Ministry of Civil Service and Administrative Reforms

Circular Note No 4 of 2012

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.

1. 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.

2. 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 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.

3. 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.

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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 pmsssec@mail.gov.mv.

[Signature]

(S. Sebaluck)
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 for promotion.

C. OVERALL ASSESSMENT

(i) 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 (i.e. Marginal, Well, Very Well and Exceptionally Well) in assessing the qualities/behavioural/potential of the officer.

**EXCEPTIONALLY WELL**

☐ Demonstrates all skills knowledge competencies required in his current job extremely effectively:
  ☐ Performs at the highest standards expected of his role.
  ☐ Shows extreme commitment to achievement of objectives.
  ☐ Accepts and seeks responsibility.
  ☐ Requires minimum coaching and mentoring.
  ☐ High intellectual potential with the capacity to exercise a relatively high degree of imagination, ingenuity and creativity to sort out problems.

**VERY WELL**

☐ Demonstrates skills knowledge competencies in his current job highly effectively:
  ☐ Performs at a very high standard in his expected role.
  ☐ Shows commitment to meet targets.
  ☐ Is very willing to take responsibility.
  ☐ Requires some coaching and mentoring.

**WELL**

☐ Demonstrates knowledge and some skills competencies in core priority areas of his current job effectively:
  ☐ Meets standards with some guidance.
  ☐ Takes responsibility.
  ☐ Needs mentoring.

**MARGINAL**

☐ Demonstrates skills knowledge competencies in main areas of his job
  ☐ Performance is uncertain.
  ☐ Unable to pass on or carry matters he could himself decide take responsibilities for.
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:

   ...

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

..... .................................................................
(Ministry/Department)

Signature: ............................................................

Date: .................................................................

Stamp of Ministry/Department

NOTES:

a) The Responsible Officer may be directly acquainted with the performance of the concerned officer and there is need to seek the Performance Appraisal Report from the reporting officer for the views and recommendations of the Responsible Officer.

b) 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.

c) The spaces for comments should be used freely to give a clearer picture of the Officer’s strength and weaknesses. 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

<table>
<thead>
<tr>
<th>Month</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>• Distribute Performance Appraisal Forms (PAF)</td>
</tr>
<tr>
<td></td>
<td>• Develop work plans &amp; fill-in PAF</td>
</tr>
<tr>
<td>June to mid July</td>
<td>• Carry out mid term appraisal (guidelines detailed below)</td>
</tr>
<tr>
<td>End of November to December</td>
<td>• Collect PAF from Government Printer for following year.</td>
</tr>
<tr>
<td></td>
<td>• Carry out end of year review (guidelines detailed below)</td>
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</tbody>
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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:

(i) Collect their Performance Agreement Form (PAF) from the HR Section prior to the appraisal period;

(ii) 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.

(iii) Arrange for a formal appraisal meeting with their respective Appraisers to review their performance for the past 6 months; and

(iv) Participate actively in the performance appraisal discussion.

Appraisers should:

(i) Fix the appraisal meeting with their Appraisee(s);

(ii) Prepare for the appraisal meeting by keeping at hand factual documentation of the Appraisee’s performance;

(iii) Review and record progress made by the Appraisee based on the Performance Agreement signed between him/her and the Appraisee;

(iv) Recognise achievements/competencies, highlight areas of concern, if any, and agree on corrective action(s) to be taken;

(v) 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;

(vi) Ensure that both the Appraiser and Appraisee have duly signed the PAF;

(vii) 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://mcsar.gov.mv](http://mcsar.gov.mv)