



MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS  
MAURITIUS

29 February 2012

Ministry of Civil Service and Administrative Reforms  
Circular Note No 4 of 2012  
[41/13/02]

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

To : Supervising Officers in charge of Ministries/Departments

Revised format for Reporting Promotion to the Public Service Commission and  
Phasing out of the Annual Confidential Reporting System

As you are aware the Ministry of Civil Service and Administrative Reforms has been piloting the Performance Management System (PMS) since 2006.

2. The Performance Management System (PMS) which has been introduced in 2006 ensures that each Ministry/Department has clearly stated vision, mission and objectives. These are cascaded down to each and every Public Officer at various levels within the organisation so that there is a common sense of direction and a set of goals to achieve. The PMS helps to identify key priority areas where resources can be focused, align organizational objectives and individual targets, increase accountability at individual level, generate a performance culture among public officers and contribute to create a result-oriented public service.

3. The target set by the Government to complete implementation of the PMS within the Civil Service by December 2010 has been met. All officers have been sensitised and trained on the PMS and as at 31 December 2011, 95% of Public Officers have signed their Performance Appraisal Forms. 2012 will therefore be the last year where the PMS will run in parallel with the Annual Confidential Reporting System. As from January 2013, the Performance Appraisal System will be used solely to assess performance.

4. In view thereof, and in line with the decision of the High Powered Committee chaired by the Secretary to Cabinet and Head of the Civil Service, a new format as at Annex I has been devised for reporting on fitness for promotion of an officer. Thus, as from January 2013, and in accordance with Regulation 18 of the PSC Regulations, the Reporting System to the Public Service Commission would comprise:

- a. the Performance Appraisal Report on the officer/s concerned, i.e. the appraisal form being used in the context of the PMS; and
- b. a Report on fitness for Promotion on each officer concerned.

.../2

5. I would therefore appreciate if you would personally ensure adherence to the Yearly Calendar for PMS Implementation as at Annex II. Performance Appraisal Forms are available at the Government Printing Office. For any additional information please liaise with the PMS Secretariat on telephone number 201 1379 or email address [pmssec@mail.gov.mu](mailto:pmssec@mail.gov.mu).



(S. Seebaluck)  
Senior Chief Executive

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

**REPORT ON FITNESS FOR PROMOTION**  
To be completed by Head of Ministry/Department

**A. REPORT IN RESPECT OF :**

Name of Officer:.....

Current Post:.....

Ministry/Department:.....

**B. FITNESS FOR PROMOTION**

I have taken cognizance of the officer's Overall Performance Assessment and/or based myself on my own judgment and/or experience with the officer to assess the officer's fitness and potential for promotion.

**C. OVERALL ASSESSMENT**

(1) This is my assessment of the officer's capability, potential and performance on his present job.

- Tick as appropriate in the box provided, indicating the qualities/behavioural ratings of the Officer.

**NOTE:** Ratings may cut across the four broad performance bands (*Le Marginal, Well, Very Well and Exceptionally Well*) in assessing the qualities/behaviour/potential of the officer.

- |                           |  |
|---------------------------|--|
| <b>EXCEPTIONALLY WELL</b> | <input type="checkbox"/> Demonstrates all skills knowledge competencies required in his current job extremely effectively.<br><input type="checkbox"/> Performs at the highest standards expected of his role.<br><input type="checkbox"/> Shows extreme commitment to achievement of objectives.<br><input type="checkbox"/> Accepts and seeks responsibility.<br><input type="checkbox"/> Requires minimum coaching and mentoring.<br><input type="checkbox"/> High intellectual potential with the capacity to exercise a relatively high degree of imagination, ingenuity and creativity to sort out problems. |
| <b>VERY WELL</b>          | <input type="checkbox"/> Demonstrates skills knowledge competencies in his current job highly effectively.<br><input type="checkbox"/> Performs at a very high standard in his expected role.<br><input type="checkbox"/> Shows commitment to meet targets.<br><input type="checkbox"/> Is very willing to take responsibility.  |
| <b>WELL</b>               | <input type="checkbox"/> Requires some coaching and mentoring.<br><input type="checkbox"/> Demonstrates knowledge and some skills competencies in core priority areas of his current job effectively.<br><input type="checkbox"/> Meets standards with some guidance.<br><input type="checkbox"/> Takes responsibility.  |
| <b>MARGINAL</b>           | <input type="checkbox"/> Needs mentoring.<br><input type="checkbox"/> Demonstrates skills knowledge competencies in main areas of his job.<br><input type="checkbox"/> Performance is uneven.<br><input type="checkbox"/> Inclines to pass on or refer matters he could himself decide take responsibility for.  |

