



Republic of Mauritius

Performance Management in the Civil Service

Moderation and Appeal Processes

MODERATION PROCESS FOR CONFLICT RESOLUTION

What is Moderation?

Moderation is the process of establishing common understanding between parties based on principles of consistency, transparency, fairness and equity, whilst preserving the credibility and integrity of the Performance Management System.

Moderation is based on principles of consistency, transparency, fairness and equity

Who is the Moderator in Conflict Resolution?

Moderation is generally carried out by the Next Level Supervisor (NLS) who may co-opt other members in the process. The moderator may also be an officer designated by the Supervising Officer, who is senior in rank to the appraisee. The qualities expected of a moderator include:

- Ability to command trust and respect whilst being neutral
- Good knowledge and understanding of objectives, activities, tasks and standards of the Department/Unit
- Emotional intelligence and effective communication skills with emphasis on:

Moderation is generally carried out by the Next Level Supervisor (NLS)

- active listening
 - composed, positive and focused disposition
 - sound understanding of verbal and non-verbal communication
- Capacity to create a conducive environment that allows expression of diverse opinions, suggestions and contributions
 - Ability to analyse evidence and information objectively for a balanced, unbiased and constructive decision

Role and Responsibilities of Moderator

- **The NLS in the role of moderator basically acts as:**
 - An independent arbitrator in case of disagreement to safeguard interests of both appraiser and appraisee in the pursuit of organisational goals and objectives
- The NLS acts as an independent arbitrator*
- A facilitator for maintaining appraisal quality
- **For successful moderation process, the NLS ensures that:**
 - Department/Unit objectives are aligned with organisational goals
 - Standards set are fair and consistent within units and also across the Department/Division, as applicable
 - Procedures for appraisal are consistently adhered to in a fair, open and objective manner
 - Appropriate actions are taken promptly to deal with issues arising during the appraisal process

Moderation Process

The different steps for resolving conflicts through moderation are given in the flowchart at Figure 1 overleaf.

NLS ensures that procedures for appraisal are consistently adhered to in a fair, open and objective manner

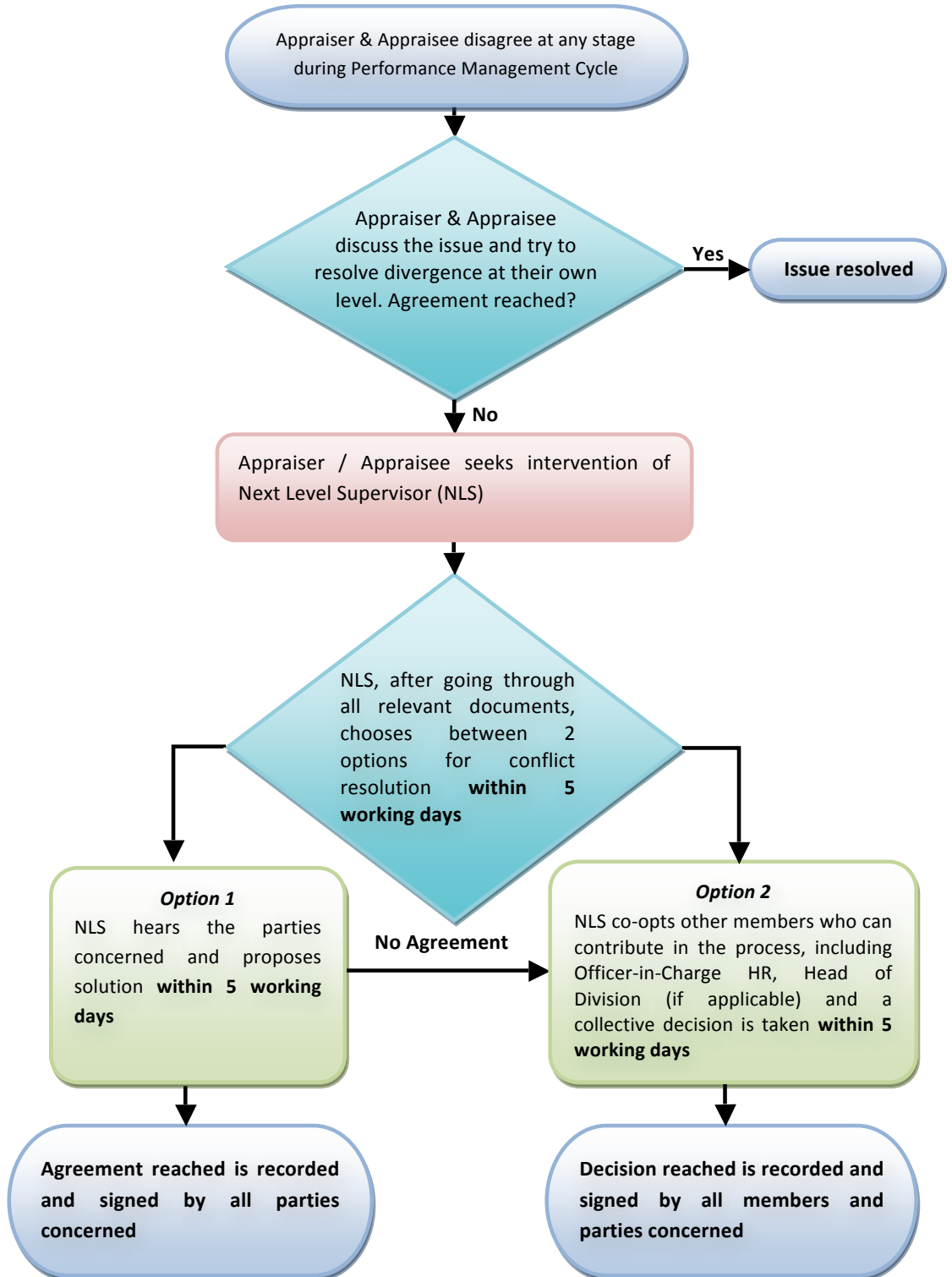


FIGURE 1: Moderation Process For Conflict Resolution

PERFORMANCE MANAGEMENT APPEAL PROCESS

When to make an appeal?

