

CONFIDENTIAL

# PERFORMANCE APPRAISAL FORM

(Senior Management)



Republic of Mauritius

MINISTRY/DEPARTMENT: .....

PERIOD: From ..... to .....  
(mm/yy) (mm/yy)

NAME & GRADE OF APPRAISER: .....

NAME & GRADE OF NEXT LEVEL SUPERVISOR: .....  
(where applicable)

(Before filling in the form, please refer to Guidance Notes on last page and to Booklets on Performance Management in the Civil Service)

## 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 OF POSTING: .....  
(mm/yy)

QUALIFICATIONS: DIPLOMA\* ☐ DEGREE\* ☐ OTHERS\* ☐

(tick as appropriate)

\* Please specify: .....

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

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

## Section 2: For Office Use

(to be filled in by HR section after Final Appraisal)

Attached documents, if any (tick as appropriate)

Overall score for the PMC:

Additional sheet on Performance Agreement

☐

Whether eligible for increment: Yes ☐ No ☐ N/A ☐

Performance Improvement Plan (PIP)

☐

(tick as appropriate)

Moderation Remarks

☐

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

Performance Appraisal Interim Report (PAIR)

☐

Training Yes ☐ No ☐ .....

Other (give details): .....

☐

PIP Yes ☐ No ☐ .....

No. of PAF(s) during the PMC

|                          |                          |                          |
|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1                        | 2                        | 3                        |

Other Yes ☐ No ☐ .....

The above information has been recorded in the performance database.

Name of officer: .....

Grade: .....

Signature: .....

Date: .....

| 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 "Strategic Direction" & "Key Actions" in Annual Budget, wherever applicable*

[illegible]

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

### Section 3: Performance Agreement (Contd)

[illegible]

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

### Section 3: Performance Agreement (Contd)

|    | Competencies              | Factors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | <b>Accountability</b>     | <ul style="list-style-type: none"> <li>a. Holds self and others accountable for measurable high quality, timely and cost effective services.</li> <li>b. Manages Government resources responsibly in compliance with established regulations.</li> <li>c. Accepts responsibility in a competent manner for own areas of work and those of subordinates.</li> <li>d. Works collaboratively with partners and stakeholders to promote and sustain good governance principles.</li> </ul>                                                                         |
| 2. | <b>Communication</b>      | <ul style="list-style-type: none"> <li>a. Exhibits effective listening, oral and written skills.</li> <li>b. Demonstrates the ability to leverage multiple communication channels.</li> <li>c. Facilitates an open exchange of ideas/information and fosters an atmosphere of transparent communication across the organisation.</li> <li>d. Skillfully settles differences by using a win-win approach to maintain relationships.</li> </ul>                                                                                                                  |
| 3. | <b>Managing Change</b>    | <ul style="list-style-type: none"> <li>a. Is committed to innovation and continuous improvement in organisational performance.</li> <li>b. Recognises the need for change and is willing to take calculated risks to meet challenges.</li> <li>c. Understands resistance to change and deals effectively with it for smooth implementation of change initiatives.</li> <li>d. Generates enthusiasm and commitment in staff to embrace change.</li> </ul>                                                                                                       |
| 4. | <b>Managing People</b>    | <ul style="list-style-type: none"> <li>a. Inspires and fosters team commitment and motivates team members to accomplish group goals.</li> <li>b. Ascertains developmental opportunities and continuous feedback to staff to maximize their potential and enhance their performance.</li> <li>c. Creates an environment where staff feel valued through delegation and empowerment.</li> <li>d. Encourages and accepts differences of opinion, manages and resolves conflicts and disagreements in a constructive manner.</li> </ul>                            |
| 5. | <b>Managing Self</b>      | <ul style="list-style-type: none"> <li>a. Upholds the core values of integrity, honesty, objectivity and impartiality as specified in the "Code of Ethics for Public Officers".</li> <li>b. Positively influences others to adopt and maintain the highest standards of ethical conduct by setting the direction for a responsible and responsive civil service.</li> <li>c. Displays effective time management skills in managing work load, taking decisions and upholding commitments.</li> <li>d. Inspires respect and trust; leads by example.</li> </ul> |
| 6. | <b>Strategic Thinking</b> | <ul style="list-style-type: none"> <li>a. Shares strategic vision and influences others towards its realisation.</li> <li>b. Conveys a sense of direction based on thorough understanding of objectives and priorities.</li> <li>c. Is result oriented and makes things happen.</li> <li>d. Generates action plans and adjusts them to changing conditions.</li> </ul>                                                                                                                                                                                         |
| 7. | <b>Other</b>              | <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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

