



Republic of Mauritius

Performance Management in the Civil Service

Understanding Performance Appraisal Forms and Performance Improvement Plans

A hand holding a black pen is shown writing on a performance appraisal form. The form is titled "Performance Factors" and has three columns: "Excellent", "Good", and "Poor". The factors listed are Quality of Work, Quantity of Work, Dependability, Communication Skills, Supervision, Leadership Skills, and Initiative. The "Excellent" column has two checked boxes for Quality of Work and Quantity of Work. The "Good" and "Poor" columns have empty boxes for all factors.

Performance Factors	Excellent	Good	Poor
Quality of Work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quantity of Work	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dependability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ministry of Civil Service & Administrative Reforms

... a professional Public Service committed to Excellence

This publication is intended to facilitate the understanding and proper filling of Performance Appraisal Forms by public officers in Ministries/Departments. It covers every aspect of Individual Performance and will, in due course, be harmonised with the next revised version of the “Guide To Performance Management in the Civil Service” which will deal more comprehensively with other components of Performance Management in the Service.

This publication can be downloaded from the Ministry of Civil Service & Administrative Reforms website: <http://civilservice.gov.mu>

*"An ounce of
performance is worth
pounds of promises..."*

Mae West

ACRONYMS

GN	Guidance Notes
HR	Human Resources
HRMIS	Human Resource Management Information System
KPI	Key Performance Indicator
KRA	Key Result Area
KT	Key Task
LF	Leave File
Min/Dept	Ministry/Department
PA	Performance Agreement
PAF	Performance Appraisal Form
PF	Personal File
PIP	Performance Improvement Plan
PM	Performance Management
PMC	Performance Management Cycle
PMS	Performance Management System

*"Winners don't do
different things,
they do things differently.."*

Shiv Khera

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Definition of overall score 19

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Four – Level rating of Key Tasks and Competencies 19

Performance Management

Overview



*"The greatest discovery
of any generation is that a
human being can alter his life
by altering his attitude.."*

William James

1.0 Introduction

In the context of modernisation of the Public Service, the Ministry of Civil Service and Administrative Reforms is spearheading the implementation of PMS since 2006, with a view to inculcating a performance-oriented culture in the Civil Service. This is in line with its vision for “**a professional public service committed to excellence**”.

Performance management is a normal process of management which involves all members of the organisation as partners so as to get better results and improve service delivery.

2.0 Performance Management System

2.1 Purpose

- The primary aim of PMS in Min/Dept is to enhance performance at all levels by focusing on key areas of activity/services to be delivered which are identified through strategic planning processes.
- It seeks to establish clear links between organisational development, the delivery of quality services and the development of employees at work.
- It also purports to create a common bond of ownership among all employees as well as an environment where all individuals are developed, motivated and inspired to deliver a quality performance.

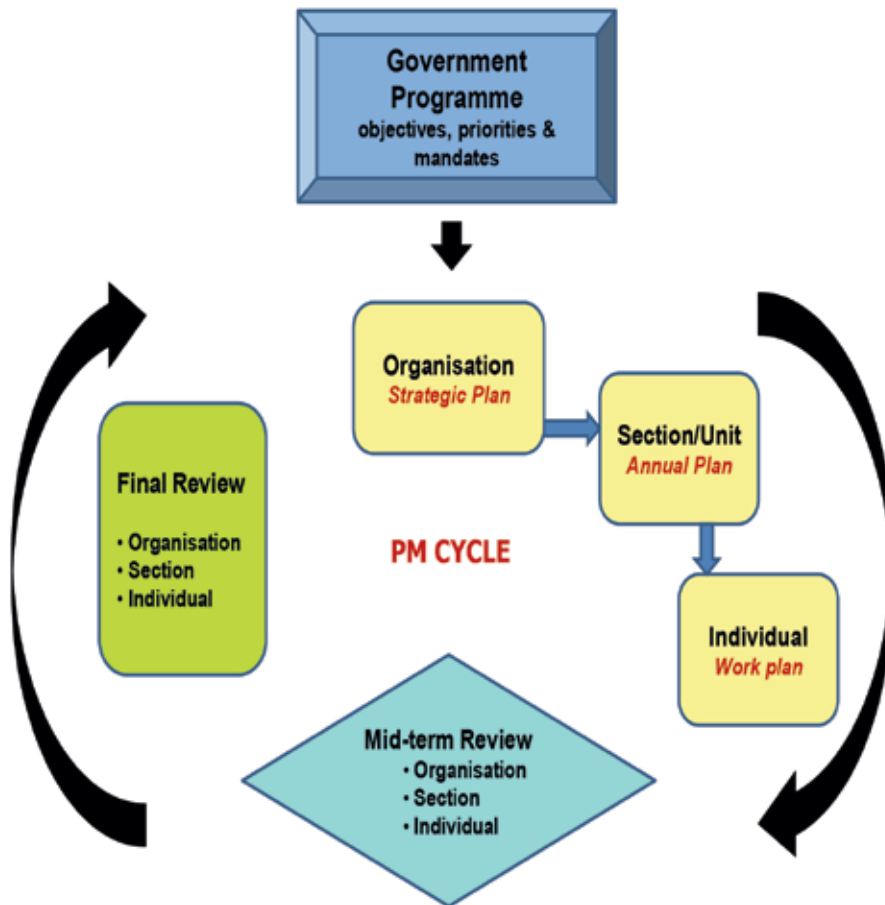
2.2 Outcomes

The proper implementation of PMS helps to:

