



MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS
MAURITIUS

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Ministry of Civil Service and Administrative Reforms
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From: Senior Chief Executive, Ministry of Civil Service and Administrative Reforms

To : Supervising Officers in charge of Ministries/Departments

Consolidated Report on Performance Management System (PMS) Quality Review

Following the PMS annual monitoring reports issued in September 2014, October 2015 and April 2017, this Ministry has ascertained that PMS is now firmly established in the Civil Service. However, some important challenges have also been identified, which, if left unaddressed, may negatively affect the credibility and effectiveness of the system, and undermine the overall performance of the service as well.

2. Based on the findings of the monitoring exercises, a PMS Quality Review procedure was developed in 2016, focusing on the quality aspects of the system. The Quality Review Exercise is a systematic approach geared towards PMS sustenance through quality improvements of various aspects of PMS, ranging from identification and clarification of organisational goals and objectives to appraisal processes and ratings allocated.

3. Quality Review Exercises which were carried out in eight Ministries/Departments revealed major issues that are common to all of them. These are, inter alia, lack of consistency in PMS implementation, poorly developed work plans (Performance Agreements), mismatch between individual Performance Standards and organisational Key Performance Indicators, non-compliance to timeframe set for the different phases and lack of commitment to the system, starting from officers at senior management level and cascading down the hierarchy.

4. A Consolidated Report of the findings of the PMS Quality Review in the eight organisations together with recommendations made has been compiled and is enclosed for your attention.

5. It would be appreciated if the enclosed Report could be used as a guide for corrective measures and improvements in PMS implementation in your organisation and, where appropriate, for facilitating the conduct of your own Quality Reviews. The PMS Unit of this Ministry will continue to provide assistance, where required.

S. K. Pather
Senior Chief Executive

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