



Ministry of Civil Service and Administrative Reforms

23 December 2005

Ministry of Civil Service and Administrative Reforms
Circular Note No. 11 of 2005
E/41/13/01/02

From: Supervising Officer, Ministry of Civil Service and Administrative Reforms

To: Supervising Officers i/c of Ministries/Departments

Performance Appraisal Scheme

Would you please refer to this Ministry's memoranda dated 31 October and 11 November 2005, regarding the workshop on Performance Appraisal.

2. As planned this Ministry will start the implementation of the Performance Appraisal Scheme, on a pilot basis, for officers of the Personnel Cadre as from 2nd February 2006. The appraisal process will consist of three distinct phases, namely the pre-appraisal, mid appraisal and final appraisal phases. The pre-appraisal phase will be to outline, discuss and agree upon the officer's responsibility, the key tasks to be performed by him and the expected results. During the mid appraisal phase, the appraisee's performance will be observed, coached and documented and the supervisor will provide performance feedback. During the final phase, the officer's performance will be measured and evaluated. The process will have to be completed by 31st December 2006 following the filling of the Performance Appraisal Form (copy enclosed) of the officers concerned. You may wish to consult the enclosed Guidelines for more details on the Performance Appraisal Cycle.

3. As already highlighted during the training sessions, you would no doubt agree that an effective implementation of the Performance Appraisal Scheme would help Ministries and Departments in delivering quality and timely services to their customers by ensuring a better management of the performance of public officers. We therefore need your full support and cooperation for the success of the Performance Appraisal Scheme. In this connection, as a first step towards the implementation of this important Scheme, we are inviting you to constitute a team under your leadership to plan, coordinate and monitor the implementation of the project in your organization. The team should include the Head of the Personnel Section of your Ministry/Department.

4. It is to be pointed out that the basis of Performance Management is an agreement between the immediate Supervisor and the Appraisee on expectations of the work to be performed by the latter. Accordingly, you are kindly requested to ensure that at the start of the cycle, the Head of the Personnel Section of your Ministry/Department -

- (i) reviews the annual operational plan for his/her section and determines the work/tasks/responsibilities of officers concerned to be carried out during the year;
- (ii) identifies the Appraiser and Moderator for each Appraisee (please note that the choice of the Moderator should be made after consultation with this Ministry); and
- (iii) ensures that each Appraiser and Appraisee fill in Sections 1 and 2 of the Performance Appraisal Form after discussing and agreeing on responsibilities, key tasks, knowledge, skills and competence requirements as well as Performance Standards, in the presence of the Moderator.

5. To facilitate the implementation of the Scheme, please note that Human Resource Management Officers from this Ministry will effect visits to your organization as per schedule at Annex I to provide support and guidance and also to look into problem areas.

6. For any additional information/clarifications, please contact Mr O.K. Dabidin, Principal Assistant Secretary or Mrs W.Fowdar, Human Resource Management Officer on Phone numbers 201 1379 and 201 3534, respectively. You may also collect copies of Performance Appraisal Form and Guidelines from the Enquiry Counter of this Ministry on 7th Floor, Government Centre.

7. We rely on your usual collaboration and trust that you will personally ensure the implementation of this pilot scheme in your Ministry.



P. Jhugroo
Supervising Officer

Copy to:

Secretary to Cabinet and Head of the Civil Service

Ministries/Departments	Human Resource Management Officer (Ag as facilitator)	Scheduled Date of Visits for 2006
Agriculture, Fisheries and Food	Mrs W.Fowdar	13-February
Agriculture, Fisheries and Food (Fisheries Div)	Mrs W.Fowdar	14-February
Arts and Culture	Mr Lam Ping Fong	13-February
Attorney General, Justice and Human Rights	Mr Lam Ping Fong	13-February
Central Statistics Office	Mrs W.Fowdar	15-February
Civil Aviation Department	Mr D.Jannoo	20-February
Civil Status Division	Mr Lam Ping Fong	14-February
Companies Division	Mrs W.Fowdar	15-February
Customs and Excise	Mrs W.Fowdar	16-February
Education and Human Resources	Mr Lam Ping Fong	15 & 16 February
Education and Human Resources (Zone 1)	Mr Lam Ping Fong	14-February
Education and Human Resources (Zone 2)	Mr Lam Ping Fong	17-February
Education and Human Resources (Zone 3)	Mr Lam Ping Fong	20-February
Education and Human Resources (Zone 4)	Mr Lam Ping Fong	21-February
Education and Human Resources (Human Resources Div)	Mr Lam Ping Fong	16-February
Environment and NDU	Mrs W.Fowdar	17-February
Environment and NDU (NDU)	Mrs W.Fowdar	17-February
Finance and Economic Development	Mrs W.Fowdar	20-February
Finance and Economic Development (Economic Development)	Mrs W.Fowdar	20-February
Fire Services	Mr Lam Ping Fong	22-February
Foreign Affairs, International Trade and Cooperation	Mr D.Jannoo	20-February
Foreign Affairs, International Trade and Cooperation (International Trade Div)	Mr D.Jannoo	23-February

