

APPENDIX F: Institutional performance

	Yes	No	Not Applicable	Additional comments
<b>1. Institutional motivation</b>				
- Is the organisation's morale high	✓			The WG considered an intermediate position to be necessary as the situation would vary from one organization to another. The supervisory level participants however rated the situation differently. They considered organization morale to be 'satisfactory', though the participants from NARA considered organization morale to be 'low'
- Is the staff interaction positive	✓			The same situation would apply in this regard too. Following upon the rating of morale by supervisory level participants, they considered staff interaction to be less than positive and the participants from NARA found little 'enthusiasm' in staff interactions. DFAR participants found staff enthusiasm to be high when undertaking specific activities
<b>2. Standards and Performance</b>				
- Are staff job descriptions related to organisational goal	✓			On the whole the WG agreed that there is a broad correspondence between job descriptions and organizational goals. Specifics of each job descriptions are not explicitly targeted to organizational goals. NAQDA is reviewing their organizational structure.
- Are performance standards set for each job	DFAR CCD NARA Ceynor	CFC		There is a general notion of performance standards especially for programme related jobs, though not explicitly set for each job. NARA and NIFNE does not have performance standards for every job, though NARA has ethical standards for research.. NAQDA is engaged in a corporate planning exercise. DFAR and CCD as government departments are required to adopt the public sector performance appraisal procedure. Question is how for it is adopted to plan for job performance.
- Do you have a training plan linked to the organisational goal	Ceynor NARA	CFC		DFAR, CCD, NAQDA and NIFNE do not have training Plans. As far as DFAR and CCD are concerned, the performance appraisal procedure in government departments is required to identify training needs on an individual basis. Even if this is done, they do not add up to an organizational training plan.

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<b>3. Measurement System</b>				
- Is the organisation's performance measured & How	Ceynor			Measurement systems exist in terms of the Action Plan targets which are usually set on a quarterly basis. These are however financial and physical targets. Administration and finance usually will not be reflected in the Action Plan The process is more of a review than measurement and is usually confined to the organizational level with little or no measurement or review taking place at the Division level. DFAR group saw performance review as performance measurement. Supervisory levels do not get involved in any review or measurement
<ul style="list-style-type: none"> <li>Milestones</li> <li>Achievements</li> </ul>	NARA DFAR CCD NAQDA NIFNE CFC			NARA sets delivery targets for the projects undertaken by the programme divisions. Achievement targets are in the nature of output targets.
- If the organisation underperforms does it get analysed for	Ceynor CFC NARA DFAR CCD			DFAR has its progress review system (Monthly at the Department level and Bi-monthly at the District level). NAQDA is in the process of reviewing its organizational arrangements and expects to introduce performance measurement. NIFNE does not have a system of assessing organizational performance except for delivery on the training calendar.
<ul style="list-style-type: none"> <li>Identification of principal faults</li> <li>Training requirements</li> </ul>	DFAR			In DFAR this is within the framework of the progress review process. Usually underperformance is not analysed in terms of training gaps at the organizational level.
- Are people that under perform analysed for	DFAR CCD Ceynor NARA NAQDA			This would seem to be a very limited exercise as a part of the application of the performance appraisal systems practised in the organizations and linked to the routine of recommending the 'annual salary increment'. There is no systematic consideration of work conditions, task structures, promotions etc.
<ul style="list-style-type: none"> <li>Motivation</li> <li>Training needs</li> </ul>				Usually underperformance would not get analysed for motivational factors The Performance appraisal system in DFAR and CCD requires consideration of training needs. This does not amount to a 'training needs analysis', where the interaction between the 'appraiser' and the 'appraisee' does take place it is confined to what training was received and required.
<b>4. Managers role</b>				
- Are managers accountable for the performance and development of their staff	✓			The supervisory level participants of the WG perceived manager accountability for performance of their staff as being answerability to the 'top' rather than to the 'team'. They noted this to be the case in NARA, NIFNE and CFC. The situation would seem to be different in the two departments, DFAR and CCD, where there appears to be greater interaction between managers and support staff.

