



**CRITICAL EVALUATION OF KEY PERFORMANCE INDICATOR
(KPI) - BASED PERFORMANCE MANAGEMENT SYSTEM (PMS):
A CASE STUDY OF THE DEPARTMENT OF
ADMINISTRATION OF JUSTICE IN BOTSWANA**

By

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Submitted in fulfillment of the requirements for the Degree of Doctor of
Philosophy at the University of Strathclyde

2005

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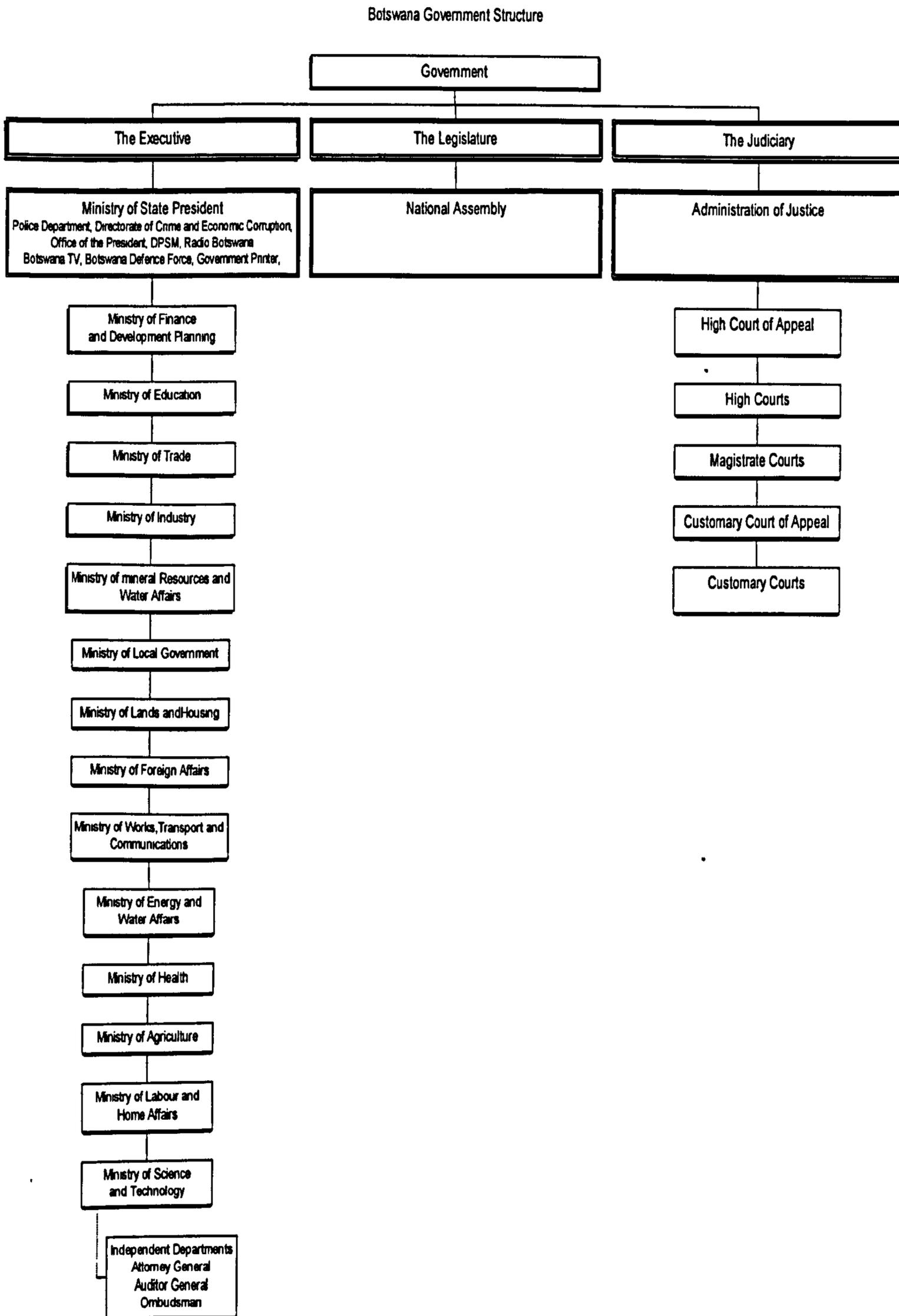
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APPENDIX A

BOTSWANA GOVERNMENT STRUCTURE

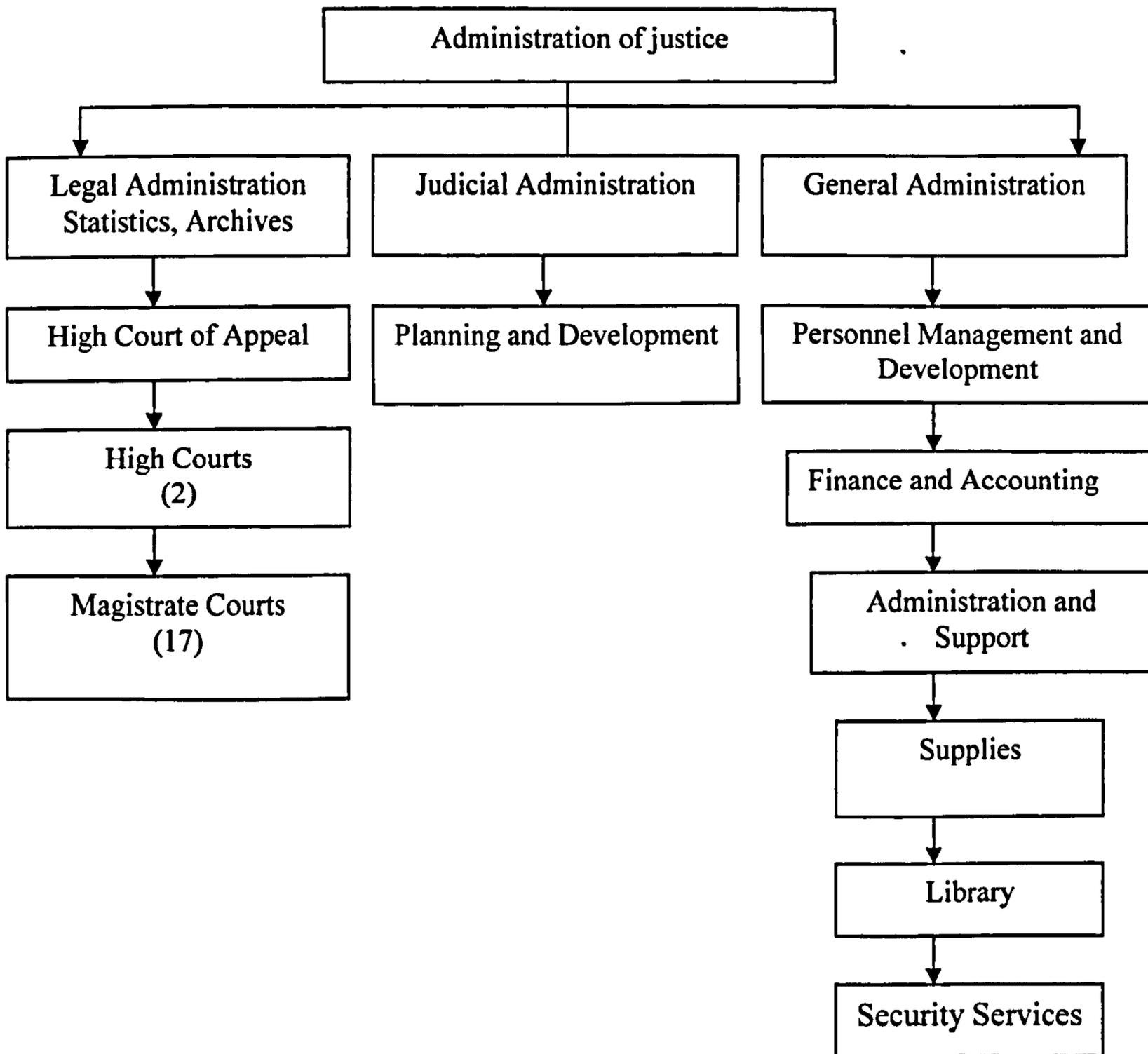
Botswana Government Structure



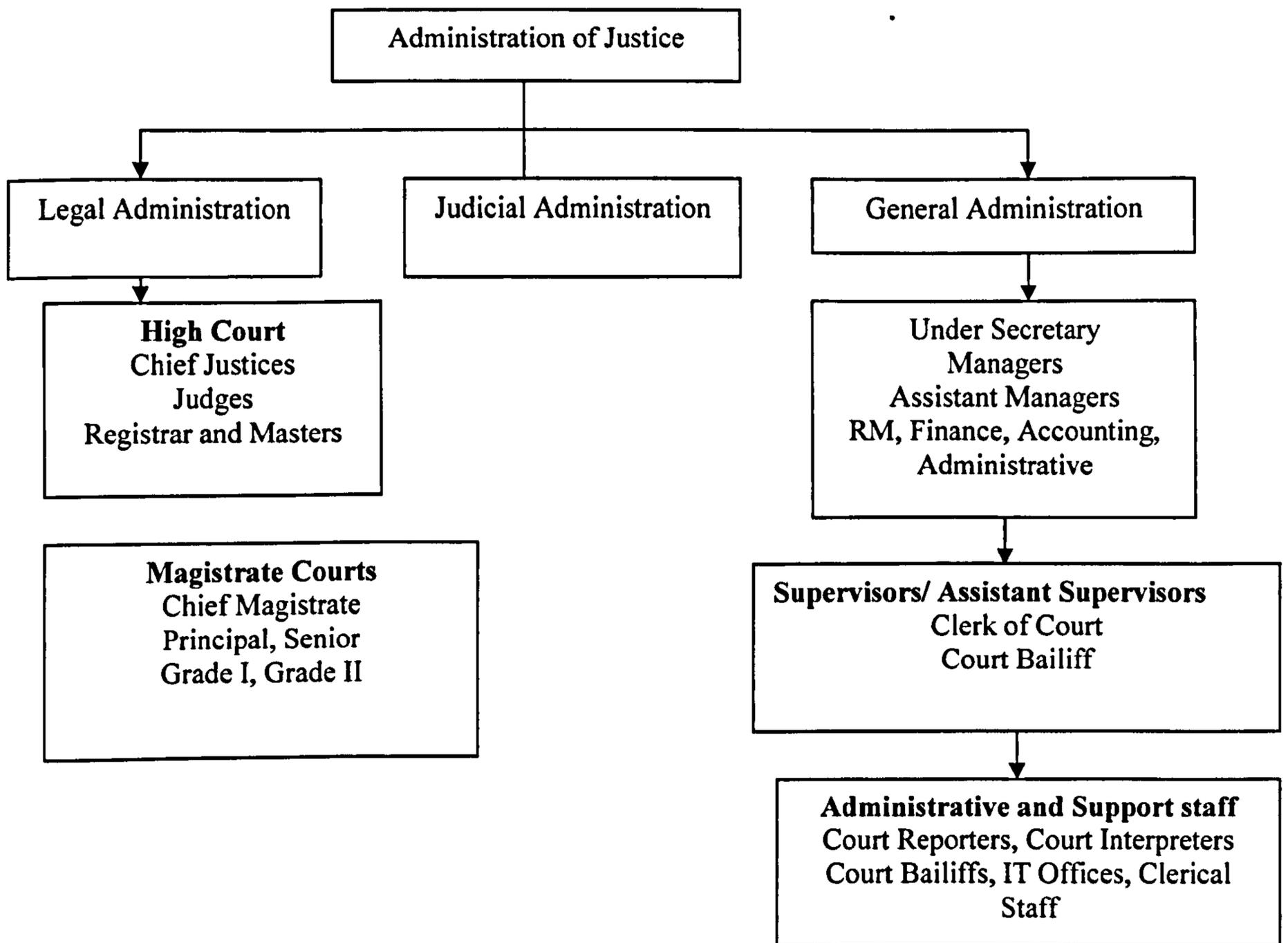
APPENDIX B

DEPARTMENT OF ADMINISTRATION OF JUSTICE STRUCTURE

Department of Administration of Justice Organisational Structure



Employees in the Department of Administration Justice



APPENDIX C

SURVEY QUESTIONNAIRE FOR MANAGEMENT

SURVEY QUESTIONNAIRE

Please answer as accurately and as honestly as
Possible for reliability and
accuracy of results.

