



INSTRUCTIONS

How to fill in the Performance Management and Development System (PMDS) form

The form:

The form, in Microsoft Word format, can be filled in on the computer, or it may be printed and filled out manually. A pre-printed version is also available. Signatures must be hand-written.

In Headquarters, the form can be accessed through the WHO menu bar in Word (under Personnel). Regional/country staff should contact the Regional Personnel Officer (RPO) for details concerning accessing the form.

PMDS Form:
<i>Sections A – E. PMDS workplan, mid-term review and year-end review encompassing achievement report, overall evaluation of staff member's performance, staff member's comments, second-level supervisor's evaluation and, for staff during probationary period, decision on confirmation of appointment</i>
<i>Section F. Development Plan (optional)</i>
<i>Section G. Performance Improvement Plan (optional)</i>

Step 1. Information box

Once entered on the first page, the information in this box is automatically copied on to the remaining pages.

Performance/probationary period:

<i>For review of staff holding fixed-term/career service/service appointments</i>	<i>For review of probationary staff</i>	<i>For review of staff holding temporary appointments covered by the PMDS¹</i>
Performance period refers to the PMDS year.	Probationary period refers to the period being reviewed as of entry date, or extension start date in cases where the probationary period has been extended. Once the probationary period has been completed and the staff member's appointment has been confirmed, a new PMDS workplan (Section A) is generated for the remaining period of the current PMDS performance year.	Performance period refers to the contract period.

Step 2. Section A. Workplan (A.1 – A.2)

When:

<i>For review of staff holding fixed-term/career service/service appointments</i>	<i>For review of probationary staff and those holding temporary appointments covered by the PMDS</i>
Initiated normally two months before each PMDS	Completed normally in the first month of the appointment.

¹ Staff member holding an 11-month contract



<i>For review of staff holding fixed-term/career service/service appointments</i>	<i>For review of probationary staff and those holding temporary appointments covered by the PMDS</i>
performance cycle. Individual objectives should be set no Later than one month after the departmental workplan has been finalized, but in no case later than two months into the new performance cycle.	

Once objectives have been discussed and established², **Section A.1** should be filled in. Three to five objectives are the norm. However, one or two more objectives can be added (**Section A.2**) on a blank copy of **Section A.1** which should be attached to the workplan.

For the review of staff during the probationary period, it is particularly important that the functions listed in the post description be reflected in the objectives, as the Organization is determining the staff member's suitability for that post in particular.

After **Sections A.1 - A.2** have been filled in, the form should be printed in two originals and the staff member's and supervisor's signatures added. The staff member and supervisor each retain one original. Any changes to the objectives must be appropriately documented and signed by both staff member and supervisor. Minor modifications may be entered by hand on the form.

Step 3. Mid-term review

When:

<i>For staff holding fixed-term/career service/service or probationary appointments</i>	<i>For staff holding temporary appointments covered by the PMDS</i>
During sixth or seventh month of the review period.	During sixth month of the contract.

After the scheduled discussion, the supervisor writes up the comments and prints two originals. The supervisor and staff member each retain a signed original. The second-level supervisor receives a copy for information, together with the workplan (**Section A**).

Steps 4 – 10. Year-end review (Sections B,C,D,E)

The year-end review consists of a number of steps: the achievement report, overall evaluation of staff member's performance, staff member's comments, second-level supervisor's evaluation and for staff during probationary period, decision on confirmation of appointment.

When:

<i>For review of staff holding fixed-term/career service/service appointments</i>	<i>For review of probationary staff</i>	<i>For review of staff holding temporary appointments covered by the PMDS</i>
Completed normally before the end of the performance period.	Completed normally six weeks before the end of probationary/extension period.	Completed normally before the end of the contract period.

² For all staff members, except those on the initial probationary period or in-coming temporary staff, workplanning is expected to be linked to the results of the year-end review



Whenever a within-grade salary increase (WIGI) has been withheld for staff including those whose probation has been extended, supervisors must hold and document a final review for the withholding period. This final review is to be completed regardless of the length of the withholding period. The sections of the PMDS form that are used for the year-end review (B,C,D,E) should be used for this review report. The final review should be returned by the first-level supervisor to the Cluster/Regional Personnel Officer normally six weeks before the end date of the WIGI withholding period.

Step 4. Section B. Achievement report (B.1 - B.4)

When:

<i>For staff holding fixed-term/career service/service or temporary appointments</i>	<i>For staff holding probationary appointments</i>
Two months before the end of the review period.	Three months before the end of the probationary period.