Ministries/Departments	Human Resource Management Officer (Ag as facilitator)	Scheduled Date of Visits for 2006
Government Printing	Mr Lam Ping Fong	21-February
Health and Quality of Life	Mr D.Jannoo	15-February
Health and Quality of Life (Dr A.G.Jeetoo Hospital)	Mr D.Jannoo	16-February
Health and Quality of Life (Flacq Hospital)	Mr D.Jannoo	22-February
Health and Quality of Life (J. Nehru Hospital)	Mr D.Jannoo	20-February
Health and Quality of Life (SSRN Hospital)	Mr D.Jannoo	16-February
Health and Quality of Life (Victoria Hospital)	Mr D.Jannoo	21-February
Housing and Lands	Mr Lam Ping Fong	27-February
Income Tax	Mrs W.Fowdar	22-February
Industry, Small and Medium Enterprises, Commerce and Cooperatives	Mr D.Jannoo	21-February
Industry, Small and Medium Enterprises, Commerce and Cooperatives (Commerce Div)	Mr D.Jannoo	21-February
Industry, Small and Medium, Enterprise, Commerce and Cooperatives (Cooperatives Div)	Mr D.Jannoo	22-February
Information Technology and Telecommunications	Mrs W.Fowdar	22-February
Judicial	Mrs W.Fowdar	22-February
Labour, Industrial Relations and Employment	Mr Lam Ping Fong	22-February
Labour, Industrial Relations and Employment (Employment Div)	Mr Lam Ping Fong	22-February
Local Government	Mr D.Jannoo	13-February
Local Government Service Commission	Mr D.Jannoo	14-February
Mauritius Prisons Service	Mr Lam Ping Fong	17-February
Meteorological Services	Mrs W.Fowdar	21-February
National Archives	Mr Lam Ping Fong	28-February
National Audit Office	Mrs W.Fowdar	23-February

Ministries/Departments	Human Resource Management Officer (Ag as facilitator)	Scheduled Date of Visits for 2006
National Transport Authority	Mr D.Jannoo	23-February
Office of the President	Mrs W.Fowdar	21-February
Police Department	Mrs W.Fowdar	27 & 28 February
Prime Minister's Office	Mrs W.Fowdar	28-February
Prime Minister's Office (Government Information Service)	Mrs W.Fowdar	28-February
Public Infrastructure, Land Transport and Shipping (Public Infrastructure Division)	Mr D.Jannoo	17-February
Public Infrastructure, Land Transport and Shipping (Land Transport and Shipping Division)	Mr D.Jannoo	17-February
Public Service Commission	Mr Lam Ping Fong	23 & 24 February
Public Utilities	Mr D.Jannoo	16-February
Public Utilities (ESD)	Mr D.Jannoo	14-February
Public Utilities (Water Resources Unit)	Mr D.Jannoo	23-February
Registrar-General's Department	Mrs W.Fowdar	22-February
Rodrigues and Outer Islands	Mr D.Jannoo	14-February
Social Security, National Solidarity & Senior Citizens Welfare and Reform Institutions	Mr Lam Ping Fong	27-February
Tourism, Leisure and External Communications	Mr D.Jannoo	13-February
Treasury	Mrs W.Fowdar	23-February
Valuation Department	Mrs W.Fowdar	23-February
Value Added Tax	Mrs W.Fowdar	23-February
Women's Rights, Child Development, Family Welfare and Consumer Protection	Mrs W.Fowdar	24-February
Youth and Sports	Mrs W.Fowdar	24-February



**PERFORMANCE APPRAISAL SCHEME FOR
PUBLIC OFFICERS**

GUIDELINES FOR THE PERSONNEL CADRE

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1. Introduction

This document has been prepared to facilitate the implementation of the performance appraisal system in the civil service. The guidelines contained therein, give a brief explanation on the concept of performance management and instructions on how to carry out performance appraisal for officers of the Personnel Cadre.

2. Transition from Confidential Reporting System to Performance Appraisal

There is need for an effective performance management system in the public sector as the impact of performance of government institution on the economy is significant and also because of the scarcity of natural resources, which prompts towards optimum use of the little that the country has. With the changing economic and social context in the country, the public is more conscious of his rights as a citizen and the large amount of funds spent to meet the salary of public officers require that they be efficient. The customers of the public sector are taxpayers who are well informed and are becoming more and more sophisticated in their demands. Hence the performance of those who provide these services should be monitored properly to provide the best results. This can be done through the introduction of a Performance Appraisal System which is quite different from the actual confidential report system. The confidential reporting system has been reported to be a one sided method of reporting on the individual. It lacks transparency and does not help him improve his performance and career prospects. It is not linked to the objectives of Ministries/Departments and there is no systematic assessment of output and quality of work.