Please read instructions carefully
As they differ from section to section

The questions and scales are mainly designed
To measure your opinions, beliefs and behaviour

SURVEY QUESTIONNAIRE

Please answer as accurately and as honestly as
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SURVEY QUESTIONNAIRE

HRM Department, senior, middle and lower management.

Section A

1. Benefits of PMS.

Please indicate how you feel about the following statements regarding PMS in the Department.

(Please tick [✓] the appropriate box).

	Agree 1	Strongly Agree 2	Neither Agree nor Disagree 3	Strongly Disagree 4	Strongly Disagree 5
PMS has helped the Department develop a clear vision-mission and strategic plan.					
PMS as helped the Department set specific goals and achievable targets.					
PMS has helped the Department develop clearly defined key performance areas and performance measures.					
PMS has led to the integration of individual goals with those of the Department.					
PMS integrates strategic goals, HRM policies, and other performance improvement initiatives such as Work Improvement Teams (WITS).					
The aims and objectives of PMS are well communicated and fully understood by all staff.					
Line managers own and operate part of performance management.					
Performance management has helped staff set stretching and challenging goals.					
PMS is bureaucratic and time consuming.					
PMS has improved communication between senior management and junior staff.					
PMS has improved management skills in the Department.					

2. Are the Department's key performance areas likely to change in the future?

Yes 1 No 2

3. If yes, please list up to four proposed key performance areas for the Department.

.....

.....

.....

.....

4. Reasons for introducing PMS in the Department

Please circle each one of the factors listed below in order of importance to the Department for introducing PMS.

(Please circle (0) the most important factor 1, the next important 2, and 10 being the least important).

Factor	Most importance					Least important				
	1	2	3	4	5	6	7	8	9	10
Increase productivity	1	2	3	4	5	6	7	8	9	10
Improve quality of service	1	2	3	4	5	6	7	8	9	10
Reduce costs	1	2	3	4	5	6	7	8	9	10
Develop staff skills and competence	1	2	3	4	5	6	7	8	9	10
Change organisational culture	1	2	3	4	5	6	7	8	9	10
Motivate management and staff	1	2	3	4	5	6	7	8	9	10
Reduce labour turnover	1	2	3	4	5	6	7	8	9	10
Promote equal opportunities (gender balance in management positions).	1	2	3	4	5	6	7	8	9	10
Other (Please specify)	1	2	3	4	5	6	7	8	9	10
	1	2	3	4	5	6	7	8	9	10
	1	2	3	4	5	6	7	8	9	10

Section B

1. Process followed when planning and designing PMS.

To what extent do you agree or disagree with the following features describing the process of planning and designing PMS for the Department? (Please tick [✓] the appropriate box).

Feature	Agree 1	Strongly Agree 2	Neither Agree nor Disagree 3	Strongly Disagree 4	Strongly Disagree 5
The Department's mission and vision statement were reviewed and assessed before developing a PMS.					
The Department's roles, goals and objectives were reviewed and updated before developing a PMS.					
The Department's strategic plan was examined before designing a PMS.					
The Departments strengths and weaknesses were assessed during PMS Planning and Designing					
The Department's revised mission-vision roles, goals, objectives and strategic plan were incorporated into PMS.					
Customers and stakeholders needs and expectations were examined before designing a PMS.					
Stakeholders' expectations and needs were incorporated into PMS.					
The Department's key performance areas and key performance measures were identified before developing a PMS.					
Costs and benefits for introducing and operating/maintaining a PMS were carried out during PMS planning.					
Resources needed for operating PMS were identified and assessed before planning a PMS.					
Staff at all levels were consulted during the process of planning and designing PMS.					
Staff contributions were incorporated into PMS.					
PMS was designed based on what was planned and agreed by the Department.					
Staff training, briefing seminars and workshops were carried out before implementing PMS.					
Methods to monitor and review effectiveness of PMS were identified and agreed upon during PMS planning.					

2. Planning for PMS

Please indicate whether the following were planned for or not when developing PMS.

(Please tick [✓] the appropriate box).

	Planned For 1	Not planned For 2
Support staff required for PMS.		
Staff training for PMS.		
Equipment and facilities to assist and support staff performance (e.g. office space, courtrooms, evidence recorders, internet, library, database on past cases and sentencing decisions, links with other departments to share data on crime and offenders records (e.g. Police, Prisons)).		
Information Technology (IT) required to support staff performance and PMS (e.g. computers, Departmental website, PMS web page, Sentencing Information Systems).		
IT Training.		
A timetable and plan for implementing PMS.		
HR specialist/consultants to launch/manage PMS.		
Time away from the office to attend PMS matters (e.g. PMS training, seminars and workshops).		

3. Budgeting for PMS

Please indicate if the following were budgeted for or not by the Department for PMS purposes.

Please tick [✓] the appropriate box.

	Budgeted For 1	Not Budget For 2
PMS.		
Information Technology (IT).		
IT training.		
Staff training for PMS.		
PMS Seminars, workshops and briefing .		
Facilities and equipment to assist and support staff performance.		

Section C: Employee Participation in the Development and Implementation of PMS.

1. Driving the PMS Process

Please rank the importance of people listed below in driving PMS.

(Please circle (0) the most important 1, the next most important 2, and 10 being the least important)

	Most importance					Least important				
Staff	1	2	3	4	5	6	7	8	9	10
Team leaders	1	2	3	4	5	6	7	8	9	10
PMS coordinator	1	2	3	4	5	6	7	8	9	10
Senior and line managers	1	2	3	4	5	6	7	8	9	10
HRM Department	1	2	3	4	5	6	7	8	9	10
Directorate of Public Service Management (DPSM) and Botswana National Productivity Centre (BNPC)	1	2	3	4	5	6	7	8	9	10
HRM Department, DPSM and BNPC	1	2	3	4	5	6	7	8	9	10
HRM Department, DPSM, BNPC and External Consultant	1	2	3	4	5	6	7	8	9	10
DPSM, BNPC and External Consultant	1	2	3	4	5	6	7	8	9	10
External Consultant	1	2	3	4	5	6	7	8	9	10

2. Participation in the Planning and Designing of PMS

Please indicate by ticking [✓] the appropriate box the extent to which people listed below were involved in the planning and designing of PMS.

	Always Involved 1	Usually Involved 2	Sometimes Involved 3	Never Involved 4
Staff				
Team Leaders				
PMS Coordinator				
Senior and line managers				
HRM Department				
DPSM and BNPC				
HRM Department, DPSM and BNPC				
HRM Department, DPSM, BNPC and External Consultant				
DPSM, BNPC and External Consultant				
External Consultant				

3. Responsibility for Implementing PMS.

Please indicate by *ticking [✓] the appropriate box* the extent to which people listed below were responsible for PMS implementation.

	Fully Responsible 1	Partly Responsible 2	Not Responsible at all 3
Staff			
Team leaders			
PMS Coordinator			
Senior and line managers			
HRM Department			
HRM Department, DPSM and BNPC			
HRM Department, DPSM, BNPC and External Consultant			
DPSM, BNPC and External Consultant			
External Consultant			

4. The role of HRM Department in PMS.

Please indicate by *ticking [✓] the appropriate box* the extent to which HRM Department was involved in the planning, designing, implementation and review of PMS for the Department.

	Always Involved 1	Usually Involved 2	Sometimes Involved 3	Rarely Involved 4	Never Involved 5
Planning PMS					
Designing PMS					
Implementing PMS					
PMS Review					

5. Please indicate the overall role of HRM Department in coordinating PMS activities

Please tick [✓] the appropriate box

	Always Involved 1	Usually Involved 2	Sometimes Involved 3	Rarely Involved 4	Never Involved 5
Facilitate, support, advise and guide staff on PMS.					
Direct and control PMS.					
Staff Training in PMS					
Other (Please specify)					

6. Is there any specific Task Force, Team or Working Group other than HRM Department that is responsible for coordinating PMS activities?

Yes 1 No 2

If yes, what is the role of the Task Force, Team or Working Group in coordinating PMS activities? 1= Always, 2= Usually, 3= Sometimes, 4=Rarely, 5=Never,

(Please tick [✓] the appropriate box).

	1	2	3	4	5
Plan and design PMS, with guidance from HRM Department					
Implement PMS with guidance from HRM Department					
Review PMS, with guidance from HRM Department					
Advice, guide and support staff on PMS related matters					
Other (Please specify).					

7. Time frame for developing and implementing PMS

How long did it take the Department to develop and implement PMS?

Please tick [✓] the appropriate box.

	Less than one month 1	Less Than Three Months 2	Less than six months 3	Less than nine months 4	One year 5	More than one year but less than two years 6	Task not carried out 7	Other (Please specify)
Developing mission-vision statement.								
Reviewing the Department's roles, objectives and goals.								
Developing a strategic plan.								
Identifying key performance areas and performance measures								
Setting performance targets.								
Planning PMS.								
Designing PMS.								
Implementing PMS.								
Evaluate/Reviewing PMS.								

Section D PMS Evaluation and Review

1. Has the Department reviewed PMS since it was introduced?

Yes 1 No 2

2. How often is PMS reviewed?

Every Quarter 1
 Every Six Months 2
 Every Year 3
 Every Two Years 4
 Every Three Years 5
 Every Five Years 6

3. Please indicate which one of the following methods the Department uses review PMS

(Please tick [✓] the appropriate box).

Method to evaluate PMS	Always Used 1	Usually Used 2	Sometimes used 3	Rarely Used 4	Never Used 5
Cost and benefit analysis					
Attitude survey					
Questionnaires					
Team discussions					
Formal Feedback (written)					
Informal/verbal feedback					
Other methods (Please specify).					

4. If PMS has been reviewed, please tick [✓] the appropriate box to indicate the recommendations from PMS review.

Continue with existing PMS 1
 Improve existing PMS 2
 Continue with but improve existing PMS 3
 Discard existing PMS 4

5. If the review recommended improvements to existing PMS, were any changes made to the existing PMS after review?

Yes 1 No 2

6. If yes, please list up to four things that were changed after reviewing PMS.

.....

Section E

1. PMS Outcomes

Please tick [] the appropriate box to indicate to what extent you agree or disagree with the following statements.

	Agree 1	Strongly Agree 2	Neither Agree nor Disagree 3	Strongly Disagree 4	Strongly Disagree 5
Productivity has improved since PMS was introduced.					
PMS has led to improvement in the quality of service provided by the Department.					
PMS has helped the Department to operate within budget.					
PMS has led to development of staff skills and competencies.					
The Department's leadership style has improved since PMS was introduced.					
PMS has led to improvement in equal opportunities for staff (e.g. gender balance in management positions).					
Management and staff are motivated by PMS.					
PMS has led to a reduction in staff turnover.					

2. Is the Department planning to make any changes to PMS arrangements in the next 12 months?

Yes 1 No 2

Section F

1. Performance indicators and measures used by the Department

Please indicate which one of the following performance indicators and performance measures the Department uses.

(Please tick [✓] the appropriate boxes).

