World Bank Group Directive

Staff Manual - Staff Rules - 05.03
Performance Management Process

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Content
This Directive, Staff Rule 5.03 "Performance Management Process" (hereinafter Rule) sets forth provisions governing the process of performance management for WBG Institution's Staff.

Applicable to
IBRD,IDA,IFC,MIGA,ICSID

Issuer
Vice President, HRDVP; Executive Vice President, MIGEX; Chief Executive Officer, IFCEO

Sponsor
Director, HRDPC; Director, CHRDR; Director, HRDCS
SECTION I – PURPOSE AND APPLICATION

1.01 This Directive, Staff Rule 5.03 "Performance Management Process" (hereinafter Rule) sets forth provisions governing the process of performance management for WBG Institution's Staff.

1.02 The purpose of performance management is to periodically review Staff's work performance (which includes professional and workplace behavior) in order to promote the most effective use of expertise, to determine the quality of service, to recognize achievements, and to identify learning and development needs.

1.03 Except where specified otherwise, the provisions of this Rule apply to all Staff holding Regular, Open-Ended, Term, and Local Staff Regular appointments.

SECTION II – DEFINITIONS

2.01 As used in this Directive, the capitalized terms and acronyms have the meaning set out (a) Staff Rule 1.01, “General Provisions” or (b) below.

The types of appointments to the Staff of the WBG Institution are specified below.

a. **Regular Appointment** is a full-time appointment of indefinite duration made before July 1, 1998.

b. **Local Staff Regular Appointment** is a full-time appointment of indefinite duration, made before July 1, 1998, of a person recruited to serve at a WBG Institution country office.

c. **Open-Ended Appointment** is an appointment of indefinite duration made after June 30, 1998.

d. **Term Appointment** is an appointment for a specified duration of a minimum of one year and a maximum of five years per appointment except:

   i. a Staff who joins the WBG Institution under the Junior Professional Associate Program can be appointed for a maximum of two years, and;
   ii. for a Staff appointed to an Administrative Client Support position in the Executive Directors' offices whose appointment will end with the term of an Executive Director unless the Executive Director decides that the appointment will be renewed, extended or terminated at an earlier date.

  e. **Second Level Manager** means the Manager’s Manager

f. **Staff or Staff Members**: Persons holding an appointment under Staff Rule 4.01, Appointment.

SECTION III – SCOPE
03. Annual Review

3.01 The annual review procedures are as follows:

a. At least once in a twelve-month period, the Manager or Designated Supervisor and the Staff meet and discuss the Staff's performance, achievements, strengths, areas for improvement, and future development needs. In exceptional circumstances, for World Bank Staff, the Vice President, Human Resources or Director, Human Resources, Client Services and for IFC Staff, the Vice President for Human Resources or the Director, Human Resources decide when to require that performance evaluations be completed by the Manager or Designated Supervisors more or less frequently.

b. The Manager or Designated Supervisor provides the Staff with a written assessment of the Staff's performance during the review period. If the assessment is provided by a Designated Supervisor, the Manager reviews and approve the evaluation.

c. The Manager or Designated Supervisor, in consultation with the Staff, establish in writing the development priorities for and the results to be achieved by the Staff during the upcoming review period.

d. If during the review period the Staff has reported to more than one Supervisor for a period of three months or more, the Staff, the Manager or the Designated Supervisor may request the other Supervisor(s) to provide supplemental written performance evaluations to the Staff.

e. The Staff may submit written comments on the performance evaluation and any supplemental evaluation.

f. The Staff signs the written performance evaluation and any supplemental evaluation to verify that the Staff participated in a performance review discussion and read the completed evaluation. If the Staff refuses to sign the performance evaluation or supplemental evaluation, the Manager or Designated Supervisor and/or the Supervisor continue the evaluation process noting any reasons given by the Staff for the refusal, if any.

g. Upon acknowledgment of the Supervisor’s written summary assessment, the Staff may share the written performance evaluation with the second level Manager (Manager's Manager) for their information or to request a discussion.

04. Disposition of Record

4.01 Documents which record the assessment of the Staffs’ performance required under this Rule are sent by the Manager of Designated Supervisor to the HR Operations for placement in the Staff’s Staff Records.

05. Management of Unsatisfactory Performance

5.01 If a Manager or Designated Supervisor determines that a Staff Member's performance (which includes professional and work-place behavior) is not satisfactory, the Manager or Designated Supervisor may do the following:
a. Consider reassignment to another position under Rule 5.01 or assignment to a lower level position under Rule 5.06.
b. Discuss and Document Opportunity to Improve Unsatisfactory Performance. Discuss and share with the Staff Member in writing:
   i. the aspects of performance that are not satisfactory,
   ii. guidance on what improvement is expected and by when, and
   iii. the possible consequences of failure to improve.

c. Health Assessment: Request a health assessment under Rule 6.07, paragraph 3.03 if performance problems are believed to be health-related.

Recommend Action

5.02 In the case of failure to achieve or sustain satisfactory performance following a documented opportunity to improve under sub-paragraph 5.01(b), a Manager or Designated Supervisor may recommend, with the concurrence of the HR Manager, further actions consistent with that documented discussion. The recommendation is in writing, to the next in line manager at Level GI or above and may include; (i) reassignment to another position under Rule 5.01; (ii) assignment to a lower level position under Rule 5.06, or (iii) termination in accordance with Rule 7.01, Section 12, Unsatisfactory Performance. The Staff Member is given a copy of the recommendation and at least 14 calendar days to comment prior to a decision on the recommendation.

SECTION IV – EXCEPTION

None

SECTION V – WAIVER

The Issuers may waive any provision of this Rule, with respect to their Staff, with advice from the WBG Institution Human Resources Vice President.

SECTION VI – OTHER PROVISIONS

None

SECTION VII – TEMPORARY PROVISIONS

None

SECTION VIII – EFFECTIVE DATE

This Directive is effective as of the date on its cover page.

SECTION IX – ISSUER
The Issuers of this document are as stated on its cover page.

SECTION X – SPONSOR

The Sponsors of this document are as stated on its cover page.

SECTION XI – RELATED DOCUMENTS

ANNEX(ES)

None

Questions regarding this Directive should be addressed to the Sponsor.