CONFIDENTIAL

PERFORMANCE APPRAISAL FORM

(*General*)

Republic of Mauritius

MINISTRY/DEPARTMENT: .....

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

....

....

....

....

Section 2: For Office Use

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

Attached documents, if any *(tick as appropriate)*

Additional sheet on Performance Agreement ☐
Performance Improvement Plan (PIP) ☐
Moderation Remarks ☐
Performance Appraisal Interim Report (PAIR) ☐
Other (give details): ..... ☐
No of PAF(s) during the PMC ☐ *1* ☐ *2* ☐ *3*

Overall score for the PMC: ☐

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:*** .....

SPECIMEN COPY

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

KEY RESULT AREAS (KRAs) *(To be listed as A, B, C…)*	**KEY TASKS (KTs)** *(To be listed as A1, A2, A3, ... for each KRA)*	**PERFORMANCE STANDARDS** *(For each KT)*

SPECIMEN COPY

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

Section 3: Performance Agreement (Contd)

KEY RESULT AREAS (KRAs) *(To be listed as A, B, C…)*	KEY TASKS (KTs) *(To be listed as A1, A2, A3, ... for each KRA)*	PERFORMANCE STANDARDS *(For each KT)*

SPECIMEN COPY

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

Section 3: Performance Agreement (Contd)

	Competencies	Factors
1.	**Communication**	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**	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 improve own performance.
3.	**Ethical Conduct & Personal Grooming**	a. Takes care not to jeopardize the reputation of the organisation and upholds its core values. b. Shows commitment in terms of honesty, loyalty and integrity as specified in the "Code of Ethics for Public Officers". c. Makes use of Government resources responsibly. d. Takes care for personal grooming and office etiquette in order not to cause any embarrassment to others.
4.	**Job Knowledge**	a. Applies technical or professional knowledge and skills to work situations. b. Keeps abreast of current developments and adapts to new technology. c. Incorporates new learning in related work activities. d. Requires minimal guidance and supervision.
5.	**Reliability**	a. Shows commitment, dedication and accountability in carrying out allocated tasks. b. Is available whenever required and complies with regulations in force with respect to attendance. c. Makes rational use of leave privileges thereby causing no inconvenience to colleagues and customers. d. Shows willingness to accept additional responsibility as and when required.
6.	**Teamwork**	a. Puts team success above own interest. b. Participates actively and positively towards achieving team goals. c. Works harmoniously within and across group(s). d. Shows respect for others' views and opinions and values contribution.
7.	**Management Skills ***	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**	....

* *Applicable only to officers performing supervisory duties as per the agreed work plan (i.e under KRA, KT, and PS at pages 2-3)*

SPECIMEN COPY

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 : ..... **Appraisee's Signature:** ..... **Date:** .....

SPECIMEN COPY

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* ☐ .....
2. *Training : (i) On-the-job* ☐ .....
   (ii) Off-the-job ☐ .....
   (iii) Self learning ☐ .....
3. *Provision of adequate resources* ☐ .....
4. *Better work environment* ☐ .....
5. *Other* ☐ .....

H. Any other job related issues you wish to highlight, including feedback on effectiveness of training followed.

.....

.....

Appraisee's Signature: ..... **Date:** .....

SPECIMEN COPY

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
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....
Total score	

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

$$\frac{\text{Total score of Key Tasks}}{\text{Number of Key Tasks}} = A = \quad [\ \ ]$$

$$\frac{\text{Total score of Competencies}}{\text{Number of Competencies}} = B = \quad [\ \ ]$$

Overall score of performance $= \frac{A + B}{2} =$ [ ]
[to 2 decimal places (dp)]

OVERALL PERFORMANCE *(tick as appropriate)*

Excellent	☐	Good	☐
Fair	☐	Unsatisfactory	☐

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:** .....

SPECIMEN COPY

GUIDANCE NOTES – FILLING OF PERFORMANCE APPRAISAL FORM (PAF) - General

1. **This form should be filled in by all grades, except those falling under (i) and (ii) below:**
   (i) Heads of Divisions/Departments drawing salary in a scale with maximum point not less than Rs 114,000 (PRB Report 2026) and Supervising Officers.
   (ii) Workmen's Group as defined in the Human Resource Management Manual (2011) under Para. 24 "Interpretation" (Pg 5).

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		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	**OR**	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 KTs 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. The seventh one, Management Skills, applies only to officers performing supervisory duties. 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 KTs 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. ***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.***

   - **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.

SPECIMEN COPY