Performance indicator/measure	Used 1	Not used 2
Financial		
Total costs, actual compared to budget		
Customer based		
Number of cases handled (no.)		
Average time spent on a case (no.)		
Number of complaints (no.)		
Customer satisfaction		
Internal processes and development		
On time delivery		
Average time for decision making per case		
Improvement in productivity		
Cost of administrative errors/management revenues (%)		
Cases handled without error (no.)		
Number of cases reversed on appeal by a high court (as an indicator of quality of service of the lower court) (no.)		
Renewal and development		
Improved management of work		
Competence		
Information Technology (IT) investment (Pula)		
Investment in training (Pula)		
Suggested improvements/ employee (no.)		
HRM/Employee		
Number of employee (no.)		
Employee turnover (no.)		
Average years of service with organisation (no.)		
Average age of employee (no.)		
Time in training (days and year) (no.)		
Average absenteeism (no.)		
Number of women managers (no)		
Attitude surveys		
Opportunities for advancement		
Ability to use computerised system		

2. Are there any other performance indicators or measures that are used by the Department that are not covered in the above table?

Yes

 1

No

 2

3. If yes, please list up to four key performance indicators/measures used by the Department but not covered in the above table.

.....

Section G

1. Partnerships established and maintained by the Department for purposes of a Performance Management System.

2. Does the Department maintain any partnerships with other institutions, agencies and organisations?

Yes 1 No 2

If no, please go to Section H on the next page.

3. If yes, which of the following organisations has the Department established partnerships with.

(Please rank in order of importance, by circling (0) the most important 1, 2 being the next important, and 10 the least important).

Organisation/Institution	Most importance					Least important				
Government Departments	1	2	3	4	5	6	7	8	9	10
Customary Courts	1	2	3	4	5	6	7	8	9	10
Tribal Courts	1	2	3	4	5	6	7	8	9	10
Botswana National Productivity Centre	1	2	3	4	5	6	7	8	9	10
Law Firms in private practice	1	2	3	4	5	6	7	8	9	10
Botswana Law Society	1	2	3	4	5	6	7	8	9	10
Amnesty organisations (e.g. Ditshwanelo).	1	2	3	4	5	6	7	8	9	10
Academia (e.g. University of Botswana).	1	2	3	4	5	6	7	8	9	10
Regional organisations (e.g. SADC).	1	2	3	4	5	6	7	8	9	10
International organisations	1	2	3	4	5	6	7	8	9	10
Other (Please specify).....										
	1	2	3	4	5	6	7	8	9	10
	1	2	3	4	5	6	7	8	9	10
	1	2	3	4	5	6	7	8	9	10

4. Benefit from partnerships with other organisations.

How has the Department benefited from these partnerships?

(Please tick [✓] the appropriate box to indicate level of benefit from partnerships).

	High Benefit 1	Moderate Benefit 2	Low Benefit 3	No Benefit At all 4
Experience sharing on performance and performance management.				
Information sharing on performance and performance management.				
Coordinated efforts and intelligence sharing.				
Cooperation in national, regional and international law enforcement.				
Member of legal treaties and multilateral conventions.				
Other benefits (Please specify)				

Section H

1. Effectiveness of PMS

To date, how effective do you think PMS has been in achieving intended goals and objectives?

- Very Effective 1
- Moderately Effective 2
- Neither Effective nor Ineffective 3
- Ineffective 4
- Very Ineffective 5

2. Challenges of PMS

Please list up to four challenges faced by the Department when developing and implementing PMS?

.....

.....

.....

.....

3. Do you have any other comments you would like to make about PMS process and practice in the Department not covered in the questionnaire?

Yes No

If no, please go to question 5.

4. If yes, please write your comments the space provided.

.....
.....
.....
.....
.....
.....

5. On the overall, do you think the DAOJ is?

(Please tick [✓] to indicate

- Very Effective 1
- Moderately Effective 2
- Neither Effective nor Ineffective 3
- Ineffective 4
- Very Ineffective 5

6. Would you be willing to take part in a follow up interview in relation to PMS process and practice in the Department?

Yes 1 No 2

If no, go to the next page.

7. If yes, please provide contact details

Name:.....

Section/Unit:.....

Position:.....

Profession:.....

Address:.....

Telephone Number:.....

Fax Number:.....

Please complete the final section of the questionnaire on employee background.

Section J Employee background questions.

Please tick [✓] the appropriate boxes.

(a) Age

Age at last birthday

(b) Gender

Male 1 Female

3. Please write in your highest Education Level (e.g. GCE, Diploma, BA, LLB)

- | | | |
|------------------------------------|--------------------------|---|
| Primary school | <input type="checkbox"/> | 1 |
| Some Secondary school | <input type="checkbox"/> | 2 |
| Completed secondary school | <input type="checkbox"/> | 3 |
| Vocational/Trade skills | <input type="checkbox"/> | 4 |
| University (undergraduate) | <input type="checkbox"/> | 5 |
| University (graduate/postgraduate) | <input type="checkbox"/> | 6 |
| Professional qualification | <input type="checkbox"/> | 7 |

4. Position

Senior manager 1 Middle manager 2
 Supervisor 3

5. Profession (Please tick appropriate box)

- | | | | | | |
|-----------------------|--------------------------|----|--------------------|--------------------------|----|
| Chief Justice | <input type="checkbox"/> | 1 | Justice/Judge | <input type="checkbox"/> | 2 |
| High Court Registrar | <input type="checkbox"/> | 3 | Deputy Register | <input type="checkbox"/> | 4 |
| Assistant Registrar | <input type="checkbox"/> | 5 | Under Secretary | <input type="checkbox"/> | 6 |
| Senior Accountant | <input type="checkbox"/> | 7 | Magistrate | <input type="checkbox"/> | 8 |
| Chief Admin. Officer | <input type="checkbox"/> | 9 | Clerk of Court | <input type="checkbox"/> | 10 |
| Prosecutor | <input type="checkbox"/> | 11 | Deputy Sheriff | <input type="checkbox"/> | 12 |
| Lawyer | <input type="checkbox"/> | 13 | Senior Interpreter | <input type="checkbox"/> | 14 |
| Senior Court Reporter | <input type="checkbox"/> | 15 | Supervisor | <input type="checkbox"/> | 16 |

Other (Please specify).....

6. Please write in the boxes provided to indicate the number of years of work experience.

- Total years of work experience.....
- Number of years working in Government.....
- Number of years working in the DAOJ.....
- Number of years working in the current Section or Unit.....

7. How many employees do you directly supervise?

Thank you for taking the time to complete this questionnaire

APPENDIX D

SURVEY QUESTIONNAIRE FOR NON-MANAGEMENT STAFF

SURVEY QUESTIONNAIRE

To be completed by employees below supervisory level.

Section A

1. Employee participation in the development and implementation of PMS.

Please indicate your participation in the following activities regarding the planning, designing, implementation and review of PMS in the Department.

Please tick [✓] the appropriate box

	Always 1	Usually 2	Sometimes 3	Rarely 4	Never 5
Employees were consulted during the development of the Department's mission-vision statement.					
Employees were consulted during the development of a strategic plan.					
Employees were consulted during the planning and designing of PMS.					
Staff comments were incorporated into the designing of PMS.					
My section/unit is represented in the Departmental PMS Task Force/Committee/Working Team.					
Employees have participated in the review and evaluation of PMS.					

2. Please tick (✓) the appropriate box to indicate the extent to which you agree or disagree with the following statements.

	Agree 1	Strongly agree 2	Neither Agree Nor Disagree 3	Disagree 4	Strongly Disagree 5
PMS was adequately planned and budgeted for before implementation.					
Facilities and equipment required to assist and support staff performance were adequately planned and budgeted for (e.g., computers, courtrooms, office space, evidence recorders, library).					
Time away from office to attend PMS related matters was planned for (e.g., PMS training, workshops, and briefing).					
Staff received adequate training in PMS.					
Employees were adequately briefed before PMS was implemented.					

3 Benefits of PMS

Please indicate how PMS has helped you in your work.

Please [✓] tick box that apply.

	Agree 1	Strongly Agree 2	Neither Agree or Disagree 3	Disagree 4	Strongly Disagree 5
PMS has helped me set stretching and challenging goals.					
PMS has helped me become more productive and effective in my work.					
I fully understand the Department's key performance areas and performance indicators/measures.					
PMS motivates me to work harder.					
My performance rating has improved since PMS was introduced.					
PMS has made me more committed to my work and organisation.					
I fully understand what PMS is all about.					
PMS helps me plan my work better.					

4. Please indicate to what extent you agree or disagree with the following statements regarding how the Department has benefited from PMS.

Please tick (✓) the appropriate box

	Agree 1	Strongly Agree 2	Neither Agree or Disagree 3	Disagree 4	Strongly Disagree 5
PMS has helped the Department set specific and achievable goals and targets.					
Performance appraisal and reward system are fair and consistent since PMS was introduced in the Department.					
PMS encourages and supports teamwork and teambuilding in the Department					
The system and process of appraising staff has improved since PMS was introduced (e.g. quarterly performance review, self assessment).					
Communication and consultation between senior management and staff has improved since PMS was introduced in the Department					

5. Factors affecting performance and performance management in the Department

Please indicate how you feel about the following factors regarding your performance and performance management in the Department.

(Please tick [✓] box that apply).

	Agree 1	Strongly Agree 2	Neither Agree or Disagree 3	Disagree 4	Strongly Disagree 5
The Department's management style is supportive and involving.					
The Department's management team is committed.					
The Department's culture encourages innovativeness, supports high performance and high quality of work.					
There is openness, mutual trust and respect in the Department.					
The Department's culture embraces change.					
My workload prevents me from being effective.					
The Department's mission-vision, strategic plan and objectives are clearly communicated to all staff.					
The conditions of service in the Department are supportive of high performers.					
The Department has adequate facilities and equipment to assist and support staff performance and PMS (e.g., courtrooms, office space, internet, library, evidence recorders, Departmental website, PMS web page).					
The Department's policy is flexible, supportive, facilitates performance and PMS.					
The work environment in the Department is positive.					
The Department has a short and long term staff-training plan.					
The Department provides appropriate training and induction courses for new and existing staff.					
The current appraisal and reward system needs to be revised to make it appropriate for staff in the Department.					
There is poor communication between senior and junior staff.					
PMS works well and does not need to be changed.					

6. PMS Outcomes

Please tick the appropriate box to indicate the extent to which you agree or disagree with the following statements.

	Agree 1	Strongly Agree 2	Neither Agree or Disagree 3	Disagree 4	Strongly Disagree 5
Productivity has improved since performance management system was introduced in the Department.					
PMS has led to improvement in the quality of service provided by the Department.					
PMS has helped the Department to operate within the budget.					
PMS had led to development of staff skills and competencies.					
The Department's leadership style has improved since PMS was introduced.					
PMS has led to improvement in equal opportunities for staff (e.g., gender balance in management positions).					
PMS motivates management and staff.					
PMS has led to a reduction in staff turnover.					

7. To date, how effective do you think PMS has been in achieving intended goals and objectives?

- Very effective 1
- Moderately Effective 2
- Neither effective nor Ineffective 3
- Ineffective 4
- Very ineffective 5

8. List up to four challenges faced by DAOJ when introducing PMS in the Department.

.....

.....

.....

.....

9. Please list up to three things you like about PMS.

.....
.....
.....
.....

10. Please list up to three things you do not like about PMS.

.....
.....
.....
.....

11. Overall, is the DAOJ

(Please tick [✓] the appropriate box).

- Very effective 1
- Moderately Effective 2
- Neither effective nor Ineffective 3
- Ineffective 4
- Very ineffective 5

12. Do you have any other comments you would like to make about the PMS process and practice in the DAOJ not covered in the questionnaire?

- Yes 1 No 2

If yes, please write your comments in the space provided.

.....
.....
.....
.....
.....

13. Would you be willing to take part in a follow up interview in relation to PMS process and practice in the Department?