- Align Min/Dept, Section/Unit and Individual goals.
- Identify key priority areas for judicious allocation of scarce resources.
- Bring about improvement in processes and systems in Min/ Dept.
- Provide a common sense of direction to all staff.
- Support leadership, motivating and teambuilding processes.
- Facilitate change management initiatives.
- Recognise talents and release potential.

- Ensure effective service delivery to meet expectations of both internal and external customers.

2.3 Performance Management System Model



2.4 Key Features

➤ Organisational Level

The Supervising Officer determines the strategic priorities, and the overall KRAs and KPIs for each of the priorities for the Min/Dept based on Government objectives, priorities and mandates. KRAs and KPIs are then assigned to each section/unit.

➤ **Section/Unit Level**

The Head of each Section/Unit develops a section/unit plan based on KRAs assigned by the Supervising Officer.

➤ **Individual Level**

The appraisee discusses and enters into a performance agreement with appraiser. This should be aligned to section/unit annual plan.

➤ **Monitoring of Performance**

Performance at organisation, section/unit and individual levels is monitored throughout the cycle and appropriate action is taken accordingly.

3.0 Performance Management at Individual Level

3.1 Purpose

- Provides a structured, consistent and transparent evaluation system.
- Reinforces the feedback mechanism between appraiser and appraisee.
- Generates information for sound decision-making.

3.2 Benefits

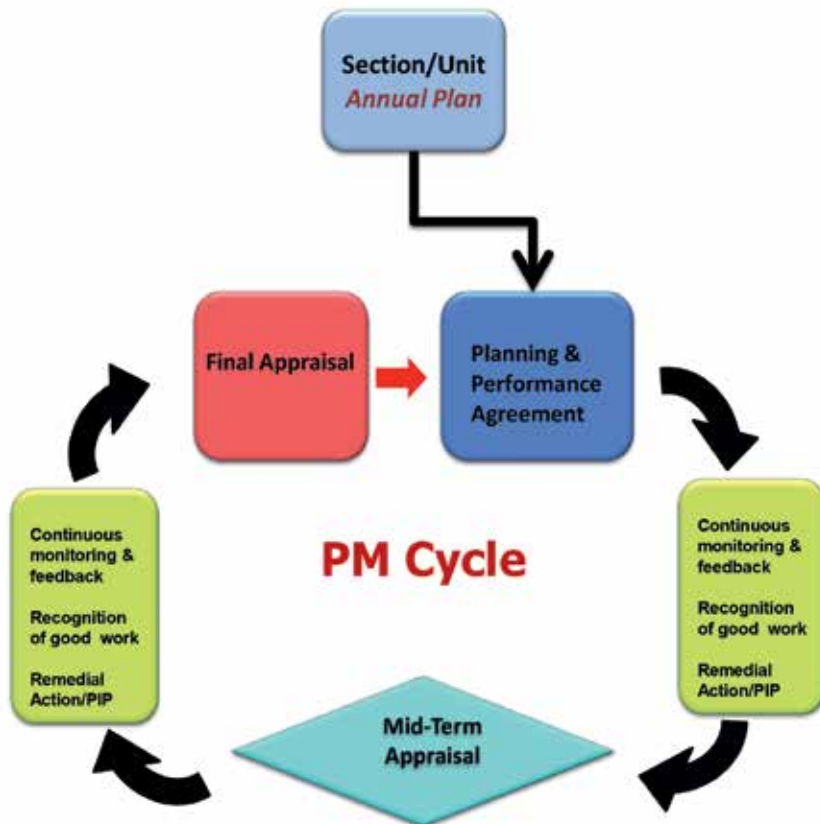
➤ **To Appraisee**

- Organisation goals are made clear to you.
- You know what are expected of you.
- You know what you need to do to meet your objectives.
- You can discuss with your appraiser any pertinent issue(s) pertaining to performance in your job.
- You can identify opportunities for self-development.

➤ To Appraiser

- You can build closer working relationships based on mutual understanding, trust and respect.
- You can identify problem areas more easily and initiate remedial action accordingly.
- You can spend quality time with appraisee, enhance free flow of information and promote collective decision-making.

