Frequently Asked Questions

1. **What is Performance Management System (PMS)?**

   PMS is a management tool for good governance and improved performance, providing the opportunities to identify the development needs of employees at all levels in the organization. It is an important and integrated reform strategy whereby better results are obtained from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, objectives, standards and competencies.

2. **In how many Ministries/Departments has PMS been implemented?**

   All Ministries/Departments have started implementing PMS and 94% of officers of the Civil Service have already embarked on the initial stages of PMS.

3. **Will the Annual Confidential Report continue to be used?**

   2012 was the last year when the PMS was run in parallel with the ACR system. As from 2013, only the Performance Appraisal System will be used to assess individual performance.

4. **Will annual increment be linked to performance?**

   Employees are not entitled to any increments as of right but only with the approval of the Responsible Officer/Supervising officer when their work and conduct are satisfactory.

   It is now clearly mentioned in all appointment letters that annual increments should be earned.

   PRB has recommended in its 2013 Report that annual increments provided in salary scales should be awarded based on open and recorded performance assessment ratings and no increment should be earned in case an officer is unfavorably reported.
5 What actions will be taken against poor performance?

Those who are unable to perform would be given the appropriate support and assistance to improve their performance in terms of:

- Personal counseling.
- On-the-job coaching.
- Training.
- Redefining the Performance Agreement.
- Work environment audits to establish whether there are other factors affecting performance.

A performance Improvement Plan will have to be agreed upon by the Appraiser and Appraisee, identifying the remedial action(s) to be taken and the specific timeframe to enable monitoring of progress.

Should the employee not respond to such initiatives, action may be considered according to existing rules and regulations.

6 Whose responsibility is it to ensure the implementation and sustenance of PMS?

Managing performance is a major management function. It is the responsibility of each Supervising Officer/Senior Executive to ensure that performance is being managed efficiently in the respective Ministry/Department.

Therefore, the implementation and sustenance of the PMS are the responsibility of each Supervising Officer.

7 How do we ensure consistency in terms of Performance Standards and the distribution of workload?

The system caters for the setting up of a Moderating Committee whose responsibility is inter alia to ensure that performance standards are applied consistently and realistically to employees on the same level in the Ministry/Departments and that workload is fairly distributed.
8 What happens if an Officer is not satisfied with the performance evaluation ratings?

The matter is referred to the next level Supervisor who will look into it and try to resolve the divergence. An Appeal Panel has also been provided for within the PMS. An appraisee may make a request for appeal to the Supervising Officer through the Appraiser within 5 working days of the Performance Appraisal Meeting. The appraiser should submit his comments thereon. A copy of the request is forwarded to the Moderating Committee and an appeal panel is set up by the Supervising Officer within one week to investigate into cases of appeal.