The supervisor should send the original PMDS form to the staff member to complete the "Self-review" (**Section B.1**). Approximately one week should be allowed for this. The supervisor and staff member should then discuss the staff member's performance in relation to the objectives agreed to in the workplan (**Section A.1**)

"Supervisor's assessment" (**Section B.2**) should be completed by the supervisor during or after the discussion with the staff member. Supervisors may elaborate on the staff member's performance under "Remarks (if any) on achievement report" (**Section B.4**) including for example the efforts made and the context of the work. Also to be noted by the supervisor are instances when the staff member has received a rating of 2 (partly achieved) in **Section B.2** for a planned output that was almost completed.

Step 5. Section C. Overall evaluation of staff member's performance (C.1 – C.2)

In **Section C.1** the first-level supervisor should assess the overall performance of the staff member. In **Section C.2**, the supervisor should apply the ratings from Annex I (attached). At this time, the staff member³ should be told whether or not he/she will be granted the WIGI.

Step 6. Sections C.3 or C.4

Section C.3. Recommendation for a within-grade salary increase (WIGI) for staff holding fixed-term, career service or service appointment

<i>For review of staff holding fixed-term, career service or service appointment⁴</i>
After completing the PMDS year-end review (Sections B, C.1, C.2), the first-level supervisor will recommend that any applicable WIGI ⁵ normally due in the following PMDS period: (a.) be granted, if the staff member's performance was satisfactory (rating 4,3, or 2); or (b.) be withheld for a specified period of up to 12 months, if the staff member's performance was not satisfactory.

OR

³ Not applicable to staff holding temporary appointments and those at the top of their grade

⁴ IBID.

⁵ There may be none, one or two WIGIs applicable to the staff member depending on the circumstances



Section C.4. Recommendation on confirmation of appointment and within-grade salary increase (WIGI)

When: two months before the end of the probationary cycle

For review of probationary staff

The supervisor completes **Section C.4** to recommend one of the following:

- (a.) **confirmation** of the appointment and a WIGI; or
- (b.) **extension** of the probationary period for up to 12 months and a **delay in granting the WIGI** for this period due to an administrative delay. The WIGI would be granted retroactively upon completion of the PMDS evaluation documenting satisfactory performance, conduct and suitability for international service; or
- (c.) **extension** of the probationary period for up to 12 months, a **withholding of the WIGI⁶** during this period for reasons elaborating why the staff member's performance and/or conduct and/or suitability to international service were not fully satisfactory, and a **final review report**; or
- (d.) **termination** of the appointment under Staff Rule 1060.

Step 7. Section D. Staff member's comments

After completing **Sections C. 1 - C2** and **C.3** or **C.4**, the first-level supervisor should send the performance evaluation to the staff member. The form should be returned to the first-level supervisor within one week of receipt unless the supervisor agrees in writing to extend the time-limit. If the form is not returned within this timeline, **Step 8** will be implemented.

Step 8. Section E.1. Second-level supervisor's evaluation (A, B)

For review of all staff

- The first-level supervisor submits the review form to the second-level supervisor for his/her evaluation (**Section E.1 A**). The second-level supervisor is to approve or disagree with the action recommended by the first-level supervisor in **Sections C.3 - C.4**. However, because these recommendations do not apply to temporary staff members who are covered by the PMDS, the second-level supervisor is to evaluate their performance only under "Comments/Decision" in **Section E.1 A**.
- The form is then provided to the staff member for comments and signature (**Section E.1 B**) and should be returned to the first-level supervisor within one week. Otherwise, the performance review will be considered to have been completed, unless the supervisor agrees in writing to extend the time-limit.

Step 9. Section E.2. Decision on confirmation of appointment

For review of probationary staff

The authorized person, in accordance with Manual Section II.5.80, is requested to make a decision in light of the supervisor's recommendation.

Step 10. Filing the completed PMDS form (WHO 851.3 rev.1)

⁶ The supervisor is to state the specific reasons for extending the probationary period. He/she prepares, in consultation with the staff member, a PMDS workplan for the period of the extension and is strongly encouraged to prepare, in consultation with the staff member, a Performance Improvement Plan.



At Headquarters, the Cluster Human Resources Officer will:

- send the completed performance review to HRS for all staff holding fixed-term, career service, service and probationary appointments (excludes temporary appointments).