3.3 PM Model at Individual Level



3.4 Key Features

PM at individual level is an on-going interactive process between appraisee and appraiser, comprising:

➤ **Planning & Performance Agreement**

This is the starting point of the process. It involves:

- Preparing work plan and setting performance expectations derived from section/unit annual plan.
- Entering into performance agreement after discussion.

➤ **Monitoring & Feedback**

The following activities are carried out throughout the appraisal period:

- Monitoring and documenting performance.
- Maintaining on-going informal communication and providing feedback.
- Identifying problem areas/performance gaps.
- Initiating remedial actions/PIP.

➤ **Mid-term Appraisal**

The mid-term of PMC comprises the following:

- Conducting a formal meeting with appraisee.
- Discussing and recording progress made on PA.
- Identifying shortcomings and agreeing on remedial actions/PIP.
- Recognising achievements, where appropriate.

➤ **Final Appraisal**

The final appraisal exercise encompasses:

- Assessing own performance (self-assessment).
- Conducting formal meeting.

- Discussing progress on PA.
- Recording level of performance (rating) and comments, if any.
- Submitting filled in PAF to next level supervisor.

3.5 Timeline for PM at Individual Level

➤ Performance Agreement

- Covers PMC (i.e. January to December each year).
- Is finalised and agreed upon by appraiser and appraisee between January 01 to 15 each year, under normal circumstances.
- In case of change in posting of appraiser/ appraisee, new appointment, promotion etc..., PA is finalised and agreed upon within one month on joining the Min/Dept.

➤ Mid-term Appraisal

- Is normally completed between June 25 and July 24 each year.
- In other cases at least three months after signing the PA.

➤ Final Appraisal

- All duly filled in PAFs should reach HR Section by December 31 each year.
- Rating of performance is made where officers have served at least 3 months under a PA. For any period of less than 3 months, only comments of appraiser are inserted.

3.6 Performance Appraisal Forms

3.6.1 Types of Performance Appraisal Forms

The PAF is a document to record performance during PMC. Three sets of forms have been developed for the following categories of staff:

➤ Senior Management

- Heads of Divisions/Departments drawing salary in scale with maximum point Rs 75,600 and above.

- Excludes Accounting Heads.

➤ **Workmen's Group**

- As defined in the Human Resource Management Manual (2011) under Para. 24 "Interpretation" (Pg 5)
 - GENERAL GRADES: all categories of unskilled and semi – skilled workers and their supervisors.
 - TRADESMAN GRADES: all grades performing skilled jobs and their supervisory levels and includes apprentices.

➤ **General**

- Officers who do not fall in the above two categories.

3.6.2 Components of Performance Appraisal Forms

- The PAFs for **Senior Management** and **General** are divided into sections as follows:

Section 1 - Personal information/data.

Section 2 - Information on performance for office use.

Section 3 - Performance agreement on work to be performed and competencies to be displayed during PMC.

Section 4 - Record of progress made on PA during mid-term appraisal meeting.

Section 5 - Self-assessment to facilitate discussion during final appraisal meeting.

Section 6 - Record of level of performance for the PMC during final appraisal meeting.

- The PAF for **Workmen's Group** consists of only 5 sections. The self-assessment part has been excluded for this group.
- Guidance Notes have been provided on the last page of the PAFs to assist users in the proper filling of forms.

*"Everything that can be counted
does not necessarily count.."*

*"Everything that counts cannot
necessarily be counted.."*

Albert Einstein

Performance Appraisal Forms

Filling of Forms



*"Don't lower your expectations
to meet your performance . . .*

*Raise your performance to
meet your expectations.."*

Ralph Marston

3.7 Filling of Forms

3.7.1 Performance Appraisal Form - General

The diagram shows a 'PERFORMANCE APPRAISAL FORM (General)' for the 'MINISTRY/DEPARTMENT' of the 'Republic of Mauritius'. The form includes a 'CONFIDENTIAL' watermark and a header with the national emblem. Below the header, there are three dotted lines for the following fields:

- PERIOD : From to
- NAME & GRADE OF APPRAISER:
- NAME & GRADE OF NEXT LEVEL SUPERVISOR:

Callout boxes provide instructions for these fields:

- Insert the month & year relating to the PMC** (points to the start of the period field)
- Immediate supervisor of appraisee** (points to the appraiser field)
- Immediate supervisor of the appraiser**
 - Immediate supervisor of the appraiser
 - May be called upon to moderate in case of divergence between appraiser and appraisee(points to the next level supervisor field)

Section 1

**Advisable to read GN
carefully when filling PAF**

Title of current post held

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

Section 1: Personal Data

(to be filled in by appraisee)

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

NAME: DATE OF BIRTH:

PRESENT APPOINTMENT:

POSTING - UNIT/DIVISION: DATE:

QUALIFICATIONS: SC/GCE 'O' LEVEL HSC/GCE 'A' LEVEL DIPLOMA* DEGREE* OTHERS*
(tick as appropriate)

* *Please specify:*

.....
.....