Hence, the need for a new system which will enable us to:-

- * be clear and consistent in focusing individual performance on the delivery of strategic objectives;
- * assess contribution and recognize achievement;
- * provide for growth of knowledge, skills and experience with a view to promote personal development, career development and succession planning; and
- * create a high performance culture.

The new system of Performance Appraisal as an integral aspect of Performance Management focuses on the following main dimensions:

- * Inputs in the form of skills, knowledge and competence;
- * Process as regards the manner activities are carried out; and
- * Output in terms of work accomplished.

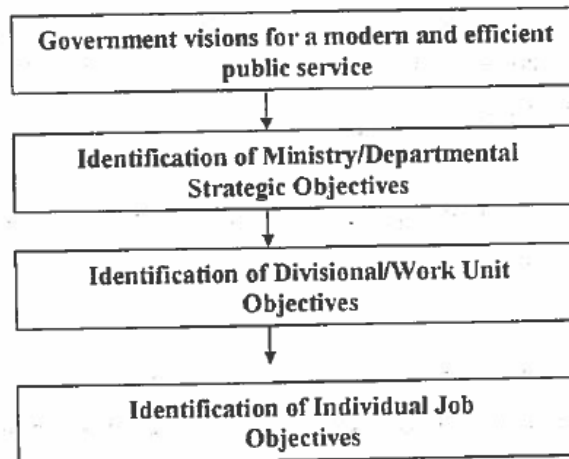
3. The Performance Management System

The Performance Management System is a management tool for good governance and improved performance which provides opportunity to identify the development needs of individual employees. It focuses on improving performance through better result from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, objectives and standards.

Performance management builds on two major themes in public service improvement programmes. Firstly, the identification of the mission of an organization, thus defining its broad objectives and intentions, and encouraging a climate in which achievements are measured. Secondly, the appraisal of performance of individuals which provides them with feedback and encouragement. Linking the organization and individual goals within a performance management framework clarifies responsibilities at all levels. In particular, performance management establishes a clear connection between individual effort and organization performance.

3.1 Components of the Performance Management System

The components of the Performance Management System are as follows:



Before implementing the Performance Appraisal System, Ministries/ Departments should come up with a periodic plan containing the following:

- * the mission statement of the organization;
- * the main services that the organization offers;
- * the organisation's and division's targets for the period; and

- * performance measures and indicators to assess the effectiveness of the organization/unit