In Regional Offices and IARC, the Regional Personnel Officer will:

- retain the original completed performance review of all staff;
- send to HRS a copy of the completed performance review for Professional staff holding fixed-term, career service, service and probationary appointments (excludes temporary appointments);
- for IARC only, also send to HRS a copy of the completed performance review for General Service staff holding fixed-term, career service, service and probationary appointments (excludes temporary appointments).

The Cluster/Regional Personnel Officer will send to HRS/HPA notification regarding the WIGI decision for staff holding fixed-term, career service, service and probationary appointments (excluding temporary appointments) and regarding confirmation of appointment/extension of probationary period.

Step 11. Optional tools: Sections F. - G.

Section F. Development Plan

When: at any time during the performance/probationary period as appropriate

For review of all staff⁷

The Development Plan may be used when there are specific development needs. Learning objectives, reasons why development is required and details of the type of training required should be specified. The original of the completed Development Plan is retained by the supervisor. At Headquarters, a copy is sent by the supervisor to HRS/SDL; in Regional Offices, a copy is sent to the Regional Personnel Officer and to Headquarters for monitoring purposes.

Section G. Performance Improvement Plan

When: at any time during the review period as appropriate

For review of all staff⁸

If achievement of objectives/ overall performance are not likely to be satisfactory or have been rated as not satisfactory (rating 1), the supervisor is strongly encouraged to create, in consultation with the staff member, a Performance Improvement Plan. For more details, please refer to the note to the first-level supervisors (Annex II).

⁷ Includes the following appointments: fixed-term/career service/service/probationary/temporary covered by the PMDS

⁸ IBID.



Annex I

PMDS ratings, assessments and follow-up

Rating	Assessment	What to do
4) Exceeds expectations	<p>Has consistently exceeded all the objectives in the workplan and performance is well above the level expected from staff of the same grade.</p> <p><i>This rating level is for truly exceptional individuals. Performance at this level contributes significantly to outcomes that advance achievements of the team, department or the Organization as a whole. Everyone within the work team can recognize performance results in this category as exceptional and clearly exceeding expectations.</i></p>	Ensure that staff in this category are shown appreciation for the excellent work they are doing.
3) Meets all expectations	<p>Has fully satisfied all the objectives in the workplace.</p> <p><i>Under this rating work is consistently of high quality. Furthermore the staff member may exceed expectations for some objectives while fully meeting expectations for others.</i></p>	Ensure that staff in this category are shown appreciation for their work. Dialogue should take place on future development goals.
2) Meets most expectations	Has met most of the objectives in the workplace and has reached a satisfactory level of performance.	Overall performance is satisfactory, although further improvement may be encouraged through PMDS.
1) Falls below expectations	Only a few objectives have been carried out to completion and the contribution to the department's work is insufficient when compared to that of staff at the same grade.	A performance improvement plan would normally be initiated if not already in progress.



Annex II

NOTE TO THE FIRST-LEVEL SUPERVISORS OF:

A. a staff member holding a fixed-term, career service or service appointment, or a probationary appointment, whose within-grade salary increase (WIGI) is to be withheld

1. Once the decision to withhold the WIGI has been made, the supervisor should finalize, in consultation with the staff member, a PMDS workplan (**Section A**) for the coming performance period or extension of the probationary period, with details on objectives and outputs for the period of the WIGI withholding.
2. The PMDS workplan, together with the optional Performance Improvement Plan (**Section G**) will guide the staff member's performance during the period of the WIGI suspension and will be used for the final review during this period. (For further details, refer to "Steps 4 – 10. Year -end review" of the Instructions.)
3. It is especially important for the workplan to be ready at the start of the new performance/probationary period so that the staff member has an opportunity to improve his/her performance in a proactive and systematic fashion. The supervisor is strongly encouraged to prepare, in consultation with the staff member, a Performance Improvement Plan. The first-level supervisor may draw upon the second-level supervisor and Cluster/Regional Personnel Officer as additional resources.

B. a staff-member who is underperforming

At any time during the performance/probationary period, when a staff member is not achieving his/her planned output due to ongoing poor performance, the first-level supervisor is to make specific suggestions for improvement. In this case, he/she is to meet with the staff member:

- to discuss the issues at hand;
- to revise the existing PMDS workplan if required;
- as an optional measure, to create, in consultation with the staff member, a Performance Improvement Plan (**Section G**). The first-level supervisor may draw upon the second-level supervisor and Cluster/Regional Personnel Officer as additional resources.

Additional guidelines for supervisors are under preparation.