



MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS

MAURITIUS

23 November 2015

Ministry of Civil Service and Administrative Reforms

Circular Note No 20 of 2015

E/41/13/01 T2

From : Senior Chief Executive, Ministry of Civil Service & Administrative Reforms

To : Supervising Officers in charge of Ministries/Departments

Implementation of the Executive Performance Management Review (EPMR)

Would you please refer to this Ministry's letter of even reference dated 19 August 2015, inviting your views and comments regarding the implementation of the EPMR for Supervising Officers of Ministries/Departments. I thank you for your observations which have been very positive in support of this initiative. The views expressed and suggestions made have been taken into consideration in finalizing the EPMR Form.

2. In order to ensure total coverage of the Performance Management System (PMS) in the Civil Service, the EPMR has now been approved for implementation with the aim of rendering Supervising Officers more responsible and accountable for the overall performance of their respective organizations. It is based on five generic Key Result Areas (KRAs) already specified in the document and on specific Key Performance Indicators(KPIs) which should be developed with respect to the core services being delivered by your organization and main projects being undertaken. A copy of the final version of the EPMR Form containing the relevant guidance notes on the last page is enclosed.
3. It has also been agreed that the EPMR will be implemented on a 6-month trial basis as from **January 2016** and on a formal basis as from **01 July 2016**. All Supervising Officers in charge of Ministries/Departments are being covered under the system, **except** those holding constitutional posts as well as posts with quasi-judicial powers as listed at Annex. A further communication will be issued in due course regarding the application of the EPMR to those grades.
4. I rely on your full collaboration and support in the implementation of the EPMR with a view to strengthening a culture of performance in the public service. It would also pave the way for the assessment of organizational performance whilst aligning both individual and organizational performance.
5. You may liaise with the PMS Secretariat on telephone number 405 4100 (Ext.10239) or by e-mail at pmssec@govmu.org for any further clarifications or technical support required.

P. Jhugroo
Senior Chief Executive

Copy to: Secretary to Cabinet and Head of the Civil Service

Annex to Circular Note 20 of 2015 - EPMR

List of Constitutional Posts

SN	Section of the Constitution	Post
1	40	Electoral Commissioner
2	70	Secretary to the Cabinet
3	71	Commissioner of Police
4	72	Director of Public Prosecutions
5	77	Chief Justice
6	77	Senior Puisne Judge
7	77	Puisne Judge
8	96	Ombudsman
9	110	Director of Audit

List of quasi-judicial departments

SN	Departments	Post
1	Office of Ombudsperson for Children	Ombudsperson
2	Public Bodies Appeal Tribunal	Chairperson
3	Employment Relation Tribunal	President
4	Equal Opportunities Commission	Chairperson
5	Gaming Regulatory Authority	Chairperson
6	Conciliation & Mediation Commission	President
7	ICT Appeal Tribunal	Chairperson
8	Revenue & Valuation Appeal Tribunal	Chairperson

CONFIDENTIAL

EXECUTIVE PERFORMANCE MANAGEMENT REVIEW



(Supervising Officer)

MINISTRY/DEPARTMENT:

PERIOD: From to

(Please refer to Guidance Notes on last page before filling in the form)

Section 1: Personal Data

(to be filled in by Supervising Officer)

SURNAME: Mr, Mrs, Ms (tick as appropriate)

NAME:

PRESENT APPOINTMENT: Date:

Section 2: Key Commitments

(to be signed in by Supervising Officer)

I accept responsibility and I am accountable for the overall performance of the Ministry/Department under my supervision and shall endeavour to:

- (i) - Provide direction and facilitate the achievement of the Mission, Vision and Objectives of the organisation for sustained success;
- Be personally involved to make things happen through appropriate actions and behaviours;
- (ii) Ensure that values and principles spelt out in the "Code of Ethics for Public Officers" are fully integrated in the management of the Ministry/Department to foster transparency and good governance principles;
- (iii) Promote effective communication networks and relationships with both internal and external stakeholders;
- (iv) Adhere to Government commitments to national priority projects and international agreements/treaties (e.g. projects related to the Government Programme, Economic Mission Statement, United Nations Sustainable Development Goals...); and
- (v) Ensure the achievement of organisational results expected in key areas as set out in **Section 4**.

Signature:

Date:

Section 3: Endorsement

(to be filled in by Head of Ministry and/or Secretary to Cabinet & Head of the Civil Service)

I hereby endorse the Key Commitments under **Section 2** above, as well as Service Standards/Key Performance Indicators as defined in **Section 4 (I) & (II)**.

Head of Ministry*

Secretary to Cabinet & Head of the Civil Service*

Name:

Name:

Signature:

Signature:

Date:

Date:

* As applicable

Section 4 (I) : Key Result Areas

Five generic Key Result Areas applicable to all Supervising Officers have been provided.