TRAINING/SEMINAR/WORKSHOP ATTENDED *(Last 3 years)* DATE *(From - To)*

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

- **Relevant to the grade**
- **Sponsored by Min/Dept**

Section 2

Section 2: For Office Use
(to be filled in by HR section after Final appraisal)

<p>Attached documents, if any <i>(tick as appropriate)</i></p> <p><i>Additional sheet on Performance Agreement</i> <input type="checkbox"/></p> <p><i>Performance Improvement Plan</i> <input type="checkbox"/></p> <p><i>Moderation Remarks</i> <input type="checkbox"/></p> <p><i>Other (give details):</i></p> <p><i>No of PAF(s) during the year</i> <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3</p>	<p>Overall score for the year: </p> <p><i>Whether eligible for increment:</i> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/> <i>(tick as appropriate)</i></p> <p>Follow up actions to be taken: <i>(tick as appropriate and give details)</i></p> <p><i>Training</i> Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p><i>PIP</i> Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p><i>Other</i> Yes <input type="checkbox"/> No <input type="checkbox"/></p>
---	---

The above information has been recorded in the performance database.

Name of officer:

Grade:

Signature:

Date:

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All attached documents to be duly dated and signed

Refer to Table 1 for definition of overall score

Insert figures only

- In case of change in posting, promotion etc... there would be more than 1 PAF
- PAF should accompany movement of PFs and LFs

A performance register to be kept pending the implementation of HRMIS

Section 3

Areas in which performance is critical for the achievement of organisational strategies, programmes, goals, and objectives

- To be derived from such documents as:
 - Min/Dept strategic plan
 - Section/Unit plan
- To be aligned with “Services to be delivered” in PBB
- To be in line with job descriptions

Section 3: Performance Agreement		
(to be agreed upon between appraiser and appraisee at the start of the PMC or following a change in posting, new appointment, etc)		
KRAs to be aligned with ‘services to be delivered’ in PBB, wherever applicable		
KEY RESULT AREAS (KRAs) <i>(To be listed as A, B, C...)</i>	KEY TASKS (KTs) <i>(To be numbered as 1,2, 3...for each KRA)</i>	PERFORMANCE STANDARDS <i>(for each KT)</i>
Appraisee’s Signature:	Appraiser’s Signature:	Date:

A maximum of 5 KRAs to be identified and listed alphabetically

- Main activities which are crucial for the services to be delivered or for objectives to be met
- To be listed numerically
- About 5 KT’s under each KRA are advisable

Criteria to describe how well each KT must be performed in terms of :

- *Quantity*
- *Timeliness*
- *Quality*
- *Cost* may also be considered wherever applicable

Note: Attach additional sheet if required

Section 3 (cont)

6 generic competencies are compulsory for all officers

Elements of knowledge, skill & attribute that are directly related to effective performance

4 factors on specific competency behaviours are provided under each competency

Section 3: Performance Agreement (Contd)	
Competencies	Factors
1. Communication	<ul style="list-style-type: none"> a Writes in a clear and concise manner b. Demonstrates effective listening skills. c Speaks clearly, using appropriate verbal and non verbal language. d Shares relevant, accurate and up to date information with others, using the range of methods and tools available.
2. Customer Focus	<ul style="list-style-type: none"> a Displays a positive outlook, pleasant manner, courtesy and respect in dealing with both internal and external customers. b. Listens and responds effectively to customers' needs and expectations. c Develops trust and credibility with customers. d Uses customer feedback to <u>improve own performance</u>.
7 Management Skills *	<ul style="list-style-type: none"> a Plans, organises and monitors work through efficient and effective use of all resources. b. Coaches and mentors staff to help develop their full potential. c Demonstrates effective decision making and problem solving skills. d Inspires respect and trust; leads by example.
8 Other	<p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>

** Applicable only to officers performing supervisory duties*

Appraisee's Signature: Appraiser's Signature: Date:

In case other competencies are identified, 4 factors should be worked out for each one

"Management skills" applies only to supervisors

Section 4

Refer to performance standards for KTs & factors of competencies displayed

Section 4: Mid-term Appraisal
(to be filled in by appraiser during meeting)

A. Are you satisfied with the officer's general performance level with respect to agreed standards?
Very satisfied Satisfied Not satisfied

B. Please specify with respect to the officer's Performance Agreement:

(i) Any KRAs/KTs where appraisee performed exceptionally well.
.....
.....

(ii) Any KRAs/KTs where performance was below standards.
.....
.....

(iii) Any competencies where appraisee demonstrated special strength.
.....
.....

(iv) Any competencies which need to be developed further.
.....
.....

