



Members' Update

# FAO renewal

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## **Evaluation system links staff performance with FAO objectives**

A new appraisal system is being rolled out across FAO in a bid to further develop staff performance and help achieve organizational goals.

The Performance Management System, or PEMS, involves an individual work plan, or Performance Management Agreement, between the staff member and supervisor, looking at goals to be met in the course of the year ahead and how these link to group work plans and to FAO's overall objectives.

Training began in September 2009, with all categories of staff expected to be using the system by 2011.

The PEMS system is one strand of a results-based management approach, as recommended by the Independent External Evaluation of FAO, and is largely based on a system implemented successfully by the United Nations Population Fund.

Anne Aloisio, PEMS team leader in human resources management, said: "PEMS is a tool that enables people to understand more clearly the objectives, the results and the behaviours expected.

"So it's really a way for staff to communicate with their supervisor and to start determining expectations and what kind of things they should focus on over the next year."

Staff and supervisor meet throughout the year to provide each other with feedback on how work is progressing. Colleagues also provide feedback on one another's work, and supervisors are evaluated by their own staff. This process is known as 360-degree evaluation.

A pilot project saw some 130 staff trialling the system, from the senior management team, forestry department, office of programme, budget and evaluation, human resources and the regional and subregional offices in Budapest.

Deputy Director-General Jim Butler, who took part in the pilot, said PEMS would help in tying staff's work to the wider objectives of FAO.

“As we're moving through our reform efforts we've had much encouragement from members to be more results-oriented and in fact one major effort this year is our results-based management approach.

“Now to equate our individual performance to the objectives of our units, our divisions or our departments is a way to demonstrate success by the corporate and individual, linking that success to where you're working in FAO.”

## **Trust fund update**

Total pledges received by the Trust Fund for implementation of the Immediate Plan of Action had risen to US\$8 345 414 as of 24 September, the latest being US\$15 000 from Chile.

Payments to the fund total US\$5 014 090, after Egypt paid US\$20 000.

The FAO Conference established the Trust Fund to receive Members' extrabudgetary contributions. The target for funding in 2009 is US\$15.25 million, inclusive of programme support costs. Within this target, US\$10.51 million is for high-priority projects and actions that have been sequenced by management and need to be executed during 2009.

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*Comments? Suggestions? Write to [Members-Update@fao.org](mailto:Members-Update@fao.org).*