Yes 1 No 2

If no, please go to Section B of the questionnaire below.

If yes, please provide contact details

Name:.....

Section/Unit:.....

Position:.....

Profession:.....

Address:.....

Telephone number:.....

Fax Number:.....

Section B:

Employee background questions.

Please tick [✓] the appropriate boxes

1.Age: Please write age at last birthday

2.Gender

Male 1 Female 2

3.Highest level of education

Write in your highest level of education in the space provided (e.g. GCE, Diploma, BA, LLB).

Primary school	<input type="checkbox"/>	1
Some Secondary School	<input type="checkbox"/>	2
Completed Secondary School	<input type="checkbox"/>	3
Vocational/Trade training	<input type="checkbox"/>	4
University (undergraduate)	<input type="checkbox"/>	5
University (graduate/postgraduate)	<input type="checkbox"/>	6
Professional Qualification	<input type="checkbox"/>	7

Please Turn to the next page

4. Position

Please tick [✓] the appropriate boxes

Administrative 1
Technical 3

Legal 2
Clerical 4

Other (Please specify).....

5. Profession

Please tick [✓] the appropriate boxes

Magistrate 1
Lawyer 3
Translator 5
Technical 7

Prosecutor 2
Interpreter 4
Administration 6
Clerical 8

Other (Please specify).....

6. Work experience

Please write the number of years of work experience.

Total number of years of work experience

Number of years working for Government

Number of years working in the DAOJ

Number of years working in current Section or Unit

Thank you for taking the time to complete the questionnaire.

APPENDIX E

**SURVEY QUESTIONNAIRE FOR USERS OF SERVICES PROVIDED BY THE
DEPARTMENT OF ADMINISTRATION OF JUSTICE**

SURVEY QUESTIONNAIRE

To be completed by users of the Judicial system in Botswana.

Section: A

1. The Performance of the judiciary in Botswana.

Please indicate the extent to which you agree or disagree with the following statements.

(Please tick [✓] the appropriate box).

	Agree 1	Strongly Agree 2	Neither Agree nor Disagree 3	Disagree 4	Strongly Disagree 5
I am satisfied with the performance of the Department of Administration of Justice.					
The Judiciary provides user-friendly court environment.					
Judges are out of touch with what ordinary people think.					
Public officers in the Department Administration of Justice are committed to quality service delivery.					
The judicial system is accessible and affordable to all.					
Money spent on programmes to improve performance of the Department of Administration of Justice and Public officers is money well spent. (e.g., Work Improvement Teams (WITS), Performance Management System (PMS)).					
The judicial system in Botswana takes into account interests, expectations and values of the community and interest groups.					
The judicial system in Botswana does not protect the public from criminals.					
The judicial system is responsive to changes taking place in the global environment.					
The judicial system in Botswana neglects human rights.					
The performance of the judiciary in Botswana meets international standards.					
I have confidence and trust in our judicial system.					
Some functions of the high court should be decentralised.					

2. Independence, transparency and impartiality of the judiciary.

Please indicate to what extent you agree or disagree with the following statements.

(Please tick [✓] the appropriate box).

	Agree	Strongly Agree	Neither agree Nor disagree	Disagree	Strongly disagree
	1	2	3	4	5
The judicial system in Botswana is independent and impartial.					
Judges decisions are subject to public criticism and review through the media.					
There is transparency in decision making in the judicial system.					
Judges and magistrates are free to deliver justice without fear and favour.					
There is interference with the judicial system and the appeal structure in Botswana.					
All customers of the Department of Administration of Justice are treated equally, with respect and courtesy.					

3. Knowledge about crime and the judicial system in Botswana.

Please indicate the extent you agree or disagree with the following statements.

(Please tick (✓) the appropriate box.)

	Agree	Strongly Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	1	2	3	4	5
I learn about crime through the media.					
The Department of Administration of Justice should educate the public about crime, sentencing and justice issues.					
Violence against women and children is more openly acknowledged than in the last 5-10 years.					
The Department Administration of Justice should not neglect the importance of communicating with the public on justice issues.					
The Police are doing a good job in educating the public about crime in the country.					
The Department of Administration of Justice should inform the public about different services and assistance programmes provided by the Department.					
The judicial system in Botswana acknowledges the right of young offenders, gender and other social groups.					

4. Sentencing and the law in Botswana

Please indicate to what extent you agree or disagree with the following statements.

(Please tick (✓) the appropriate box.)

	Agree 1	Strongly Agree 2	Neither Agree nor Disagree 3	Disagree 4	Strongly Disagree 5
Judges are too lenient when sentencing offenders.					
Community service should be used to reduce overcrowding and cost of imprisonment (for minor non-violent crimes).					
First offenders should not be sent to prison (for minor non-violent crimes).					
Rehabilitation should be the primary aim of sentencing punishment.					
Wealthy offenders or offenders with clever lawyers get off on technicalities.					
There is transparency in our court system.					
The judiciary interpret the laws and rules consistently, independently and fairly.					

5. Outcomes of the Judicial System

Please indicate to what extent you agree or disagree with the following statements.

(Please tick (✓) the appropriate box.)

	Agree 1	Strongly Agree 2	Neither Agree nor Disagree 3	Disagree 4	Strongly Disagree 5
In general, crime rate has gone down in the last two years.					
The public has confidence, trust and respect for the judicial system.					
The judicial system aims to satisfy customer (public) expectations and needs.					
The judicial/sentencing system in Botswana reduces future criminal behaviour.					
Public safety and security are the concern of the judiciary.					
The police and the court system are doing their best to reduce crime.					
The judiciary resolves disputes transparently, consistently and professionally.					
The court system handles cases within reasonable speed.					

6. Overall, is the Department of Administration of Justice in Botswana.

(Please tick [✓] the appropriate box).

- Very Effective 1
- Moderately Effective 2
- Neither Effective nor Ineffective 3
- Ineffective 4
- Very Ineffective 5

7. Improving the performance of the judiciary in Botswana

Please list up to three things that should be changed to improve the quality of service provided by the judicial system in Botswana.

.....
.....
.....

8. Please list up to three things that should be changed to improve the performance of the Department of Administration of Justice in Botswana.

.....
.....
.....

9. Are there any other comments you would like to make about the performance of the judiciary and the judicial system in Botswana?

Yes 1 No 2

If no, please complete the last section of the questionnaire on pages 6 and 7.

10. If yes, write your comments in the space provided below.

.....
.....
.....
.....
.....
.....
.....

Section B

Respondent background questions.

Please tick [✓] the appropriate boxes.

1. Age: Please write age

2. Gender

Male 1 Female 2

3. Marital status

Single 1

Living with a partner 2

Married 3

Divorced 4

Widowed 5

4. Highest Level of Education

(Please write in your qualification, e.g. Standard 7, GCE, Diploma, BA degree).

- Primary School 1
- Some Secondary School 2
- Vocational/Trade Training 3
- University (undergraduate) 4
- University (graduate/postgraduate) 5
- Professional qualification 6
- Student 7

5 Employment Status

- Employed full time 1 Employed part time 2
- Self Employed 3 Not Employed 4
- Student 5

6. Industry sector.

Please tick appropriate box.

- | | | | | | |
|------------|--------------------------|---|-------------------------------|--------------------------|---|
| Government | <input type="checkbox"/> | 1 | Private Sector | <input type="checkbox"/> | 2 |
| Parastatal | <input type="checkbox"/> | 3 | Non Governmental Organisation | <input type="checkbox"/> | 4 |

7. Profession

- | | | | | | |
|-----------|--------------------------|---|------------|--------------------------|---|
| Banking | <input type="checkbox"/> | 1 | Finance | <input type="checkbox"/> | 2 |
| Education | <input type="checkbox"/> | 3 | Health | <input type="checkbox"/> | 4 |
| Legal | <input type="checkbox"/> | 5 | Management | <input type="checkbox"/> | 6 |

Other (Please Specify)

8. Location.

Please tick the appropriate box to indicate where you currently work.

- | | | | | | |
|-----------|--------------------------|----|-------------|--------------------------|----|
| Gaborone | <input type="checkbox"/> | 1 | Lobatse | <input type="checkbox"/> | 2 |
| Kanye | <input type="checkbox"/> | 3 | Jwaneng | <input type="checkbox"/> | 4 |
| Mochudi | <input type="checkbox"/> | 5 | Molepolole | <input type="checkbox"/> | 6 |
| Mahalapye | <input type="checkbox"/> | 7 | Palapye | <input type="checkbox"/> | 8 |
| Serowe | <input type="checkbox"/> | 9 | Francistown | <input type="checkbox"/> | 10 |
| Maun | <input type="checkbox"/> | 11 | Kasane | <input type="checkbox"/> | 12 |

Other (Please Specify)

Please tick the appropriate box to indicate where you currently live.

- | | | | | | |
|-----------|--------------------------|----|-------------|--------------------------|----|
| Gaborone | <input type="checkbox"/> | 1 | Lobatse | <input type="checkbox"/> | 2 |
| Kanye | <input type="checkbox"/> | 3 | Jwaneng | <input type="checkbox"/> | 4 |
| Mochudi | <input type="checkbox"/> | 5 | Molepolole | <input type="checkbox"/> | 6 |
| Mahalapye | <input type="checkbox"/> | 7 | Palapye | <input type="checkbox"/> | 8 |
| Serowe | <input type="checkbox"/> | 9 | Francistown | <input type="checkbox"/> | 10 |
| Maun | <input type="checkbox"/> | 11 | Kasane | <input type="checkbox"/> | 12 |

Other (Please Specify)

Thank you for taking the time to complete the questionnaire.

APPENDIX F

DAOJ MISSION AND VISSION STATEMENTS

Mission-Vision Statements: Department of Administration of Justice

Mission Statement

To maintain, sustain and develop an effective judicial system that dispenses justice fairly, impartially and expeditiously, and uphold human rights, democracy and the rule of law in accordance with the constitution of Botswana

Vision Statement

Justice for All

‘Justice for all specifically means an independent, efficient and effective judiciary in terms of timely delivery of services. An accessible and affordable judiciary in terms of simple and user friendly procedures. Skilled, professional and motivated staff with a good work culture. Open channels of communication. Common understanding of justice and fairness between the public and the judiciary through initiatives such a public education campaigns and public relations desk.

APPENDIX G

DAOJ Values and Strategic Goals

Value Statement and Strategic Goals: Department of Administration of Justice

Value Statement

Integrity
Professionalism
Transparency
Timeliness and Responsiveness
Quality Service/Provision of World Class Service
Empowerment
Personal Responsibility
Teamwork

Source: DAOJ (2001a)

Strategic Goals for 2002/03

To promote correct interpretation of the law in making decisions.

To promote greater access to justice.

To resolve all disputes in a transparent, professional, consistent and timely manner.

To equip all courts with state of the art technology to improve service delivery and reduce delays.

To enhance efficiency and effectiveness in the provision of a world-class service.

To promote and protect the independence and impartiality of the judiciary.

To develop and retain personnel who are representative, professional and sensitive to diversity issues, especially to issues of gender, and other social groups.

To improve the process/methods of delivery of all key services.