A: Strategic Management - *Optimising achievement of strategic goals*

Outputs	Service Standards
1. Strategic Plan	<ul style="list-style-type: none"> a. Well-defined and coherent long-term strategy reflecting Government's vision and broad socio-economic objectives according to agreed time-frames. b. Change-oriented, creative, dynamic and adaptable to unpredictable events. c. Achievable and can be successfully translated into concrete actions.
2. Annual Operational Plan	<ul style="list-style-type: none"> a. Derived from strategic plan. b. Practical, flexible, implementable and measurable. c. Clearly spelt out objectives and activities including implementation schedules, desired outcomes as well as resource allocations and process for monitoring progress. d. Finalised, as far as possible, within one month of budget approval.
3. Policy Papers/Documents	<ul style="list-style-type: none"> a. Thoroughly researched and of the highest standard. b. Submitted with due regard to set timeframe.

B: Management of Public Funds - *Transparent and efficient use of public money*

Outputs	Service Standards
1. Budget Estimates	<ul style="list-style-type: none"> a. Realistic forecast based on Ministry/Department needs in compliance with relevant MOFED and MCSAR guidelines.
2. Monitoring and Evaluation Mechanism	<ul style="list-style-type: none"> a. Highest standards of fiscal discipline in the management of public funds. b. No departure from established regulations on financial matters. c. Recommendations from last Audit Report successfully implemented and, where necessary, mechanism for corrective action put in place and monitored.
3. Financial Performance Report Statements	<ul style="list-style-type: none"> a. Reliable information provided within the parameters set by relevant authorities (MOFED, PAC).

C: People Management - *A highly committed and productive workforce*

Outputs	Service Standards
1. Human Resource Plan	<ul style="list-style-type: none"> a. Aligned with Strategic Plan. b. Sound policies for effective HR practices. c. Responsive to evolving internal and external needs and priorities.
2. Enabling Environment	<ul style="list-style-type: none"> a. Application of modern tools and techniques for dynamic and proactive Human Resource Management. b. Sustained capacity building and talent management. c. Proper coordination and monitoring of HR activities for achievement of set objectives through well-developed communication channels and free flow of information. d. Promotion of staff welfare and an effective Occupational Safety and Health Management System.

Section 4 (I) : Key Result Areas (Contd)

D: Management of Public Sector Reforms – *Transformational change for quality and timely service delivery*

Outputs	Service Standards
1. Performance Management System	<ul style="list-style-type: none"> a. Total coverage of workforce. b. Integrated with other management systems. c. Functional monitoring mechanism. d. Reliable performance information database in place.
2. ISO Certification	<ul style="list-style-type: none"> a. At least one unit embarked on ISO certification project for the year. b. Tangible improvement of service delivery in ISO-certified units.
3. Counter/Customer Services	<ul style="list-style-type: none"> a. Modern and functional counter/customer services set up to facilitate interaction with customers, wherever applicable.
4. Customer Charter	<ul style="list-style-type: none"> a. Concise and user-friendly charter developed, applied and monitored for sustained customer satisfaction.
5. E-Government Services	<ul style="list-style-type: none"> a. Optimal use of ICT for fast and responsive service delivery to customers. b. Improved access to government information with due regard to relevant security measures.
6. Sectoral Reform Initiatives	<ul style="list-style-type: none"> a. Appropriate standards for planned execution of reform programmes adhered to. b. Monitoring and Evaluation system for assessing impact for reform initiatives.

E: Management of Projects – *Securing value for money*

Outputs	Service Standards
1. Project Plan	<ul style="list-style-type: none"> a. Scope and objectives defined in a clear and concise manner. b. Comprehensive and need-focused specifications. c. SMART principles embedded.
2. Tender Document	<ul style="list-style-type: none"> a. In compliance with established rules/regulations/practices with specific regard to e-procurement procedures for better efficiency.
3. Progress Report	<ul style="list-style-type: none"> a. Accurate, factual and clear, including details of variances and corrective actions. b. Produced at regular predetermined intervals.
4. Evaluation Report	<ul style="list-style-type: none"> a. Within one month of completion of project. b. Project delivery in conformance with approved specifications confirmed or otherwise. c. Shortcomings highlighted and recommendations made to avoid future recurrence. d. Necessary actions for sustainability of the project specified.

Section 4 (II) : Key Performance Indicators

List of Key Performance Indicators specific to the Ministry/Department to be developed by Supervising Officer in line with priority objectives of the organisation.

A large rectangular area with a solid border, containing 25 horizontal dotted lines for writing.

Section 5: Performance Management Review

(to be filled in by Supervising Officer at end of PMRC)

1. (i) According to you, to what extent has the Ministry/Department achieved its planned goals and objectives?

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(ii) How would you rate the organisation's performance in a scale of 1 to 10?

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2. Give your comments on any major achievements, with particular reference to organisational results expected in key areas.

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3. State any significant contribution you personally made towards the achievement/s mentioned above.

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4. What have been the major constraints/obstacles, if any, which undermined the achievement of organisational goals and objectives?

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5. What remedial measures have been taken/are being envisaged to address those drawbacks?

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6. Suggest initiatives which may enhance the organisation's performance.

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Signature:.....

Date:.....

NOTE: Where SO is also Head of Ministry, forward EPMR form to Secretary to Cabinet & Head of the Civil Service for filling in **Section 6 PART C**. Otherwise, proceed to **Section 6 PART A**.