## Section 4: Mid-Term Appraisal

(to be filled in by appraiser during meeting)

- A. How satisfied are you 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 above expectations.  
.....  
.....
- (ii) Any KRAs/KTs where performance was below standards.  
.....  
.....
- (iii) Any competencies where appraisee displayed all four factors required.  
.....  
.....
- (iv) Any competencies which need to be developed further.  
.....  
.....
- C. Has the officer been given feedback on achievements throughout the review period?  
Yes ☐ No ☐ N/A ☐
- D. Has the officer been given feedback on shortcomings throughout the review period?  
Yes ☐ No ☐ N/A ☐
- E. Has a Performance Improvement Plan been agreed upon with respect to shortcomings identified above?  
Yes ☐ No ☐ N/A ☐
- F. **Comments of appraiser, including feedback on effectiveness of training followed and recommendations for training required** (to specify area of training). .....  
.....  
.....  
.....
- G. **Comments of appraisee, if any** .....  
.....  
.....  
.....

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

## 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. Coaching                        | <input type="checkbox"/> | ..... |
| 2. Training : (i) On-the-job       | <input type="checkbox"/> | ..... |
| (ii) Off-the-job                   | <input type="checkbox"/> | ..... |
| (iii) Self learning                | <input type="checkbox"/> | ..... |
| 3. Provision of adequate resources | <input type="checkbox"/> | ..... |
| 4. Better work environment         | <input type="checkbox"/> | ..... |
| 5. Other                           | <input type="checkbox"/> | ..... |
- H. Any other job related issues you wish to highlight, including feedback on effectiveness of training followed.  
.....  
.....

Appraisee's Signature: .....

Date: .....

## Section 6: Final Appraisal – Progress Discussed and Recorded

(to be filled in by appraiser during meeting)

Please refer to Section 6 of Guidance Notes for rating mechanism

| KRA/KT Nos. ( A1, A2...) | Rating | COMPETENCIES          | Rating |
|--------------------------|--------|-----------------------|--------|
| .....                    | .....  | 1. Accountability     | .....  |
| .....                    | .....  | 2. Communication      | .....  |
| .....                    | .....  | 3. Managing Change    | .....  |
| .....                    | .....  | 4. Managing People    | .....  |
| .....                    | .....  | 5. Managing Self      | .....  |
| .....                    | .....  | 6. Strategic Thinking | .....  |
| .....                    | .....  | 7. Other .....        | .....  |
| .....                    | .....  | <b>Total score</b>    |        |

**COMPUTATION**

Total score of Key Tasks = A =

Number of Key Tasks

Total score of Competencies = B =

Number of Competencies

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

[to 2 decimal places (dp)]

**OVERALL PERFORMANCE** (tick as appropriate)

Excellent ☐      Good ☐

Fair ☐      Unsatisfactory ☐

**Total score**

Comments of appraiser, including feedback on effectiveness of training followed .....

Training needs identified (to specify area of training) .....

Comments of appraisee, if any .....

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

### **NEXT LEVEL SUPERVISOR**

(where applicable)

I have taken cognizance of the officer's performance.

Signature: .....

Date: .....