Source: DAOJ (2002b)

APPENDIX H

RESEARCH PERMISSION LETTERS

MEMORANDUM

TO: All Magistrates In-Charge of Stations
All Registrars, High Court Lobatse & Francistown
All Clerks of Court In-Charge of Magisterial Stations
All Heads of Sections, High Court Lobatse & Francistown
Staff

REF: RM 1/5/7

FROM:


Gabriel A. Rwelengera
ACTING REGISTRAR & MASTER

DATE: 4 September 2002

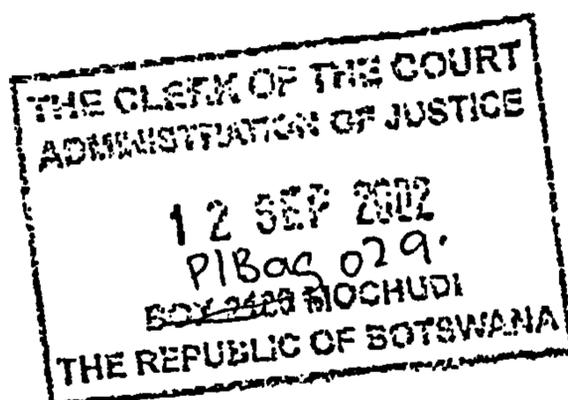
**DOCTORAL RESEARCH ON THE EFFECTIVENESS OF
PERFORMANCE MANAGEMENT SYSTEM (PMS) IN ADMINISTRATION
OF JUSTICE (AOJ) DEPARTMENT**

This serves to introduce Ms. Dorothy Mpabanga, a University of Botswana Lecturer who is working on a research programme for her PhD thesis for the University of STRATHCLYDE, Scotland.

The aim of the research is to determine the effectiveness of the Performance Management System (PMS) and practices in the public sector, with specific focus on the Administration of Justice Department. You may recall that Ms. Mpabanga was one of the participants in the situation analysis of the AOJ that was conducted by lecturers from the University of Botswana last year.

In fact, it is on account of this previous contact with our Department that she cultivated interest in the affairs of this organisation. Meanwhile, she has agreed to share her observations in her research with Management in the AOJ from time to time even as she still continues her research. She has also made a commitment that she will treat every information collected from the Department with "utmost confidentiality".

It is in this context that I solicit your cooperation with her in this regard.





UNIVERSITY OF
STRATHCLYDE

November 27th 2002.

Deputy Registrar and Master
The High Court
P/Bag 001,
Lobatse
BOTSWANA

ATTENTION: Mr G. A. Rwelengera

Dear Mr Rwelengera,

**PHD RESEARCH ON PERFORMANCE MANAGEMENT SYSTEM IN THE
DEPARTMENT OF ADMINISTRATION OF JUSTICE**

This serves to thank you for allowing me to use the Department of Justice as a case study in performance management systems in the public service. Just to up date you on what has happened relating to data collection phase, I managed to visit two high courts and fifteen magistrate courts throughout the country. Data collection for Ganzi and Tsabong magistrate courts was carried out through the post office. Please refer to Table 2 on page two for questionnaires distributed and collected.

The response rate was about 50 percent, which is good considering the fact that data was collected over a period of five weeks. In addition, interviews were conducted with staff members who were willing to discuss issues relating to PMS. I must assure you that there was very little interruption with the workflow at the workstations visited.

Data analysis phase should be completed by June 2003, after which I will brief you on the preliminary results of the survey.

I am still awaiting responses from the *Judges* at the Lobatse and Francistown High Courts. They could not complete the questionnaire at the time of the survey because they were out attending to court circuits. I am appealing to you to *encourage* them to fill in the questionnaire so that I have a representative picture of the department.

Once again, thank you for your valuable support and allowing me the opportunity to use your department as a case study. Please extend my appreciation to management, Magistrates, Clerks of the Court, and staff throughout the country for their patience and cooperation during the data collection exercise.

Yours Sincerely

Dorothy Mpabanga

A PLACE OF USEFUL LEARNING SINCE 1706





UNIVERSITY OF STRATHCLYDE
HRM Dept. 50 Richmond Street, Glasgow. G1 1XU Scotland

Attention: HRM Department
Senior, Middle and Lower Management

Dear Sir/Madam,

Performance Management System (PMS) in the
Department of Administration of Justice (DAOJ) in Botswana

Purpose of Research

The aim of this research is to determine the effectiveness of the Performance Management System and practices in the public sector, with specific focus on the DAOJ. I am currently a student at the University of Strathclyde, Scotland, studying for a PhD in Human Resource Management. I work as lecturer in the Department of Political and Administrative Studies, University of Botswana.

Why it is important to fill the questionnaire

Your participation in this research is very important, particularly your contribution in terms of the experience you have had with the PMS process and practice in your Department. Your contribution on how PMS has assisted you in your work and the Department as a whole are highly valued.

It is important that the questionnaire is completed in full for accuracy and reliability of research results. The results of the research will be useful to the DAOJ in terms of enhancing the effectiveness of the PMS. The research will also contribute to the overall body of knowledge on PMS process and application by organisations within and outside Botswana.

How long it will take to complete questionnaire

It is envisaged that it will take you approximately one hour of your precious time to complete the questionnaire.

Confidentiality and Anonymity

Data collected from you will be treated with utmost confidentiality and anonymity.

Collection of completed questionnaire

A collection box has been provided and is situated at the reception area. If you require any further information, please do not hesitate to contact me on 71460389 during office hours. I am available in your offices today from 9am to 4.30pm to answer any questions you might have and collect completed questionnaires.

I would appreciate if the completed questionnaire is dropped in the collection box in the reception not later than **three days** from date of receipt.

Thanking you in advance.

Yours Sincerely

A handwritten signature in black ink, appearing to be 'D. Mpabanga', with a small dot to the right.

Dorothy Mpabanga

The importance of a Performance Management System (PMS)

Research has shown that organisations with a formal PMS are more effective in terms of achievement of organisational goals and objectives, improvement in quality of service and improvement in the overall performance of the organisation. PMS is one of the most significant Human Resource Management (HRM) functions used to improve both employee and organisational performance, and has an impact on productivity and quality of service. It is important that before the PMS is introduced in an organisation, certain preparations are made in order to maximise benefits.

Core PMS Process

The core process of developing and implementing PMS entails observing the internal and external environment of the organisation, planning and designing a PMS, acting on what has been planned and designed or implementing the system, and finally reviewing the PMS. Literature reviewed reveals that performance management is a strategic process of aligning or integrating organisational and individual objectives to achieve organisational effectiveness. An effective PMS is thus said to be a system that aligns individual performance with the organisation's mission - vision, strategic plan and objectives.

Main Research Questions

The question to be investigated in the survey is to what extent organisations in the public sector follow the core process of a PMS. How is performance currently managed in the Department of Administration of Justice (DAOJ). Does the 'best practice' performance management system actually exist? What are the contextual factors affecting performance and PMS in the DAOJ? What can be changed to improve the effectiveness and efficiency of the PMS in the Department? The survey also investigates the key performance indicators measures used by the Department.

The Survey Questionnaire

The questionnaire is divided into three main parts:

Part I: is to be completed by the HRM Department, senior, middle and lower management in the DOAJ.

Part II: is to be completed by employees in the DAOJ.

Part III of the questionnaire is to be completed by users of services provided by the DOAJ.

Please drop the questionnaire in the collection box once it has been completed within three days from date of receipt.

Thank you for agreeing to participate in the survey.

Yours Sincerely

A handwritten signature in black ink, appearing to be the name 'Dorothy Mpabanga', written in a cursive style.

Dorothy Mpabanga

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Research has shown that organisations with a formal PMS are more effective in terms of achievement of organisational goals and objectives, improvement in quality of service and improvement in the overall performance of the organisation. PMS is one of the most significant Human Resource Management (HRM) functions used to improve both employee and organisational performance, and has an impact on productivity and quality of service. It is important that before the PMS is introduced in an organisation, certain preparations are made in order to maximise benefits.

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APPENDIX I
DETAILED QUALITATIVE EVIDENCE

DETAILED EVIDENCE FROM QUALITATIVE DATA

Semi-Structured Interviews and Informal Discussions

Table A1: Employees Positive and Negative Views Regarding PMS in the Department of Administration of Justice

Direct Outcome On the Department and employees	Employees Views: Positive +	Employees Views: Negative -
Organisational	Establishment of a HRM section. Legal section is driving PMS. There are some judges who are interested in PMS.	Bureaucracy and control from head office and main administrative office. Leader not PMS driven*. That is why PMS is not popular at head office. Management not interested in PMS. Judges see current coordinators as junior. PMS is owned by head office. PMS will die like WITS if there is no ownership and commitment*. Civil service has a disease of bureaucracy. People do not want to change. PMS is a new thing. It is not effective at the moment.
Productivity/ Backlog of Cases		Performance constrained because we have to work with stakeholders*. The department has always worked well without PMS. Cases start late or are postponed if stakeholders do not turn up or cancel trial/case dates.
Recruitment and Selection	Performance Improvement Coordinators appointed to continue PMS activities in the department.	PMS was interrupted by deployment of PMS coordinator. We are understaffed to implement goals and annual performance plan. Employee transfers affect PMS effectiveness. There is nobody to drive PMS since the PMS coordinator left in 2002. There is need for continuity.
Schemes and Conditions of Service	Review of Schemes of service to pave way for PMS.	They do not recognise high performance. High performance is not rewarded.
Court Facilities and equipment	There are better facilities, office accommodation and promotions.	Employees complain about lack of supplies. Shortage of resources, for example, money for workshops. Performance is affected by lack of equipment.
Work load		Employees are always busy at the Head Office and have little time to spare for PMS. Goals are there but we cannot implement them because we are understaffed. There are only two magistrates at this station.
Communication	Improvement in communication. PMS review meetings*. Regular staff meetings*. Out stations employees are more responsive to PMS workshops.	Communication problems between Head Office and out stations*. Lack of consultation and involvement in PMS activities*. PMS meetings take too long and this affect delivery of justice*.

Table A1: (Continued)		
Direct Outcome	Employees Views: Positive	Employees Views: Negative
Appraisal System Motivation/Morale	<p>My appraisal has improved since PMS. Better not get discouraged. Magistrates initiate sharing of ideas with other stations. Employees are excited about PMS. It can be done. PMS is good. You can enjoy it as long as you understand it. Work hard to ensure you practice what you preach. If employees see you work hard they follow suite. PMS is a good concept. We work hard and we want to be supervised. We are motivated by PMS. Employees are motivated. Employees are very responsive to PMS. PMS is a good concept. But it needs brutal honesty. Magistrates embrace PMS. PMS is alive and can work. I like the idea of PMS. Former magistrate encouraged people to work hard, to help customers weather you are the responsible officer for the section or not. We are waiting for PMS to help us know how to handle our responsibilities and help customers.</p>	<p>No appraisal since 2001. Hierarchy affects employee morale. We are de-motivated at M4. Weather there is PMS or not we work hard all the time. We have not received encouragement from management. Magistrates see no use of PMS. PMS takes time away from magistrates. Magistrate job is to try cases; PMS is not for magistrates but for administrative people. Employees feel that PMS is a management concept. I doubt if there will be somebody who will be interested in PMS like the previous coordinator*. PMS won't work.</p>

Table A1 (Continued)	
Direct Outcome	Employee Views: Positive
Training	<p>Employee Views: Positive</p> <p>We now have a training plan.</p> <p>BNPC is always willing to assist with PMS training. PMS concept is there, we know the concept.</p> <p>In Ghanzi my staff knew what PMS is.</p> <p>Employees receive good training in PMS.</p> <p>Employees have been briefed on PMS.</p> <p>We were trained on how to prepare plans*.</p>
Departmental Performance Plan	<p>Employee Views: Negative</p> <p>Employees at head office do not know much about PMS.</p> <p>Employees do not brief other employees when they come back from PMS training.</p> <p>They train themselves at head office.</p> <p>We don't understand PMS*.</p> <p>PMS training is too quick.</p> <p>Head office should go out and train people in outstations.</p> <p>We need PMS training *</p> <p>No review of PMS due to lack of skills*</p> <p>Lack of training new staff*</p> <p>Management does not cascade PMS to junior staff.</p>
Individual Performance Plan	<p>Department has a strategic plan for 2001-2010.</p> <p>Each station has a yearly plan.</p>
Other Views	<p>PMS is requires even in the private sector, to be productive in whatever they do.</p> <p>Even in real life we play by the rule of PMS. Anyone can do something from it.</p> <p>Sharing ideas with other stations.</p> <p>Use of native language to assist clerical and unskilled staff to better understand PMS.</p> <p>PMS learnt at former place of employment.</p> <p>We have suggestion boxes. Suggestion box help us attend to customer complaints and improve on our performance.</p> <p>We have inter-ministerial consultative meetings.</p> <p>Employees raise issues through these meetings.</p>
	<p>Annual performance plan not implemented due to conflict.</p>
	<p>We cannot implement a plan drawn for us.</p> <p>Employees are not yet trained to prepare individual performance plan*.</p> <p>Unskilled staff discuss shortage of resources when asked to set targets.</p> <p>Suggestion boxes are there but they are not opened.</p> <p>There are no suggestion boxes in some stations.</p> <p>We suggested weekend meetings but staff rejected the idea.</p>

Source: Semi-structured Interviews and Informal Discussions, DAOJ (2002)

Notes: * Mentioned by more than one person.