C. Has the officer been given feedback on achievements/shortcomings throughout the review period?
Achievements Yes No Shortcomings Yes No

D. Has a Performance Improvement Plan been agreed upon with respect to shortcomings identified above?
Yes No N/A

E. Comments of appraiser, if any
.....
.....
.....

F. Comments of appraisee, if any
.....
.....
.....

Appraisee's Signature: Appraiser's Signature: Date:

The appraisee may highlight:

- Own appreciation of performance
- Any other related issue(s)

Comments to include reasons if "No" has been ticked at C & D above

To enlist the involvement and encourage active participation of appraisee during appraisal meeting

Section 5: Final Appraisal – Self Assessment
(to be filled in by appraisee)

- A. How was your general performance during the year? Very good Good Average
- B. In respect of your KRAs/KTs, what achievement(s) are you particularly pleased with?
.....
.....
- C. What do you consider to be your major strength(s) with respect to your competencies?
.....
.....
- D. List down any work you accomplished *in addition* to your agreed tasks/responsibilities.
.....
.....
- E. Specify any areas where you could not meet the expected standards and give reasons thereof.
.....
.....
- F. Identify the competencies in which you should develop yourself further.
.....
.....
- G. Select any proposed actions for improving your performance from the list below:
(tick as appropriate and give details)
- | | | |
|---|--------------------------|-------|
| 1. <i>Coaching</i> | <input type="checkbox"/> | |
| 2. <i>Training : (i) On-the-job</i> | <input type="checkbox"/> | |
| (ii) <i>Off-the-job</i> | <input type="checkbox"/> | |
| (iii) <i>Self learning</i> | <input type="checkbox"/> | |
| 3. <i>Provision of adequate resources</i> | <input type="checkbox"/> | |
| 4. <i>Better work environment</i> | <input type="checkbox"/> | |
| 5. <i>Other</i> | <input type="checkbox"/> | |
- H. Any other job related issues you wish to highlight.
.....
.....

Appraisee's Signature:

Date:

Section 6

- No need to rewrite the KRAs and KT's
- List according to their respective alphabets & numerals

Score to be allocated in accordance with rating mechanism given for KT's in Table 2

Score to be allocated in accordance with rating mechanism given for competencies in Table 2

Section 6: Final Appraisal – Progress Discussed and Recorded
(to be filled in by appraiser during meeting)
Please refer to Guidance Notes for rating mechanisms

KRA/KT Nos. (A1, A2...)	Rating	COMPETENCIES	Rating
.....	1. Communication
.....	2. Customer Focus
.....	3. Ethical Conduct & Personal Grooming
.....	4. Job Knowledge
.....	5. Reliability
.....	6. Teamwork
.....	7. Management Skills (if applicable)
.....	8. Other
		Total score	

COMPUTATION

Total score of Key Tasks / Number of Key Tasks = A =

Total score of Competencies / Number of Competencies = B =

Overall score of performance = $\frac{A + B}{2}$ =

OVERALL PERFORMANCE (tick as appropriate)

Excellent Good

Fair Unsatisfactory

Total score _____

Comments of appraiser, if any
.....

Comments of appraisee, if any
.....

Appraisee's Signature: Appraiser's Signature: Date:

NEXT LEVEL SUPERVISOR

I have taken cognizance of the officer's performance.

Signature: Date:

- Signatures of both appraiser and appraisee are compulsory
- Appraisee may proceed with appeal procedures in case of disagreement

Give answer rounded to 2 digits after the decimal point

Refer to definition of overall score in Table 1

➤ The definition of overall score is given below:

Excellent	3.2 and above	Qualifies for increment & promotion. (Eligible for non-financial reward)
Good	2.4 and less than 3.2	Qualifies for increment & promotion.
Fair*	2 and less than 2.4	Increment is granted. However, overall performance should be improved to 'Good' to qualify for further increment in the same grade.
Unsatisfactory*	less than 2	Does not qualify for increment.

Table 1

➤ The four-level rating of KTs and Competencies are given below:

Key Tasks		Competencies	
Rating	Definition	Rating	Definition
1	Consistently below standards	1	Consistently displays less than 2 factors specified under the respective competency. Intensive development required
2	Sometimes meets standards	2	Consistently displays 2 factors specified under the respective competency. Further development required.
3	Consistently meets standards	3	Consistently displays 3 factors specified under the respective competency.
4	Consistently exceeds standards	4	Consistently displays all 4 factors specified under the respective competency. Serves as an example for others to follow.

Table 2

3.7.2 Performance Appraisal Form - Senior Management

- Instructions given for filling of PAF - General would also apply to Senior Management except for Section 3 (Competencies).