Section 6: Report on Performance Management Review

(PARTS A & B applicable to SOs in charge of Depts/Divs of Ministries)

PART A: To be filled in by Head of Ministry

(i) Give your comments on the Department's/Division's performance with respect to expected results in key areas.

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(ii) Indicate your level of appreciation on the Performance Management Review at **Section 5**.

Excellent Good Fair Unsatisfactory

Signature:

Date:

PART B: To be signed by Supervising Officer

The contents of **PART A** have been noted.

Signature:.....

Date:

NOTE: *The completed form is kept at the level of respective Ministries for appropriate follow-up i.r.o SO in charge of Depts/Divs of Ministries not belonging to the Administrative Cadre.*

Section 6: Report on Performance Management Review (Contd)

(PART C applicable to SOs of Depts/Divs in the Administrative Cadre and to all Heads of Ministries)

PART C: To be filled in by Secretary to Cabinet & Head of the Civil Service

After taking cognizance of Sections 5 & 6, I hereby submit my level of appreciation thereon.

Excellent Good Fair Unsatisfactory

Comments, if any.....
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Secretary to Cabinet & Head of the Civil Service

Signature:

Date:

Supervising Officer

Signature:

Date:

GUIDANCE NOTES FOR EXECUTIVE PERFORMANCE MANAGEMENT REVIEW (EPMR) – SUPERVISING OFFICER

1. This form should be filled in by Supervising Officers (SOs), including those employed on contract basis. In accordance with Para. 23 “Interpretation” (Pg 4) of the Human Resource Management Manual (2011), a Supervising Officer means “the officer supervising a department of Government referred to in section 68 of the Constitution”.
2. **Timeline for Executive Performance Management Review**

Performance Management Review Cycle (PMRC)	Time Frame	OR	Change in posting/new appointment etc...
Key Commitments, Key Results Areas and Key Performance Indicators finalised and endorsed	August		Within two weeks on joining the Min/Dept
Report on Performance Management Review	July		At least six months following acceptance of responsibilities under “Key Commitments”, otherwise only comments to be inserted wherever applicable

3. **Section 1** Personal information/data to be filled in at the start of PMRC.
- Section 2** **Key Commitments** - These are generic areas of responsibility where demonstration of engaged leadership is expected to facilitate the achievement of organisational goals and objectives. This section should be considered in conjunction with key result areas specified in **Section 4**.
- Section 3** **Endorsement** - To be filled in at the start of PMRC by:

- (i) Both Head of Ministry and Secretary to Cabinet & Head of the Civil Service, where the SO is responsible for a Department/Division and belongs to the Administrative Cadre.
- (ii) Head of Ministry only, where the SO is responsible for a Department/Division and does not belong to the Administrative Cadre.
- (iii) Secretary to Cabinet & Head of the Civil Service only, where the SO is Head of Ministry.

- Section 4** **Key Result Areas** - To be thoroughly read, developed further as specified, and agreed upon before **Section 2** is signed.
- **Key Result Areas (KRAs)** – Critical areas of performance which have a direct impact on achievement of goals and objectives. Five generic KRAs have been identified under this section.
 - **Outputs** – Specific tools that will ensure delivery of services and achievement of expected results under the respective key areas.
 - **Service Standards** – Quality and efficiency criteria that facilitate evaluation of results under each output.

Key Performance Indicators – Quantifiable measurements that reflect the strategic priorities specific to the organisation.

Outputs and Service Standards have been worked out for five generic KRAs applicable to all Ministries/Departments. As regards performance indicators specific to their organisation, SOs may derive a list of the most important ones from the Annual Budget and from other sources for non-financial performance indicators. Additional sheets may be attached, if necessary.

- Section 5** **Performance Management Review** - The SO is given an opportunity to make an assessment of the organisation’s performance and may substantiate comments made by relevant documentary evidence, briefs or reports as appropriate. Any personal contributions which acted as catalyst towards the achievement of goals and objectives can be highlighted. The SO may also refer to the budget measures implemented and to any success factors and/or impediments that impacted on organisational performance.

- Section 6** **Report on Performance Management Review** - This is carried out to report and indicate the level of appreciation with respect to the Performance Management Review. **PARTS A & B** of this section should be filled in by Head of Ministry in respect of SOs in charge of Departments/Divisions operating under the aegis of Ministries.

PART A (i) - The Head of Ministry may consult any relevant documents before commenting on the Department’s/ Division’s performance with respect to its KRAs.

- (ii) - The Head of Ministry submits level of appreciation on the Performance Management Review on a four-level scale.

PART B - Is signed by SO after taking note of comments and appreciation of Head of Ministry.

Note:- Where the SO belongs to the Administrative Cadre, the EPMR is then forwarded to the Secretary to Cabinet & Head of the Civil Service for filling in **PART C**.

PART C - This part is filled in by the Secretary to Cabinet & Head of the Civil Service for SOs of Departments/Divisions belonging to the Administrative Cadre and for all Heads of Ministries. The former takes cognizance of the Performance Management Review of the SO and gives level of appreciation and comments thereon. The relevant forms are kept under the custody of the Secretary to Cabinet & Head of the Civil Service.