Table A2: Positive and Negative Views of External Customers regarding Performance of the Judiciary in Botswana

User's Views	Problems Experienced in the Judiciary as Said by Users: Negative
<p>Attorneys (N=3)</p> <p>Positive: Performance of the judiciary</p> <p><u>DAOJ</u> On the overall, the judiciary is impartial and independent. It is free from corruption. Generally good, but need trained staff.</p> <p><u>High Court of Appeal</u> Employees are well trained. There is fairness and independence. There is professionalism and speedy service.</p>	<p><u>High Court of Appeal</u> Decisions made by some judges are appealed and reversed. Some judges come in pre-determined for punishment, not rehabilitation when sentencing the accused.</p> <p><u>High Court</u> Support staff are not trained in the job. There is no respect for time. Administrative and support staff are not trained in law. Therefore there is slowness in delivery of justice.</p> <p><u>Magistrate Courts</u> Cases are pending for too long. Shortage of staff leading to slow delivery of service because disputes exceed lawyers to handle. Untrained and in-experienced staff. Court sessions are not user friendly. Magistrate courts do not deal with civil cases.</p> <p><u>Prosecutors</u>: Prosecutors are not trained in law. Therefore justice is not delivered fairly and professionally.</p> <p><u>Customary Courts</u> There is lack of training at customary court level in law and human rights. Politicians encourage customary courts to pass harsh punishment without consideration for human rights and rehabilitation. There is therefore unfair justice at customary court level.</p>
<p>Prosecutors (N=3)</p> <p><u>DAOJ</u> is independent.</p>	<p><u>Prosecutors</u> Police job is to investigate and not prosecute. Police are not trained in law. This affects presentation of cases in court and performance. Poor performance of prosecutors is because of lack of experience, lack of training and in some cases lack of preparation. <u>DAOJ</u> It is out of touch with reality. They are too independent. If law is amended for example mandatory law, they complain of reduction of their powers. There is conflict between law and sentencing for example if the law said pass certain punishment, but the DAOJ does something else because of human rights. They are too lenient. They suspend sentences. They are therefore out of touch with what customer needs to punish and keep criminals in jail. DAOJ is interested in the accused than witnesses. Police are trained on the job as prosecutors. Once police become experienced prosecutors, they are promoted. The DAOJ has therefore to deal with new prosecutors most of the time. <u>AG's Chambers</u> should prosecute and not the police, because it is AG's duty. AG's should grow as the economy and society grows. To enable them to handle cases as State Counsels and not to pass the job to police. This will reduce delays in justice delivery.</p>

Source: Semi-structured interviews, DAOJ (2002)

Table A3: Role and Event-Ordered Matrix: PMS Process in the Department of Administration of Justice

<p>PMS Process Mission-Vision</p>	<p>Employees Views <u>Management</u> Mission-vision started in 1999(M3*) Found the mission in the office (M13). No communication from HQ as what to do with the mission-vision (M13). PMS was introduced in 2001 by coordinator (M11). Mission-vision is in existence but I don't know how it was prepared. I was not involved in the process (M6). <u>Staff</u> The Registrar and PMS coordinator briefed us about mission-vision (M9). We were briefed about PMS in 2001 (M7). We were briefed about PMS in 2000 (M6).</p>
<p>Strategic Plan (SP)</p>	<p><u>Management</u> Even the SP review meetings, we all participate (HCX). Head of sections attend review meetings (HCX). The department made a SP starting 2001-2010; we went through some steps of making PMS (M4). We were all seriously involved in SP preparation process. First middle managers, magistrates then plan was communicated to all staff (M4). Responsibility to communicate plan to staff is head of station, e.g. magistrate (M4). SP is communicated to staff through meetings (M4). SP is used to develop APP (M4). Staff were not consulted when SP was done (M4). SP was prepared by HQ, communication in PMS is done through the main office because it is the main office (M4, M6). SP is in existence, but I don't know how it was prepared (M6). <u>Staff</u> We were briefed about PMS and SP by the PMS coordinator and the Registrar (M9).</p>
<p>Annual Performance Plan (APP)</p>	<p><u>Management</u> Draft APP is submitted to HQ for approval and feedback (M1). All staff are involved in the preparation of APP (M1). APP is developed through a workshop (M1). We share ideas and develop draft for each section (M1). Each participant discusses the draft (M1). We enter performance plans according to months (M1). We also identify resources needed for APP (M1).</p>

	<p>Table A3: (continued) We did APP together with staff (M1). HRM developed its own APP (HCX). We review APP (HCX). APPs were already prepared (HCX). I have to prepare APP from May to December 2001 as requested by PMS coordinator (M11). I don't know where APP came from (HCX). APP for staff were in the APP for section (HRM). Job descriptions were used to develop APP (HCX). We plan early in the year, January for APP (M4). APPs are for all staff (M4). We meet to discuss APP, and source APP from SP and use main objectives in SP (Mp4). APP is set once a year (M4). In 2001, we were told to prepare plans and what we intended to do (M4). We were given a plan to implement in 2001. All staff had their plans drawn for them by the PMS coordinator and the main office. It was a plan for Gaborone magistrate courts (M4). APP was rejected because of disagreements over who prepared them (M4). This plan was presented to HQ for feedback, but no response since June 2001 (M4). Magistrates and administrative staff in the main office prepared the plan (M4). We have had two workshops to brief staff on how to prepare APPs (HCX). Staff have no clue on how to prepare APP (HCX). APP was sent to us to implement (M6). The main office prepared APPs without involving staff (M6). Staff wanted to include their own goals and objectives but the main office prepared the plan for staff (M6).</p>
<p>Key Performance Indicators (KPI)/Goals</p>	<p>Management Each group meets to set their goals subject to management checks (M1). SMART is used to develop KPIs (M1). There are presentations about goals and performance indicators (M1). Staff presents what they do (M1). KPIs are assigned to each target, for each section, not individual, for example court reporter and number of cases (M1). They share ideas about setting objectives and help staff to set KPIs (M1). Projects are used as KPIs (HCX). We look at activities we can do at the station based on SP (M4). Goals are set but we are too understaffed to implement them (M3). Goals for clerks of court were set without their involvement (M4). Last meeting to discuss goals was in June 2001 (M4).</p>

<p>Table A3 (Continued)</p> <p>Performance Measures</p>	<p>Management Performance is measured through KPIs (M1). There are presentations about performance measures (M1). During review meetings, we give indications of what has been achieved and not achieved and reasons (HCX).</p>
<p>Setting Targets</p>	<p>Management Each section sets goals in a workshop (M1). There are presentations about intentions, targets and achievements. We discuss draft and input time frame and responsibilities (M1). Staff set targets at 80 % achievement (M1). They start with critical activities, accountable persons and KPIs. Each person agrees that they can perform (M1). We help staff in setting objectives (M1). Responsibilities for staff are sourced from job descriptions (HCX). People are assigned roles during review meetings (HCX). You give dates of when you will achieve targets (HCX). Targets are set once a year (M4). Staff are shown how to set objectives (M4). Magistrates set targets alone (M3).</p>
<p>PMS/APP Review</p>	<p>Management We amend APP as proposed; we follow up (M1). We review achievements and modify for each year (HCX). PMS review meetings are to review whatever we did or whatever we intend to do (M4). APP is reviewed at the annual judicial conference (M4). Magistrates carry out informal review of APP before the judicial conference (M4). APP review was done by PMS coordinator in June 2001 (M4). I was interviewed last year in Lobatse to review PMS (M8). PMS Coordinator came end of 2001 to review progress in implementing App (M6)</p>
<p>Researcher's Reflections</p>	<p>KPIS and targets are set for each section, not for each individual (M1). Staff are assigned by management to set KPIs, targets and objectives (M1). Native language is used for clerical and unskilled staff to help them understand PMS better (M1). M1 court involves other magistrate courts in PMS activities. They share ideas about PMS and development of APP, KPIs. Main documents in DAOJ- scheme of service, O&M review of 1995, (HCX). Main driving force in PMS is the Legal section at HQ. HRM section does not play a significant role in PMS process (HCX). There are no individual performance plans (HCX).</p>

Table A3: (Continued)

There is a PMS management team (HCX).
Review of intended goals vs. actual achievements (M4).
Main objectives in SP are used to develop APP (M4).
APP originates from SP (M4).
Performance plans were prepared for staff (M4).
There are disagreements by staff over individual performance plans (M4).
We are still awaiting meeting with our main office and response from HQ (M4).
Some senior managers do to know how to prepare APP (HCX)
Some staff were not involved in any PMS activities/meetings since June 2002 (M2)
No PMS meetings, no review (M2).
They do everything at HQ (M2).
Not consulted in PMS (M14).
Staff receive good training, but they do not apply that in office/work (HCY).
Preparation of APP not done because of lack of training (M11).
APP review was unsuccessful because staff were not involved in APP preparation (M6).
Between 1999 and 2001, PMS coordinator trained staff in PMS- for example mission-vision, SP, goals and objectives (HCX).
PMS coordinator left in June 2002. New coordinators have taken over and have started training staff in APP preparation (HCX).
HRM section is not empowered to design, plan and implement PMS. HRM role is to facilitate resources, for example resources such as staffing, equipment, IT, workshops, conference resources and facilities (HCX).

Note: * Names have been changed to conceal the identities of respondents.