Elements of knowledge, skill, attribute that are directly related to effective performance

6 generic competencies are compulsory for all officers

4 factors on specific competency behaviours are provided under each competency

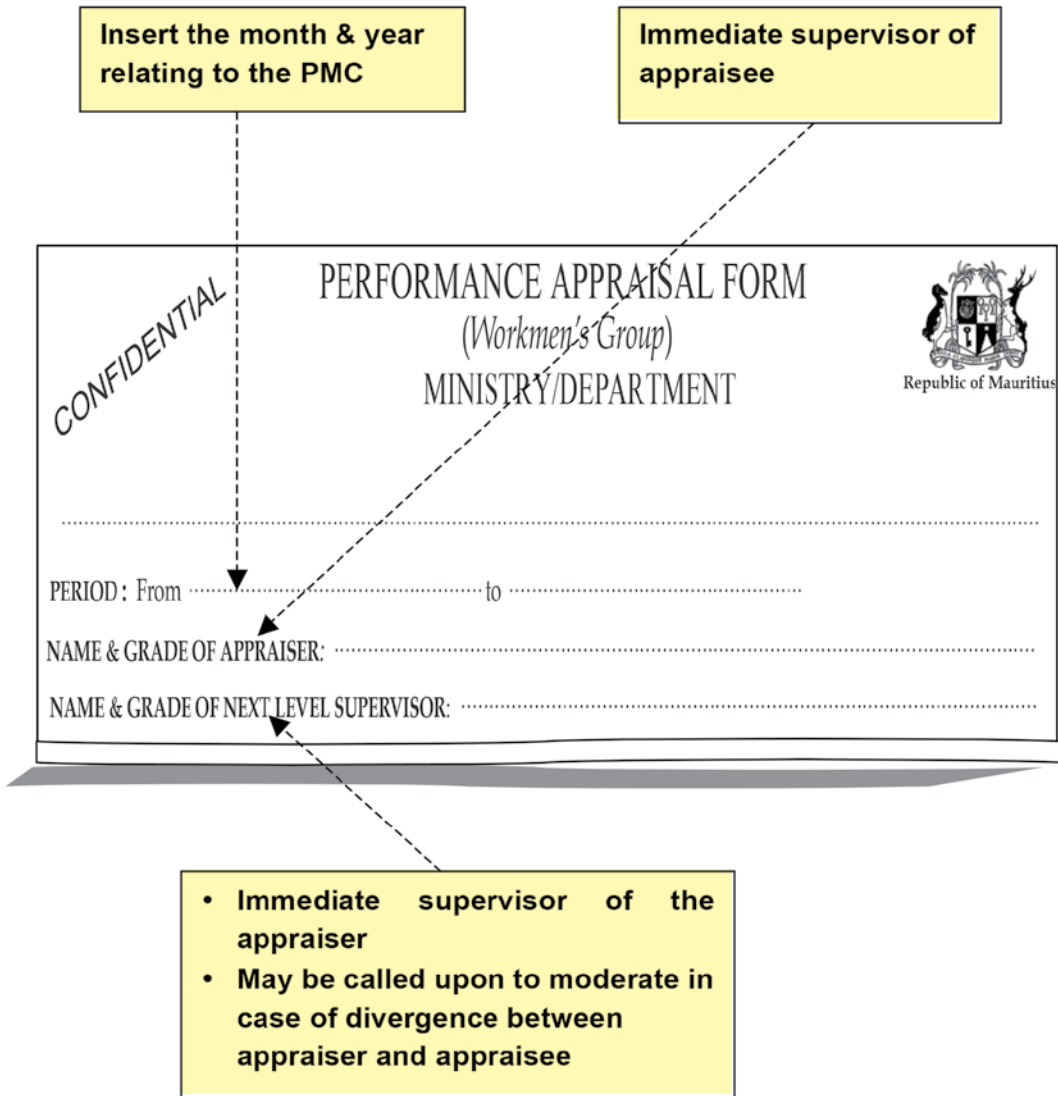
Section 3: Performance Agreement (Contd)	
Competencies	Factors
1. Accountability	a. Holds self and others accountable for measurable high quality, timely and cost effective services. b. Manages Government resources responsibly in compliance with established regulations. c. Accepts responsibility in a competent manner for own areas of work and those of subordinates. d. Works collaboratively with partners and stakeholders to promote and sustain good governance principles.
2. Communication	a. Exhibits effective listening, oral and written skills. b. Demonstrates the ability to leverage multiple communication channels. c. Facilitates an open exchange of ideas/information and fosters an atmosphere of transparent communication across the organisation. d. Skillfully settles differences by using a win-win approach to maintain relationships.
3. Managing Change	a. Is committed to innovation and continuous improvement in organisational performance. b. Recognises the need for change and is willing to take calculated risks to meet challenges. c. Understands resistance to change and deals effectively with it for smooth implementation of change initiatives. d. Generates enthusiasm and commitment in staff to embrace change.
6. Strategic Thinking	a. Shares strategic vision and influences others towards its realisation. b. Conveys a sense of direction based on thorough understanding of objectives and priorities. c. Is result oriented and makes things happen. d. Generates action plans and adjusts them to changing conditions.
7. Other

** Applicable only to officers performing supervisory duties*

Appraisee's Signature: Appraiser's Signature: Date:

In case other competencies are identified, four factors should be worked out for each one

3.7.3 Performance Appraisal Form - Workmen's Group



Section 1

**Advisable to read GN
carefully when filling PAF**

Title of current post

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

Section 1: Personal Data

(to be filled in by appraisee)

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

NAME:..... DATE OF BIRTH:.....