## GUIDANCE NOTES – FILLING OF PERFORMANCE APPRAISAL FORM (PAF) – Senior Management

1. This form should be filled in by all Heads of Divisions/Departments drawing salary in a scale with maximum point not less than Rs 91,375 (PRB Report 2021) excluding Supervising Officers.
2. **Timeline for different phases of the Performance Management Cycle (PMC)**
  - The appraisal period is aligned with financial year – 01 July to 30 June.

| Phases of PMC                                                                                       | Time Frame                   | OR | Change in posting of appraiser/appraisee*, new appointment, etc...                            |
|-----------------------------------------------------------------------------------------------------|------------------------------|----|-----------------------------------------------------------------------------------------------|
| Performance Agreement for the appraisal period finalised and agreed upon by appraiser and appraisee | By 31 July                   |    | Within one month on joining the Min/Dept                                                      |
| Mid-Term Appraisal                                                                                  | Mid-November to Mid-December |    | At least three months after signing Performance Agreement                                     |
| Final Appraisal                                                                                     | July                         |    | At least three months following Performance Agreement, otherwise only comments to be inserted |

\*In case of change in posting **not** necessitating new workplan, please refer to Performance Appraisal Interim Report (PAIR) and its Guidance Notes.

3. **Section 1** - Personal information/ data to be filled in by appraisee at the start of the PMC.
- Section 2** - To be filled in by HR section following completion of the PMC including outcome of Moderation/ Appeal procedures, if any.
- Section 3 - Performance Agreement (PA)** is reached after discussion between appraiser and appraisee on work to be performed and competencies to be displayed during the PMC.
  - **Key Result Areas (KRAs)** - critical areas of performance which have a direct impact on achievement of goals and objectives. To be aligned with and reflect "Strategic Direction" and "Key Actions" in Annual Budget, wherever applicable. Source could also be Government Programme, Strategic Plan and Action Plan. A maximum of 5 KRAs to be identified.
  - **Key Tasks (KTs)** - Main activities which are crucial for services to be delivered or for objectives to be met. About 5 KT's under each KRA are advisable.
  - **Performance Standards** - How well each KT must be performed in terms of (a) quantity (b) timeliness and (c) quality. The element of cost may also be considered, wherever applicable.
  - **Competencies** - Six generic competencies and their respective four factors have been provided and are applicable to **all** officers. Specific competencies, including their four factors, to be added under 'Other', where applicable.
- Section 4 - Mid-Term Appraisal** is carried out to review progress made on PA, document feedback and initiate corrective action, where appropriate. To be filled in by appraiser during a formal meeting with appraisee. The latter may give appreciation of own performance, highlight constraints and make suggestions for general improvement under 'Comments'.
- Section 5 - Self Assessment** is carried out to give appraisee the opportunity to participate in the appraisal exercise. To be filled in by appraisee and submitted to appraiser before final appraisal meeting.
- Section 6 - Rating** indicates the level of appraisee's performance against standards set and factors specified under each competency. The interim score and comments in PAIR to be taken into consideration before allocating final rating, where applicable.

- The four-level rating of KT's and Competencies are tabulated below:

| Key Tasks |                                | Competencies |                                                                                                                                  |
|-----------|--------------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------|
| Rating    | Definition                     | Rating       | Definition                                                                                                                       |
| 1         | Consistently below standards   | 1            | Consistently displays less than 2 factors specified under the respective competency. <i>Intensive development required.</i>      |
| 2         | Sometimes meets standards      | 2            | Consistently displays 2 factors specified under the respective competency. <i>Further development required.</i>                  |
| 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. <i>Serves as an example for others to follow.</i> |

- The definition of overall score is tabulated below:

|                 |                       |                                                                                                                                     |
|-----------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Excellent       | 3.20 & above          | Qualifies for increment & promotion. (Eligible for non-financial reward)                                                            |
| Good            | 2.40 & less than 3.20 | Qualifies for increment & promotion.                                                                                                |
| Fair*           | 2 and less than 2.40  | 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.                                                                                                     |

\* Please refer to Guidance Notes – Performance Improvement Plan.

- **Next Level Supervisor** is the immediate supervisor of the appraiser, who is required to take cognizance of the overall performance of the appraisee before countersigning the appraisal form. Any divergence between appraiser and appraisee is also sorted out at this level.