(2) Based on the overall assessment of the Officer's capability, the following is my estimate of the Officer's likely performance in the higher position

*Delete where not applicable*

**EITHER**

1. This officer is considered to be fit for promotion and capable of performing the duties of the next higher grade

I have been particularly motivated by .....

**OR**

2. This officer is not considered fully capable of performing the duties of the next grade but considered to be fit for promotion on a trial or acting basis.

**OR**

3. This officer is not yet capable of performing the duties of the next higher grade for the reasons stated below:-

**OR**

4. The officer is suitable for accelerated or exceptional promotion for the reasons stated below:-

D. NAME: .....  
(Head of Ministry/Department)

.....  
(Ministry/Department)

Signature: .....

Date: .....

Stamp of Ministry/Department

**NOTES:**

- (i) The Responsible Officer may not be directly acquainted with the performance of the concerned officer and there is need to link the Performance Appraisal Report from the reporting officer to the views and recommendations of the Responsible Officer.
- (ii) Every effort should be made to arrive at a just estimate of the qualities of the officer at the time the report is made. Heads of Ministry/Department should give due consideration to gradings awarded by the Appraiser in his Overall Assessment Report and they should in no circumstances have access to previous reports on the same officer.
- (iii) The spaces for comments should be used freely to give a clearer picture of the Officer's strength and weakness. They may include specific points or general comments to complete the picture, but should not be used for vague comments or comments which merely repeat what has already been indicated by the ticks in the Performance Appraisal.

**Performance Management System  
Yearly Calendar for Implementation**

Month	Activity
January	<ul style="list-style-type: none"> <li>• Distribute Performance Appraisal Forms (PAF)</li> <li>• Develop work plans &amp; fill-in PAF</li> </ul>
June to mid July	<ul style="list-style-type: none"> <li>• Carry out mid term appraisal (<i>guidelines detailed below</i>)</li> </ul>
End of November to December	<ul style="list-style-type: none"> <li>• Collect PAF from Government Printer for following year.</li> <li>• Carry out end of year review (<i>guidelines detailed below</i>)</li> </ul>

**Guidelines for Implementation of mid-term appraisal and end of year review**

- Mid Term Appraisal should be carried out by mid July
- End of Year Review should be carried out by mid January



**Appraisees should:**

- Collect their Performance Agreement Form (PAF) from the HR Section prior to the appraisal period;
- Fill in pages 3 & 5 for both mid-term appraisal and end of year review of the PAF based on their Performance Agreement; appraisees within the Workmen's Group should fill in page 3 only.
- Arrange for a formal appraisal meeting with their respective Appraisers to review their performance for the past 6 months; and
- Participate actively in the performance appraisal discussion.

**Appraisers should:**

- Fix the appraisal meeting with their Appraisee(s);
- Prepare for the appraisal meeting by keeping at hand factual documentation of the Appraisee's performance;
- Review and record progress made by the Appraisee based on the Performance Agreement signed between him/her and the Appraisee;
- Recognise achievements/competencies, highlight areas of concern, if any, and agree on corrective action(s) to be taken;
- Fill in pages 6 & 7 of the PAF for both mid-term appraisal and end of year review and page 8 for the end of year review; appraisers for the Workmen's Group should fill in pages 4 & 5 for both mid-term appraisal and end of year review and page 6 for the end of year review;
- Ensure that both the Appraiser and Appraisee have duly signed the PAF;
- Eventually follow up on any action agreed upon by himself/herself and the Appraisee.

The "Guide to Performance Management in the Civil Service" is available on the website of the Ministry of Civil Service and Administrative Reforms at <http://civilservice.gov.mu>