PRESENT APPOINTMENT:

POSTING - UNIT/DIVISION: DATE:

QUALIFICATIONS: CPE SC/GCE 'O' LEVEL OTHERS*

(tick as appropriate)

* Please specify:

TRAINING/SEMINAR/WORKSHOP ATTENDED *(Last 3 years)* DATE *(From - To)*

- Relevant to the grade
- Sponsored by Min/Dept

All attached documents to be duly dated and signed

Refer to Table 1 for definition of overall score

Insert figures only

Section 2: For office use
(to be filled in by HR section after Final Appraisal)

Attached documents, if any (tick as appropriate)

Performance Improvement Plan

Moderation Remarks

Other (give details).....

No of PAF(s) during the year
1 2 3

Overall score for the year:

Whether eligible for increment: Yes No N/A
(tick as appropriate)

Follow up actions to be taken:(tick as appropriate and give details)

Training Yes No

PIP Yes No

Other Yes No

The above information has been recorded in the performance database.

Name of officer:..... Grade:

Signature: Date:

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- In case of change in posting, promotion etc... there would be more than 1 PAF
- PAF should accompany movement of PFs and LFs

A performance register to be kept pending the implementation of HRMIS

Section 3

5 generic competencies are compulsory for all officers

"Management of subordinates" applies only to supervisors

- PA comprises competencies only
- Competencies also capture output & quality of work

Section 3: Performance Agreement

(to be signed by appraiser and appraisee after discussion at the start of PMC or following a change in posting, new appointment, etc)

Competencies	Factors
1. Communication	a. Expresses facts and ideas clearly and concisely. b. Listens attentively. c. Uses appropriate language in all circumstances. d. Maintains harmonious relations with co-workers.
2. Customer Focus	a. Displays positive outlook and has pleasant manners. b. Shows respect and courtesy in dealing with staff and members of public. c. Responds effectively to customers' needs and expectations. d. Behaves in an honest, fair and ethical manner.
3. Job Knowledge	a. Has a good all round working knowledge. b. Applies relevant technical skills to work situations. c. Is keen to learn and improve existing job knowledge. d. Requires minimal guidance and supervision.
4. Output of work	a. Carries out work according to procedures and specifications including Health & Safety norms. b. Completes allocated tasks on time. c. Adheres to quality standards in delivery of output. d. Is able to handle efficiently a variety of tasks.
5. Reliability	a. Takes responsibility for own actions. b. Is willing to accept additional responsibilities as and when required. c. Is available whenever required and complies with regulations in force with respect to attendance. d. Makes rational use of leave privileges thereby causing no inconvenience to others.
6. Management of Subordinates*	a. Inspires respect and trust. b. Provides direction and gains compliance through clear instructions. c. Makes self available to staff for guidance and support. d. Develops staff skills and encourages personal growth.
7. Other

* Applicable only to employees performing supervisory duties

Appraisee's Signature:..... Appraiser's Signature:..... Date:.....

In case other competencies are identified, 4 factors should be worked out for each one

Section 4

Refer to factors of competencies displayed

Section 4: Mid-term Appraisal

(to be filled in by appraiser during meeting)

A. Are you satisfied with the employee's general performance level?
Very satisfied Satisfied Not satisfied

B. Please specify with respect to the employee's Performance Agreement:

(i) Any competencies where appraisee showed special strength.

.....
.....

(ii) Any competencies which need to be developed further.

.....
.....

C. Has the employee been given feedback on achievements/shortcomings throughout the review period?

Achievements Yes No Shortcomings Yes No

D. Has a Performance Improvement Plan been agreed upon with respect to shortcomings identified above?

Yes No N/A

E. Comments of appraiser, if any.....

.....
.....

F. Comments of appraisee, if any.....

.....
.....

Appraisee's Signature:..... Appraiser's Signature:..... Date:.....

The appraisee may highlight:

- Own appreciation of performance
- Any other related issue(s)

Comments to include reasons

if "No" has been ticked at C & D above

Section 5

Score to be allocated in accordance with rating mechanism given for competencies in Table 2

Give answer rounded to 2 digits after the decimal point

Section 5: Final Appraisal - Progress Discussed and Recorded

*(to be filled in by appraiser during meeting)
Please refer to Guidance Notes for rating mechanism*

COMPETENCIES	Rating
1. Communication
2. Customer Focus
3. Job Knowledge
4. Output of work
5. Reliability
6. Management of Subordinates <small>(if applicable)</small>
7. Others
Total score

COMPUTATION

Overall score of performance = $\frac{\text{Total score of Competencies}}{\text{Number of Competencies}}$

Overall score of performance =

OVERALL PERFORMANCE *(tick as appropriate)*

Excellent Good Fair Unsatisfactory

Comments of appraiser, if any.....