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- Is a staff appraisal system in place	DFAR CCD Ceynor NARA CFC			NAQDA does not have a formal system in place yet. In DFAR, CCD staff appraisal is within the performance appraisal system. The consensus was that staff appraisal is a routine affair linked to the payment of the annual salary increment which is paid in any case and hence lacks appraisal content.
<b>5. Reward System</b>				
- Is good performance rewarded & How	Ceynor DFAR NAQDA NARA			No one has a comprehensive system as a part of HRM. Rewards are ad hoc and linked to specific job tasks such as, prosecutions in DFAR and NAQDA, consultancy fees in NARA. Ceynor would seem to have a more comprehensive system.
• Fiscal rewards	DFAR NAQDA NARA			All public corporations pay an annual bonus to their employees
• Personal prestige			✓	It would seem that this is sought more outside the organization than within at the professional levels.
• Peer recognition			✓	Government organizations had a system of commendations for good work done. This system does not seem to be any longer practised.
- Is the reward system fair and consistent			✓	Rewards system is not adopted as HR practice and hence the question does not arise
<b>6. Career Planning &amp; development</b>				
- Do staff get career development advice	DFAR CCD Ceynor	CFC		In DFAR it is within the progress review and performance appraisal processes and procedures. Hence it would not be standard HRM practice. In NARA this is confined to the research staff (RO upwards). NAQDA expects system to be in place following the corporate planning exercise This does not exist at the supervisory level. .
- Is a training needs assessment undertaken	DFAR CCD NARA Ceynor NAQDA CFC			No comprehensive training needs assessments have been undertaken. Training needs get reviewed as a part of other personnel practices, especially the performance appraisal system in DFAR and CCD. Hence there is the question of scope and content. Where training needs are analysed it would be as a part of a donor funded project.
- Is knowledge transferred and How	✓			
• Training courses	✓			This is the popular mode though not comprehensive and systematic
• On the job training		✓		This is not undertaken on a systematic basis where it is a job responsibility of the supervisor, individuals are left to their own devices in learning on the job.
<b>7. Succession Planning</b>				
- Is there an up to date succession plan for the organisation		✓		Succession planning is understood as promotions. Hence there is no succession planning. NAQDA is in restructuring process and expects to have succession planning in place .

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- Are future job demands for the organisation understood				Yet to be examined in the context of the ten year plan or earlier versions of fisheries plans
<b>8. Recruitment &amp; selection</b>				
- Is there a consistent recruitment and selection process	✓			The answer is yes in terms of the requirement to have approved schemes of recruitment as a part of Government's cadre management exercise. The general consensus however was that the selection and recruitment process is often disrupted or undermined by manipulation
<b>9. Efficiency</b>				
- Are staff productivity levels perceived to be High	✓			The Working Group perceived productivity on a scale and considered appropriate to think in terms of point on the scale. Most considered productivity to be satisfactory (DFAR, NARA, NAQDA, CFHC) and very satisfactory (Ceynor, CFC)
- Is there a high turnover of staff		✓		This not a problem at an organizational level and is relevant only for certain categories of staff, especially research staff in NARA and extension staff in NAQDA.
- Is absenteeism a problem	Ceynor (Factory )	✓		For most absenteeism is not a problem. Government has introduced a scheme for encashment of leave. Absenteism seems to be a problems for general administration and finance staff.
<b>10. Relevance</b>				
- Are programs revised regularly & how				There is no systematic review of programmes. The CZMP in CCD has implications for program revision.
• Change of mandate		✓		The Working Group did not consider changes in mandates to be within the scheme of change management even though policy changes should lead to changes in mandates. This relationship between policy and mandates was not perceived as operational in the Sri Lankan context.
• Change in Departmental responsibilities	✓			Changes in departmental responsibilities were considered to occur on a regular basis in response to natural, social and political events.
• Change of job specifications		✓		Changes in departmental responsibilities would be accommodated within existing job specifications as "duty lists" in the public sector constitute a very broad statement of responsibilities.