Table A4: Event and Role-Ordered Matrix: Employee Involvement in PMS

PMS Process	Employees Views
Mission-Vision	<p><u>Management</u></p> <p>Mission-Vision statements are there, but we were not involved in the process. We don't know how the mission-vision and strategic plan were developed. (M6).</p>
Strategic Plan	<p><u>Management</u></p> <p>PMS Coordinator helped develop strategic plan (M4). No staff involvement in APP/SP preparation (M4)</p> <p><u>Staff</u></p> <p>Staff were not involved in preparation but briefed about the plan (M4).</p>
Annual Performance Plan	<p><u>Management</u></p> <p>We involve all staff; they played a role (M1). All staff took part through workshops (M1). We discuss interests, targets, activities, measures and indicators (M1). Each participant discusses the draft, and they argue if they will achieve (M1). Annual performance plans are already prepared (HCX).</p> <p>APP was prepared for staff by the main office and magistrates at the other station (M4, M6). I still have an assignment to complete, to prepare an annual performance plan (M11). I am not involved in the design, planning and implementation of PMS, (M11). APPs were sent to us to implement (M6). PMS coordinator and the main office prepared the plan without involving staff (M6). Initially PMS coordinator asked staff to prepare APP after PMS briefing (M4). Staff are not involved in PMS activities (M3).</p> <p><u>Staff</u></p> <p>Staff are not involved in PMS (M7). We asked main office and PMS coordinator to assist staff incorporate their plans into APP in 2001, nothing has happened since (M6).</p>

Table A4: (Continued)	
	<p><u>Performance Improvement Coordinators/HRM</u></p> <p>APP came in prepared, I don't know where they got them from, they use job descriptions to develop APP HRM role is to facilitate projects (HCX).</p> <p>Staff involvement is the key issue; some staff feel left out in PMS, e.g. not trained on how to prepare APP (HCX).</p> <p>The current need for training stems from staff having no clue on how to prepare APP for their stations (HCX).</p>
KPI/Goals	<p><u>Management</u></p> <p>Each staff member sets goals, and then assigns KPI (M1).</p> <p>Staff have not set goals because they were not involved in APP, it was prepared for them (M4, M6).</p> <p>Goals for Clerks of Court were set without their involvement (M4).</p> <p>Last meeting to discuss goals was in June 2001 (M4).</p> <p><u>Staff</u></p> <p>All staff had their goals set by our main office (M4, M6).</p> <p>Staff wanted to include their own goals and priorities (M6).</p>
Setting of Targets	<p><u>Management</u></p> <p>Staff set targets for 80 per cent achievement (M1).</p> <p>Targets for each section are discussed (M1).</p> <p>Magistrates set targets alone (M3).</p>
APP/SP/PMS Review	<p><u>Management</u></p> <p>APP is reviewed every three months with staff to see achievements and no achievements (M1).</p> <p>We all participate in strategic plan review meetings, i.e. head of each section (HCX).</p> <p>People are assigned roles during the review meetings (HCX).</p> <p>APP and SP are reviewed by magistrates before the judicial conference (M4).</p> <p>No plan, no review, no meeting (M4).</p> <p>Clerks of Court, HRM, HQ and registrar met to assess if staff uses PMS (M12).</p> <p>I was in Lobatse in 2001 for an interview to review PMS effectiveness (M8)</p> <p>PMS coordinator came in 2001 to review progress and implementation of APP (M6).</p> <p>PMS coordinator reviewed APP, SP in 2001 (M4, M6, M11, M2).</p> <p>I was asked to produce PMS review report, but could not because of lack of training (M2).</p>

	<p>Table A4: (Continued)</p> <p>No progress towards APP for our station (M6). PMS review was unsuccessful because of conflict over non-involvement of staff in APP preparation and targets set for staff (M4, M6) Performance Improvement Coordinators (PIC)</p>
<p>Researcher's Reflections</p>	<p>Not much has happened since the PMS coordinator for the department left (HCX)</p> <p>M1 prepared APP and set performance targets with the assistance of the Botswana National Productivity Centre. PMS coordinator was not involved. This shows commitment and motivation.</p> <p>At M4 and M6, APPs were prepared by the main office. Staff were given the initial draft to comment on. Which they did. However, when the APP was returned from main office and HQ, it was different from what staff had prepared/commented on (M4 and M6). This shows negative organisational climate existing between the 3 stations, conflict caused by bureaucracy, control, top down approach by management (expressed by staff, also see problems of PMS implementation). Leading to conflicts over APP and performance targets for staff. However, lower managers at M4 and M6 are positive about PMS.</p> <p>Little progress towards APP implementation in M4 and M6 magistrate courts due to conflict over staff involvement in APP preparation.</p>

Table A5: Role and Conceptually Ordered Matrix: Internal and External PMS Support to Employees in the Department of Administration of Justice.

Type of Support	Employee Views
<p><u>Internal Support</u> PMS Training and Briefings.</p>	<p><u>Management</u> We prepared APP without the PMS coordinator's involvement (M1). There will be workshops and I will go there (M1). We have to educate our staff (M1). People from HQ visit one day and they forget about it (M1). HRM transfer staff and give facilities (M1). Workshops are for idea sharing on preparation of APP, KPI, and objectives (M1). We help staff. We help them and they raise hands to ask questions and we sometimes use native language to explain PMS (M1). Magistrates explained draft APP to me (M1). The department for two years has briefed us since PMS was introduced. We have been trained on APP and SP preparation (M4). No training in PMS (M14). Clerks of Court were shown how to set objectives (M4). Attended training course in Gaborone in 2000 (M2). There are staff meetings every three months to brief staff about PMS (HCX). PIC train management and staff on how to prepare APP (HCX). PIC brief staff on PMS (HCX). PMS coordinator was here in 2000 to teach us and brief us on how PMS works (M3). PMS mission-vision briefing by Registrar and PMS coordinator in 2001 (M1). There is no PMS coordinator since the coordinator left in July 2002 (HCX). Everything stopped when the coordinator left (HCX). PMS coordinator has left (M1). We attended briefing in 2001 (M7). Staff received good PMS training and briefing but they do not apply it work (HCY). Some officers were briefed in PMS (M14). Staff were briefed once in 2000 (M15, M6). <u>Staff</u> I learnt about PMS through the radio and former workplace (M2). Not trained in how to use PMS at work (M2). Briefed by PMS coordinator in 2000 (M2). No PMS briefing because I am new but other staff have heard of PMS (M9).</p>

Table A5: (Continued)

<p>PMS Documents</p>	<p>Management There are lots of documents (M1).</p>
<p>Resources</p>	<p>Management We plan with the resources we have (M1). Sometimes they say there is no money for workshops (M1). The problem is there is always shortage of resources (M1). HRM role is support functions in PMS (HCX). Requests for funds, resources have to go through the main office leading to delays (M4). We are too understaffed to implement goals (M3). Scheme of service is being revised to support staff (M12). Reward system is being revised to motivate staff (M12). We now have a training plan for staff (M12). We now have better office accommodation and facilities (M12). Scheme of service is being revised (M8). Staff No training in work and there is shortage of equipment. No induction courses about work. Received on the job training by magistrate (M2).</p>
<p>Information Technology (IT)</p>	<p>Management HRM organises projects e.g. if there is need to secure computers (HCX).</p>
<p>Guidance</p>	<p>Management There is lack of guidance on how to prepare APP (M11). HRM role not to design and implement PMS, but to organise projects (HCX). PMS coordinator is the main guide in DAOJ (HCX).</p>
<p>Communication/ Feedback</p>	<p>Management Feedback from HQ on APP. We got their feedback in July 2002 (M1). SP and APP are communicated to staff by head of stations/magistrates (M4). Have to channel everything through the main office and this leads to delays (M4). The plan is presented to HQ for feedback (M4). There is better communication in the department since PMS (M12). No communication from HQ about what to do with mission-vision statements. There is poor communication (M13). Lack of feedback from our main office and HQ (M6). The PMS coordinator did review PMS, but nothing has happened since then (M4). Still waiting for a meeting and feedback from our main office and HQ about APP (M4, M6).</p>

	<p><u>Table A5: (Continued)</u></p> <p>No meeting, no briefing, no progress (M6).</p> <p><u>Staff</u> Communication is lacking from HQ (M7).</p>
<p><u>Other Support</u></p>	<p><u>Management</u> We use native language to help staff understand PMS (M1). We organise workshops with other stations to share ideas (M1).</p>
<p><u>External Support</u></p>	<p><u>Management</u> That lady from BNPC assisted us. She would chip in advising us (M1). There was PMS briefing by BNPC in July 2000 (M4). BNPC taught us how to set goals and all that (M4). We have been attending training courses locally and internationally (HCX). BNPC is willing to assist in running PMS workshops (HCX). I don't know how DPSM is supposed to relate to us. But maybe in terms of posts (M1). We receive PMS help from BNPC and PMS coordinator. But the coordinator has left the department (M1). We go on training to BNPC (M1). The two PMS facilitators are being trained by the BNPC (HCX). The coordinator and BNPC briefed us (M4). The little we know we learnt from BNPC (M4). DPSM is reviewing the appraisal form to make it suitable for PMS, to reward performance (M4). Not yet quarterly appraisals (M1). DPSM is still working on performance appraisal and reward (M4, HCX). There will be performance-based assessment once PMS is adopted in civil service. We still appraise staff annually (M1).</p>

Table A6: Role and Conceptually Ordered Matrix: Employee Awareness of PMS Activities.

PMS Activities/Objectives	Employees Views
<p>Mission-Vision-Value Statements</p>	<p><u>Senior/Middle Managers</u> I have attended PMS briefing but I don't know much about PMS (M7).</p> <p><u>Lower Managers</u> I have attended a PMS training course (M11, M2) Mission started in 1999 (M3). PMS coordinator introduced PMS in 2001 in Palapye (M11). I was interviewed last year to review PMS (M8). Staff don't know much about PMS (M6). I was briefed about PMS in 2000 (M6). Mission-Vision is in existence (M6).</p> <p><u>Staff</u> I have not heard anything about PMS since joining the department (M1, M2, and M9). I have not been involved in any PMS meetings/briefings (M13). I have heard about PMS where I used to work (M2, M9). I am not informed or trained in PMS (M2). I received some briefing in 2001 by the PMS coordinator (M3). I don't know anything about PMS (M3, M15). The Registrar and PMS coordinator briefed other staff members about mission-vision and strategic plan by (M9). We were briefed about PMS (M7).</p>
<p>Strategic Plan</p>	<p><u>Senior/Middle Managers</u> In the previous station I was heading, my staff new about PMS (M4). Staff informed me that they don't know what PMS is here (M4).</p> <p><u>Lower Managers</u> Strategic plan is in existence (M6).</p>
<p>Annual Performance Plan</p>	<p><u>Lower Managers</u> I was not told about the purpose of the plan (M3). I am aware of the APP though I was not involved in its preparation (M4, M6, and M3).</p>
<p>Department's KPI/Goals</p>	<p><u>Lower Managers</u> There are KPIs (M1, M6).</p>

Table A7: Role and Conceptually Ordered Matrix: Employees views on factors that would contribute to PMS to success in the DAOJ.

Element/ Factor	Employees Views
<p>Organisational Structure</p> <p>Procedure</p>	<p><u>Senior/Middle Managers</u> It can work in government. Leadership is the problem here in DAOJ (HCX). We need a strong PMS coordinator like the coordinator who has left (HCX). Bureaucracy causes delays (M4). PMS needs brutal honesty to work well (M2). We are constrained, as we need to consult other departments (M4). Bureaucracy in public service is the problem (M4). PMS needs continuity (M2). Legal matters are given priority over HRM matters (HCX). We work with other departments so this affects our work (M4, M14). Delays in work are due to working with stakeholders (M4).</p> <p><u>Lower Managers</u> Recognise high performing staff and reward high performers accordingly (M8). <u>Staff</u> Recognise high performers (M7).</p>
<p>Resources</p>	<p><u>Senior/Middle Managers</u> But sometimes they say there is no money (M1). Problem is shortage of resources (M1). Shortage of resources to run PMS workshops (M1).</p>
<p>Training</p>	<p><u>Senior/Middle Managers</u> PMS concept is there. We know the concept. What can be done is to educate to improve (M4). <u>Lower Managers</u> We need to understand what PMS is to know where we are going or when we are going back (M1). We need to be trained by the PMS coordinator and BNPC through workshops (M1). We need training workshops, including staff as well (M1). PMS is good. Give us a coordinator to teach us about PMS, as well as how to use it at work (M4). Magistrates should teach staff what PMS is all about and not do it alone (M3). We need education and training in order to make PMS effective and work in our station (M13). Constant reminder to staff that PMS is alive and can work if used in everyday work. Empower staff in PMS knowledge and skills (M7). <u>Staff</u> Educate and train staff in PMS (M9, M7).</p>

