



**MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS**  
**MAURITIUS**

04 October 2016

**Ministry of Civil Service and Administrative Reforms**  
**Circular Letter No. 46 of 2016**  
**E/41/13/13 V2**

**From : Senior Chief Executive, Ministry of Civil Service & Administrative Reforms**  
**To : Supervising Officers in charge of Ministries/Departments**

**Monitoring Survey on Performance Management System (PMS)**

Please refer to this Ministry's Circular Letter No. 10 of 2015, wherein you were invited to provide information on the status of the implementation of PMS in your respective Ministries/Departments.

2. Regarding the survey carried out for the Performance Management Cycle 2014, out of 55 Ministries/Departments contacted, 54 had responded to the monitoring questionnaire, representing a response rate of 98%. The monitoring exercise provided valuable information on the compliance rate of PMS and showed the difficulties encountered, ranging from lack of conceptual understanding of PMS and poorly defined work plans to ratings not properly allocated. The Report of the Monitoring Survey was issued to all Supervising Officers and Officers in Charge of Human Resource Section of Ministries/Departments with proposed remedial actions.

3. Following the last Monitoring Report, this Ministry developed a PMS Quality Review focused on the quality aspect of the system with a view to:

- (i) ensuring the quality and consistency of PMS implementation in the public service;
- (ii) ascertaining compliance with set procedures; and
- (iii) ensuring the quality of performance information generated through appraisal exercises.

The exercise was carried out on a pilot basis in this Ministry in May/June 2016. Findings revealed several non-compliance issues in the implementation of the PMS while the main problem identified pertained to the development of work plans. Subsequently, the quality review exercise is being extended, in the first instance, to eight (8) Ministries/Departments and will gradually be rolled out in the whole Civil Service.

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4. Your support is once again sought to ensure effective implementation of the PMS in the service. A PMS Monitoring Questionnaire covering the final phase of Performance Management Cycle (PMC) January 2015 to June 2015, the final phase of PMC 2015/2016 and the first phase of 2016/2017 is enclosed together with a proforma, to collect further information on officers whose overall performance has been rated "Fair" or "Unsatisfactory" as from 2013. Proper filling of the questionnaire will have to be ensured before it is returned to this Ministry by **28 October 2016** at latest. The questionnaire may be downloaded from this Ministry's website "<http://civilservice.govmu.org>".

5. The PMS Secretariat of this Ministry may be contacted on telephone number 405 4100 or by e-mail address [pmssec@govmu.org](mailto:pmssec@govmu.org) for any further information/guidance or technical support required.

6. I rely on your usual support and collaboration in this important endeavour.



**S.K. Pather**  
**Senior Chief Executive**

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

# PMS Monitoring Questionnaire No 4

(to be filled in by officer-in-charge of HR Section)



The purpose of this questionnaire is to collect information for monitoring of PMS across the Civil Service, identifying problem areas in the Performance Appraisal exercise and addressing emerging issues in the implementation and sustenance of the system.

Ministry/Department:.....

## A. Final Phase of the Performance Management Cycle (PMC) 01 January 2015 – 30 June 2015

### 1. Status position with respect to officers in post as at 30 June 2015

Final Appraisal		Performance Appraisal Forms				
		Senior Management	General	Workmen's Group	Contract Employment	Total
No. of officers in post as at 30 June 2015						
No. of officers who have <u>not</u> filled in the 'Final Appraisal' Section of their PAF						
No. of officers recommended for training:	<i>on-the-job</i>					
	<i>off-the-job</i>					
No. of officers <u>not granted</u> increment	<i>based on their overall performance score for PMC Jan 2015 - Jun 2015</i>					
	<i>for non-filling of PAF</i>					
	<i>for having obtained "Fair" for PMC 2014 &amp; PMC Jan 2015 – Jun 2015</i>					

## B. Final Phase of the Performance Management Cycle (PMC) 01 July 2015 – 30 June 2016

### 1. Status position with respect to officers in post as at 30 June 2016

Final Appraisal		Performance Appraisal Forms				
		Senior Management	General	Workmen's Group	Contract Employment	Total
No. of officers in post as at 30 June 2016						
No. of officers who have <u>not</u> filled in the 'Final Appraisal' Section of their PAF						
No. of officers whose overall performance has been:	<i>Excellent</i>					
	<i>Good</i>					
	<i>Fair</i>					
	<i>Unsatisfactory</i>					
No. of Performance Improvement Plan (PIP) developed during PMC 2015/2016						

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Final Appraisal			Performance Appraisal Forms				
			Senior Management	General	Workmen's Group	Contract Employment	Total
No. of officers whose overall performance has been rated as "Fair" and "Unsatisfactory": (Please also attach list as per annexed proforma)  *F: Fair U: Unsatisfactory	Jan – Dec 2013	F:					
		U:					
	Jan – Dec 2014	F:					
		U:					
	Jan – Jun 2015	F:					
		U:					
	Jul – Jun 2015 – 2016	F:					
		U:					
No. of officers recommended for training:	<i>on-the-job</i>						
	<i>off-the-job</i>						
No. of officers not eligible for increment:	<i>based on their overall performance score for PMC Jul 2015 – Jun 2016</i>						
	<i>for non-filling of PAF</i>						
	<i>for having obtained "Fair" for PMC Jan 2015 - Jun 2015 &amp; PMC Jul 2015 – Jun 2016</i>						

## 2. Issues on Appraisal Exercise

- (a) Officers are required to carry out the mid-term appraisal exercise from Mid-November to Mid-December or at least three months after signing Performance Agreement.

Give the number of officers, under each category, who have **not** followed the above-mentioned process.

Senior Management	General	Workmen's Group	Contract Employment

- (b) (i) How many cases of disagreement between Appraiser and Appraisee have been reported for moderation/appeal process during the final appraisal exercise?

	Senior Management	General	Workmen's Group	Contract Employment
No of cases reported for moderation				
No of cases resolved				
No of appeal cases				

(ii) Specify the grounds of appeal.

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(c) (i) List down any difficulties encountered by officers during the appraisal exercise.

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(ii) What corrective actions have been taken?

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(iii) Suggest any improvement in appraisal procedures/forms.

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**C. First Phase of Performance Management Cycle 2016 – 2017**

**1. Executive Performance Management Review (EPMR)**

Status position with respect to officers in post as at 01 July 2016

<b>Executive Performance Management Review</b>	<b>Senior Chief Executive</b>	<b>Permanent Secretary</b>	<b>Others (Please specify grade)</b>	<b>Total</b>
No. of officers required to fill in the EPMR Form				
No. of officers who have not filled in the EPMR Form				

2. Performance Agreement

Status position with respect to officers in post as at 01 July 2016

Performance Agreement	Performance Appraisal Forms				
	Senior Management	General	Workmen's Group	Contract Employment	Total
No. of officers in post as at 01 July 2016					
No. of officers who have <u>not</u> signed Performance Agreement					
No. of officers required to develop Performance Improvement plan (PIP) (followed up from PMC 2015 – 2016)					

Name and Grade : .....

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

**Reform Cell of Ministry/Department**  
(to be filled in by the Chairperson)

I certify that the information provided in this questionnaire is correct.

Name and Grade: .....

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

ANNEX

**Performance Management System – Proforma**

Name and Grade of officers who have obtained 'Fair' or 'Unsatisfactory'.

SN	Name of officer	Grade	Performance Management Cycle						Remarks		
			2013		2014		Jan – June 2015			2015/2016	
			*F	U	F	U	F	U	F	U	

(\*Please tick as appropriate)

**F: Fair**

**U: Unsatisfactory**