Any dissatisfaction regarding ratings/comments during the final appraisal should first be discussed between appraiser and appraisee before seeking the intervention of Next Level Supervisor. If the issue is not resolved, appraisee may then have recourse to appeal by filling in the appropriate form. The case should be supported by facts and evidence.

Appraisee may have recourse to appeal by filling in the appropriate form

The Appeal Panel

The Appeal Panel (AP) is appointed by the Supervising Officer to deal with appraisee's dissatisfaction with ratings/comments at final appraisal stage. It consists of three (3) members, selected with due regard to the status of the appraisee and is chaired by an officer not below the rank of Assistant Permanent Secretary or equivalent grade. Members on the panel should not have been directly involved in the appraisal of the appellant. For enhanced credibility of the exercise, it is advisable that the panel be comprised of officers from both within and outside the Ministry/Department.

Members on the panel should not have been directly involved in the appraisal of the appellant

Composition of the Appeal Panel

➤ **For departmental grades:**

Either 3 members from the Ministry/Department

Or 2 members from the Ministry/Department, and
1 external member*

* **The Supervising Officer writes directly to any appropriate Ministry for appointment of external member, with copy to the Ministry of Civil Service and Administrative Reforms (MCSAR). Alternatively, a request may be submitted to MCSAR.**

➤ **For other grades, where appellant is posted to a Ministry other than parent Ministry:**

2 members from the Ministry/Department
where posted

and 1 member from parent Ministry*

* **The Supervising Officer writes directly to the parent Ministry concerned with copy to MCSAR.**

Responsibilities of the Appeal Panel

The AP has the following responsibilities:

- Ensure independence and impartiality whilst investigating into cases referred to it
- Submit its findings and recommendations to the Supervising Officer within a period of 15 working days

The Appeal Process

The flowchart at Figure 2 describes the different stages in the appeal process.

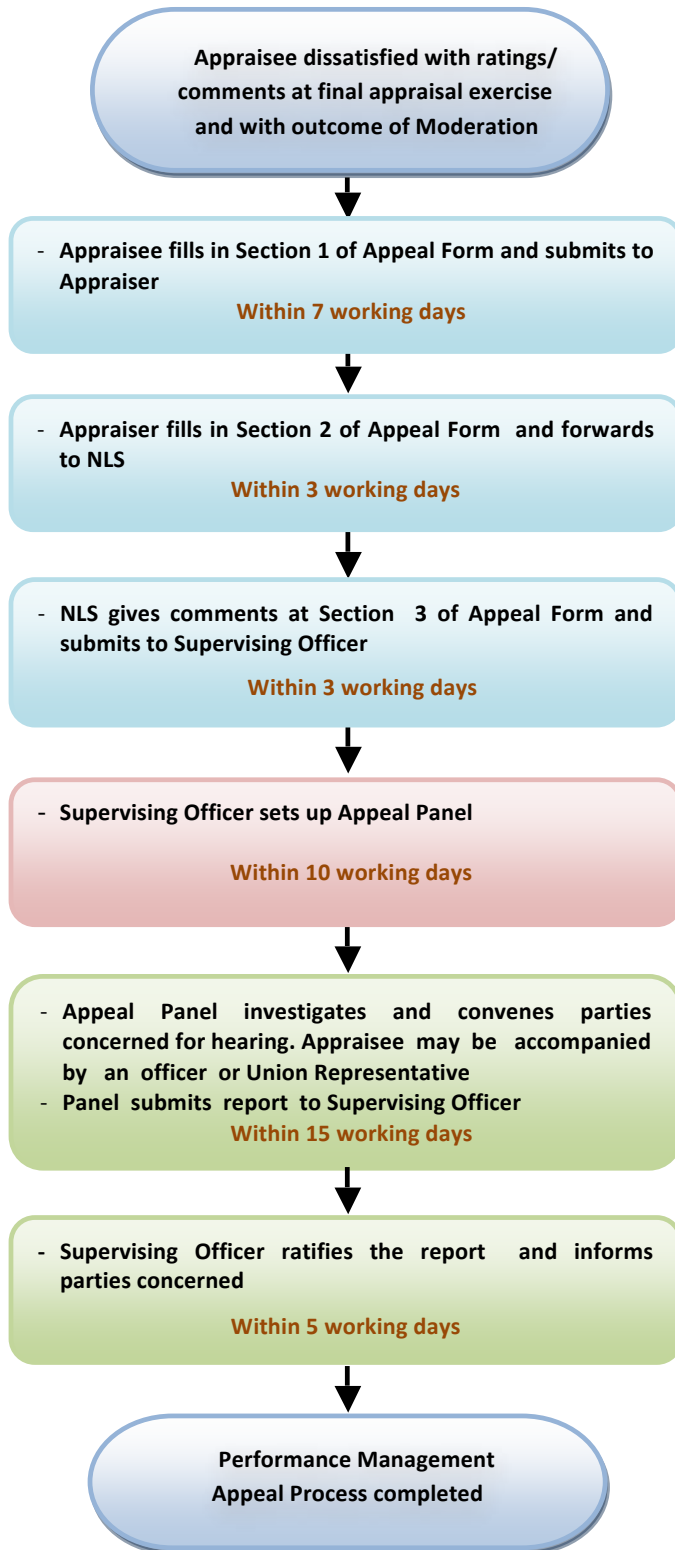


FIGURE 2: Performance Management Appeal Process



Performance Management

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