/Heads of Extra-Ministerial Offices;
 - ii. sign Performance Contracts with Directors and Heads of Units in their MDAs;
 - iii. ensure that strategic outcomes of MDAs programmes are effectively tracked; and
 - iv. submit periodic employee performance reports.
- c. The Department of Planning, Research and Statistics in all Ministries shall be liaison between the Central Delivery Coordinating Unit of the Presidency and the Ministries and Parastatals under the Ministries.
- d. The Department of Human Resource Management in all Ministries shall be liaison between the Office of the Head of the Civil Service of the Federation, the Ministries and Parastatals under each of the Ministries.

7.6 SERVICOM Nodal Office

The SERVICOM Nodal Office shall:

- i. support and facilitate citizen and stakeholder participation in performance management; and
- ii. facilitate and provide feedback on citizen impact survey.

8.0 POLICY MONITORING AND EVALUATION

In order to ensure compliance with this Policy, the OHCSF in collaboration with MDAs shall be responsible for monitoring and evaluation, feedback and improvement of the PMS at all levels in the Federal Public Service.

9.0 COMPLIANCE

All Federal Public Servants shall familiarize themselves with the content of this policy document and shall comply with its provisions.

10.0 CHANGE MANAGEMENT AND COMMUNICATION STRATEGY

Implementation of the Performance Management System shall be supported by a robust Change Management Strategy, which shall include an effective Communication Strategy and Plan for achieving shared understanding, buy-in, support and compliance from all stakeholders in order to actualize its intended benefits.

11.0 POLICY REVIEW AND APPROVAL

In view of the dynamics of the global, national and public service environments, this PMS Policy shall be reviewed regularly in order to guarantee that set policy outcomes are achieved. At the minimum, the PMS policy shall be reviewed every four (4) years in order to maintain its

relevance and impact, so as to keep up with changes in the operating environment. A Committee comprising representatives of critical stakeholders shall undertake such reviews jointly.

- 11.1 Recommended changes shall be considered and agreed by all stakeholders, approved by the OHCSF before presentation to Federal Executive Council (FEC) for approval.
- 11.2 Any waiver related to the whole or part of the application of this policy shall be obtainable only from the President of the Federal Republic of Nigeria, through the Head of Civil Service of the Federation.



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2022