Ownership	<p>Table A7: (Continued)</p> <p><u>Senior/Middle Managers</u> First we have to sell sense of ownership (M1). Most people listen to head of the department. He has a lot of influence in this department. If he says something and they see him participate, they listen (HCX). For PMS to work top people should own it and really practice it (M4). If top people don't own it, it will go the same way as WITS (M4). PMS won't work. It's owned by the head office (M3).</p>
Commitment	<p><u>Senior/Middle Managers</u> We should be prepared to implement PMS (M1). They listen more if it's a legal issue (HCX). When the leadership is strong they follow (M4). If there is no commitment and ownership it won't work (M4). The new coordinator should be as committed as the last one (M4, HCX, M1).</p> <p><u>Lower Managers</u> PMS can work. It depends on who is the head (M1).</p>
Motivation	<p><u>Senior/Middle Managers</u> We need to work hard (M1). The head of the department is not keen about PMS. He is still reluctant, though he has been sensitised (HCX). Legal people are not interested in management issues (HCX). There are some senior management team members like some judges who are interested in PMS (HCX). You need to be active in PMS and practice what you preach (M4). I work hard and expect/encourage staff to work hard (M4). The problem is applying the concept in the workplace (HCY). PMS can work because it is a way of life (M1). Magistrates try cases and that's it (M12)</p> <p><u>Lower Managers</u> Magistrates try cases and that's it (M3). <u>Staff</u> Encourage staff to use PMS (M7).</p>
Attitude	<p><u>Senior/Middle Managers</u> Attitude of lawyers, the legal section, that if it's not legal it's not important (HCX). Need to change mindset of legal people (HCX). Civil servants not wanting to change (M4).</p>

	<p>Table A7: (Continued)</p> <p>Senior/Middle Managers Hold regular meetings with staff (M4). To have meetings to appreciate the whole concept (M4). We need more information and consultation from the head office (M14).</p> <p>Lower Managers Magistrates should communicate with Clerks of Court and not work alone (M3). Need communication and training to make PMS more effective (M13). Education, training and consultation and sharing of ideas (M1). The PMS coordinator must train us (M1).</p> <p>Staff We need constant meetings on PMS. PMS communication is lacking from head office. Follow up is needed to make PMS work (M7).</p>
Support/Guidance	<p>Senior/Middle Managers Would need a coordinator like the coordinator who has left (M4, HCX).</p> <p>Performance Improvement Coordinators (PIC) We have been going through some training by BNPC and DPSM. We have started running PMS training in the department (HCX).</p>
Researcher's Reflections	<p>Some managers feel that for PMS to work the new coordinator should be as committed as the previous coordinator. The new coordinators should also hold legal positions in the department.</p>

Table A8: Role and Conceptually Ordered Matrix: Employees Views on Challenges of Developing and Implementing PMS in the DAOJ

Factors	Employees Views
<p>Organisational Structure</p>	<p><u>Senior/Middle managers</u> Transfers are the main problem, transfer of officers from stations. Transfers and no replacements (M1). We work with lawyers here and working with lawyers is a problem. They narrow their functions. Same problem in outstations, they do not want to do anything administrative (HCX). HRM department input will be minimal because we are not a legal section (HCX). Bureaucracy and control leads to delays. Hierarchy, if you don't go according to hierarchy you are in trouble (M4). We work with stakeholders; we cannot therefore change the schedule to allow time for PMS (M1). If an administrative problem arises in out stations, lawyers want somebody from head office to come and resolve it (HCX). Priority is given to legal section (HCX). Stakeholders cause delays (M4, M14).</p>
<p>Procedure</p>	<p><u>Lower managers</u> We need to work together with magistrates (M1). Too much control from our main office (M4). Conflict over APP because of non-involvement of staff and bureaucracy. All decisions are made at our main office (M4). Magistrates try cases and that's it (M3).</p>
<p>Climate</p>	<p><u>Staff</u> Staff have not been appraised since 2001 (M15). <u>Performance Improvement Coordinators (PIC)</u> We are still awaiting appointment of PMS coordinator for the department (HCX). The department has not submitted PMS progress reports to DPSM since the PMS coordinator left in July 2002 (HCX).</p>
<p>Ownership/ Commitment</p>	<p><u>Senior/Middle managers</u> Management at head office must live PMS. Theory must be preached and practiced (M1). We must be prepared to implement PMS (M1). Even cooperation is still lacking (HCX). They listen more if it's a legal issue (HCX). Top people should own and practice it (M4). The problem is that the coordinator has left. We need somebody who can drive it (HCX). I doubt if there will be somebody as committed as our former PMS coordinator (M4). PMS is owned by head office. They do everything there (M3). Problem of glorifying PMS and practicing something else (HCY).</p>

	<p><u>Table A8: Continued</u></p> <p><u>Performance Improvement Coordinators (PIC)</u> Very little progress has been made since the PMS coordinator left in July 2002. (HCX). Leadership, especially top management is not interested in PMS. They see PMS as a management issue (HCX). Leadership is not committed to PMS (HCX). PMS is not popular at head office (HCX).</p>
<p>Cynicism</p>	<p><u>Senior/Middle managers</u></p> <p>It can be done. The problem is people who are cynical, cynical about change. They say we have been doing these things for 30 years and we can't change (M1). If top people don't own it and practice it, it will go the same way as WITS (M4). PMS won't work (M3).</p> <p><u>Lower managers</u></p> <p>The department has always worked well without PMS (HCY).</p> <p><u>Staff</u></p> <p>PMS won't work as long as there is no teamwork (M9). PMS will die like WITS if staff are not educated at grass root level (M9). PMS coordinator does not cascade PMS to junior staff (M9).</p>
<p>Attitude</p>	<p><u>Senior/Middle managers</u></p> <p>Many lawyers mind set should be changed. To change their approach (HCX). The culture here is a problem because if it's not legal it's not important (HCX). They only listen to people with a legal background (HCX). Civil service has a disease or bureaucracy. Not wanting to change. It's going to take them a long time to change and a lot to change. (M4). Magistrates see no use of PMS (M14). PMS takes time from my work, to try cases (M12). PMS is a management issue, not for magistrates (M12). <u>Performance Improvement Coordinators</u> Judges see current PIC as junior /administrative staff (HCX).</p>
<p>Training</p>	<p><u>Senior/Middle managers</u></p> <p>Officers attend PMS training, but they don't brief staff when they come back from PMS training (M14).</p>

	<p>Table A8: (Continued)</p> <p>No training in PMS (M14). Staff receive good PMS training. But they don't apply it to work (HCY).</p> <p><u>Lower managers</u> We need workshops to share ideas (M1). We don't understand PMS. We need a lot of training (M1). Lack of knowledge about PMS (M4). Training in PMS (M4, M8, and M13). Speedy training, not really getting staff to understand PMS (M3). Still new at the station (M11). Knowledge and skills in PMS are necessary (M7). Performance Improvement Coordinators Most staff does not know about PMS at head office because they are always busy. We have tried arranging workshops for head office staff over weekends, but we have not succeeded (HCX)</p>
<p>Motivation</p>	<p><u>Senior/Middle managers</u> Hierarchy affects staff morale (M4).</p> <p><u>Lower managers</u> Staff are de-motivated (M4). PMS or not, we have always been working hard (HCY). Problem of rewarding high performance (HCY).</p> <p><u>Staff</u> PMS can work if used in everyday life (M7)</p> <p>Performance Improvement Coordinators Staff de-motivation needs to be attended to first before you can talk about PMS, for example morale and pay issues (HCX).</p>
<p>Resources: e.g. Financial, HR, IT and Time</p>	<p><u>Senior/Middle managers</u> Head office sometimes says there is no money (M4). There are only two of us here and many cases to handle (M1). Finding time for PMS is not easy. We don't have time for these things. Priority is to try cases (M12, M1, M14). PMS is too time consuming (M12).</p>

	<p><u>Table A8: (Continued)</u></p> <p><u>Lower managers</u> Staff are complaining about lack of supplies (M1). Shortage of resources to run PMS workshops (M1). We are too understaffed to follow/implement goals (M3). <u>Staff</u> Equipment shortage (M2). Not trained in court reporting, no induction courses (M2). <u>Performance Improvement Coordinators</u> Problem of lack of resources to organise PMS workshops and training, especially in out stations (HCX).</p>
<p><u>Communication</u></p>	<p><u>Senior/Middle managers</u> We must be seen to involve all staff members. We must not do it alone (M1). When there is something to consult there are usually some delays due to bureaucracy (M4). Problem of arranging meetings with PMS people (M4). We need more communication and consultation on PMS between head office and out stations (M14)</p> <p><u>Lower managers</u> Communication is one weakness of our department (M4, M3). Disagreements over annual performance plans and targets because of non-involvement of staff (M4). Lack of feedback from the main office and the head office to resolve APP problem (M4). PMS coordinator has not done anything about APP problem (M4). Not told about the purpose of the plan (M3). Lack of communication between head office and out stations (HCY). They forget about out stations (HCY). Lack of communication and bureaucracy. They do not involve staff (M6). Need communication in PMS (M13). <u>Staff</u> Follow up is needed on PMS activities (M7).</p> <p><u>Performance Improvement Coordinators (PIC)</u> Some staff feel left out in PMS, not being involved is the key issue (HCX).</p>

APPENDIX J

PMS STATUS AND PROCESS IN GOVERNMENT

Table A9: Ministries and Independent Departments: Progress To Date: Planned VS. Actual: November 2000

Milestones	AA OJ	Mo A	AG	AU G	MC I	DC EC	DP SM	Mo E	MF DP	MM oFA	MM oH	MM HA	MM oLH	MM LG	ME WA	NN A	PP OL	OP	MM WTC
1. Ministry clarify on burning platform	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
2. Team Development	ND	D	ND	D	D	D	D	D	D	ND	D	D	ND	D	D	D	NF	D	D
3. Vision, Mission, values formulated	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
4. Vision, Mission, values communicated	D	D	D	D	NF	D	D	NF	D	D	D	D	D	D	D	D	D	D	NF
5. PMS understood as a strategy for change	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
6. Change management team established	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
7. Clarity and Approval Role-PS& Coordi	NF	D	ND	D	NF	ND	D	D	D	D	NF	NF	D	D	NF	D	D	ND	D
8. Ministry plan integrated	D	D	D	D	NF	D	D	D	D	NI	D	D	D	D	D	D	D	D	D
9. Ministry plan reviewed – Meetings	D	D	D	ND	D	D	D	D	D	NF	D	D	D	D	D	D	ND	ND	D
10. Communication plan	ND	D	ND	ND	D	D	NF	ND	ND	ND	D	ND	D	D	NF	D	D	ND	ND
11. SWOT Analysis	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
12. Key Result Areas defined	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
13. Strategic goals defined	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
14. Strategies developed	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D
15. Strategic objectives defined	D	D	D	D	D	D	D	D	NF	D	D	D	D	D	D	D	D	D	D
16. KPIs defined	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	NF	D	D
17. Annual Performance Plans	NF	D	ND	NI	ND	NF	ND	D	D	ND	ND	ND	D	D	D	NF	D	D	ND
18. Measurement Skills	ND	D	ND	D	ND	D	ND	NF	ND	ND	ND	ND	ND	ND	ND	NF	NF	ND	D
19. Department rollout	NF	D	NF	D	NF	ND	NF	ND	NF	ND	D	D	D	D	NF	D	D	NF	ND

Source: DPSM Journal, Nov. 2001, pp.16-17,

Note: D=Done, ND=Not Done, NF=Not finalised, NI=Needs Improvement.

AG=Administration of Justice

MCI=Ministry of Commerce and Industry

MoH= Ministry of Health,

NA= National Assembly,

MLHA= Ministry of Labour and Home Affairs

MEWA= Ministry of Energy and Water Affairs

MWTC= Ministry of Works, Transport, and Communications.

MLG=Ministry of Local Government

MFDP=Ministry of Finance and Development Planning

MoA=Ministry of Agriculture

DPSM=Directorate of Public Service Management

MoLH= Ministry of Lands and Housing

POL=Police Department

OP= Office of the President

MoFA= Ministry of Foreign Affairs

AUG=Auditor general

AG=Attorney General

Figure A1: PMS Process in Government Ministries and departments in Botswana