Comments of appraisee, if any.....

Appraiser's Signature:..... Appraiser's Signature:..... Date:.....

NEXT LEVEL SUPERVISOR

I have taken cognizance of the employee's performance.

Signature:..... Date:.....

- Signatures of both appraiser and appraisee are compulsory
- Appraisee may proceed with appeal procedures in case of disagreement

Refer to definition of overall score in Table 1

3.8 Performance Improvement Plans

A PIP is a systematic approach to facilitate the improvement of unsatisfactory performance at individual level, wherever applicable. PIPs have been developed for:

- Senior Management & General
- Workmen's Group

3.8.1 Purpose

To communicate and clarify on the following:

- Specific performance areas and/or competencies that fail to meet agreed performance level,
- Improved level of performance to be achieved, and
- The remedial actions/steps that will help appraisee in meeting the expected ***standards of performance***.

3.8.2 When to fill a Performance Improvement Plan

- When appraiser considers that appraisee's current performance requires improvement after discussion with the latter. This may take place at any time during the PMC.
- When appraisee's overall performance rating is below 2.4. In this case PIP is developed and monitored during the next PMC.

3.9 Filling of Performance Improvement Plans

3.9.1 PIP – Senior Management & General

PERFORMANCE IMPROVEMENT PLAN - (Appraisal Period:)
(To be filled in by Appraiser – please see guidance notes overleaf)

APPRaisee'S NAME: GRADE:

APPRaiser'S NAME: GRADE:

Performance Gap(s) (A, B,...)	Remedial Action(s)	By Appraiser		By Appraisee		Time Frame	Appraiser & Appraisee	Action completed	Action not completed	Comments/ Any Further Action Required	Appraiser & Appraisee	Initial & date
		Tick as approp.	From	To	Initial & Date							
.....
.....
.....
.....

Signature of Appraiser : Date :

Signature of Appraisee : Date :

9

Explanatory notes from 1 to 9 are given on next pages.

1

- Insert the month & year relating to the PMC

2

- Identify and communicate each discrepancy
- Write down aspects of the unsatisfactory performance that require improvement e.g.:
 - A specific KT that has not been performed according to set standard
 - Specific competency that has to be improved

3

- Note down against each performance gap, remedial actions aiming at correcting appraisee's performance
- Action plan should be :
 - S**pecific
 - M**easurable
 - A**chievable
 - R**elevant
 - T**ime-bound
 - T**imely

4

- Remedial actions that may be considered:
 - Coaching
 - Counselling
 - On-the-job/off-the-job training, self- learning
 - Provision of adequate resources, reading and other reference materials
 - Enhancement of working environment
 - More exposure to acquire experience, etc...

5

- Specify whether remedial action should be taken by appraiser or appraisee

6

- Insert starting date of implementation as well as date of completion

7

- Tick whether remedial action has actually been completed within time frame

8

- Record outcome of each specific remedial measure
- Determine any further action, where applicable

9

- Both appraiser and appraisee should sign the PIP, either after completion of action plan or at the end of PMC
- In cases of outstanding remedial action, a new PIP should be developed at start of next PMC

3.9.2 PIP – Workmen’s Group

PERFORMANCE IMPROVEMENT PLAN – (Workmen’s Group) – (Appraisal Period.....)
(To be filled in by Appraiser – please see guidance notes overleaf)

APPRAISEE’S NAME: **GRADE:**

APPRAISER’S NAME: **GRADE:**

Performance Gap(s) (A,B...)	Remedial Action(s) & Time Frame (1,2...)	Comments/ Any Further Action Required	Appraiser & Appraisee Signature & Date

Signature of Appraiser: Signature of Appraisee: Date:

Explanatory notes from 1 to 6 are given on the next page

1

- Insert the month & year relating to the PMC

2

- Identify and communicate each discrepancy
- Write down aspects of the unsatisfactory performance that require improvement e.g.:
 - Specific competency that has to be improved

3

- Note down against each performance gap, remedial actions aimed at correcting appraisee's performance
- Action plan should be :
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Time-bound
 - Timely

4

- Remedial actions that may be considered:
 - Coaching
 - Counselling
 - On-the-job/off-the-job training, self-learning
 - Provision of adequate resources, reading and other reference materials
 - Enhancement of work environment
 - More exposure to acquire experience, etc...

5

- Record outcome of each specific remedial measure
- Determine any further action, where applicable

6

- Both appraiser and appraisee should sign the PIP, either after completion of action plan or at the end of PMC
- In cases of outstanding remedial action , a new PIP should be developed at start of next PMC



Performance Management

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