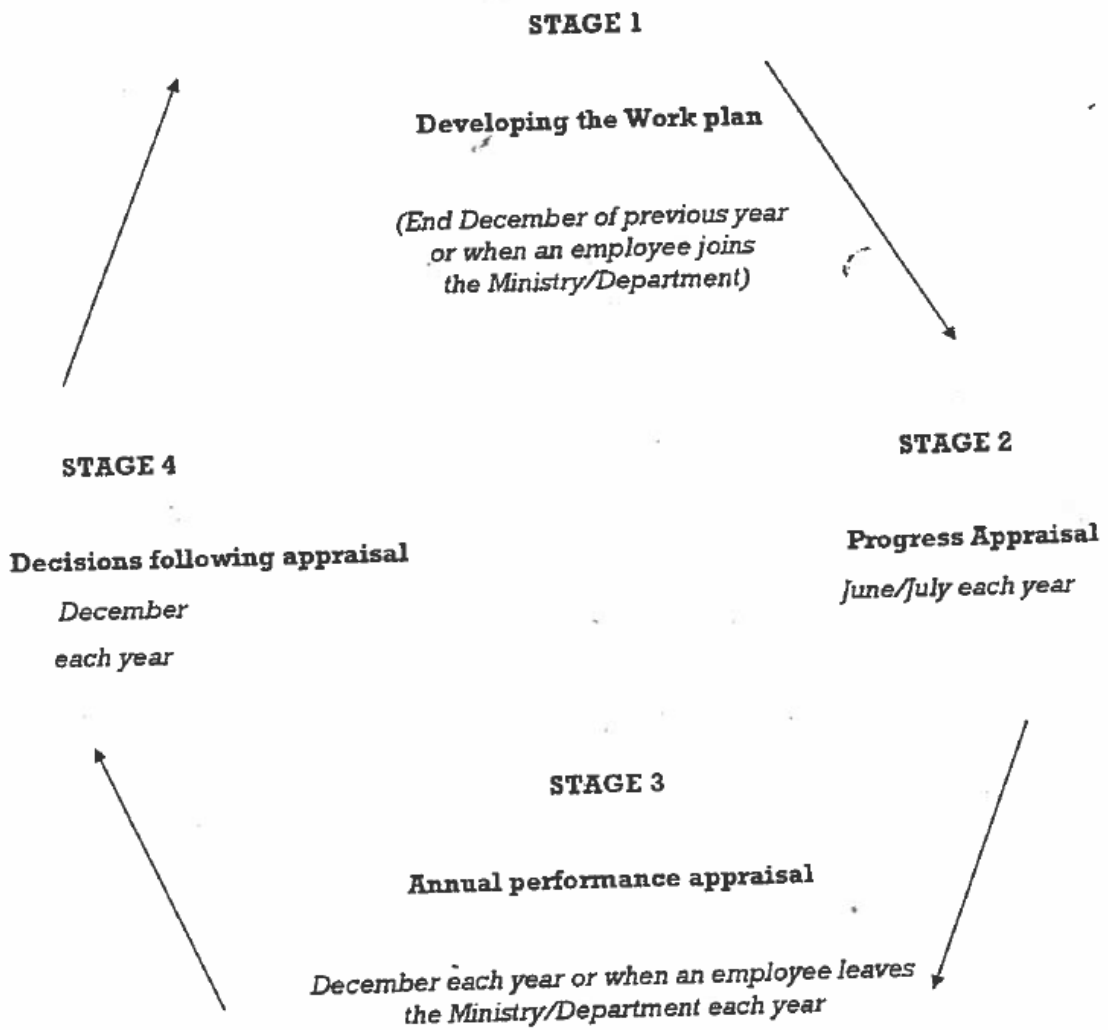
3.2 Performance Appraisal

Performance appraisal is a systematic and objective way of judging the relative worth or ability of an employee in performing a task. A performance appraisal exercise helps to identify those who are performing their assigned tasks well and those who are not and the reasons for performance below standard set.

Performance appraisal is thus the process of reviewing an individual's performance and progress in a job and assessing his potential for future improvement. It is a systematic method of obtaining, analyzing and recording information about a person that is needed for the efficient management of an organization, by the manager to help him to improve the job holder's performance and plan his career, and by the job holder to assist him to evaluate his own performance and develop himself.

3.3 Performance Appraisal from Organisational Perspective

Performance appraisal can be viewed as a four-step sequence as shown in the figure below.



3.4 Performance Appraisal from the Supervisor's Point of View

Much of the responsibility for doing the performance appraisal lies directly on the shoulders of the manager or supervisor. The supervisor will be asked to define the demands of the appraisee's position and translate these into specific objectives. However, the determination and setting of objectives should be carried out jointly by the supervisor and the appraisee.

4. The Performance Appraisal System for Officers of the Personnel Cadre

4.1 The objectives of the Annual Performance Appraisal System

The performance appraisal system will assist in promoting efficiency and innovation in the Personnel Cadre. It is one step towards the development of a modern and efficient civil service, respected by the public for its efficiency, fairness and responsiveness. It will do so by creating the necessary environment for officers to focus their efforts on achieving results which matter. The system will help them to improve their knowledge, skills and ability and to develop their full potential as well as to assume higher responsibilities.

The system has been developed

- * to ensure that the work programme of each officer reflects the goals of the division/unit and the overall goals of the Ministry/Department;
- * to ensure that supervisors and employees have a common understanding of job requirements;
- * to review individual performance against mutually agreed individual performance standards and overall performance standards;
- * to provide feedback on performance to officers and identify training and skill development needs;
- * to develop a more open and participative environment through improved communication between supervisors and employees; and
- * to encourage improvement and recognize good performance.

4.2 The Performance Appraisal Process

The Performance appraisal process is a straightforward process using regular supportive discussions to help staff achieve agreed objectives and to develop themselves. There are five main elements in the appraisal process:

(i) *Gaining Staff Commitment*

This is the starting point of the process. It is the supervisor's responsibility to ensure that his staff is clear about what is involved. Both the appraiser and the appraisee have to sit down and create objectives for the performance period. This will increase commitment to achieving the objectives. At this stage, the officer being appraised and the supervisor sort out anything that they feel may get in the way towards achievement of the objectives that will be agreed upon.

The supervisor (who will be the immediate superior of the officer being appraised upon) is assisted by a Moderator who should be an officer of a higher grade to the officer being appraised. He can be from the Administrative or Technical/Personnel Cadres, not necessarily from the same Ministry/Department and chosen by the Supervising Officer, after consultation with the Senior Chief Executive of the Ministry of Civil Service and Administrative Reforms. However, priority of consideration should be given to selecting a moderator from an officer of the Personnel Cadre in the same Ministry/Department as the appraisee. The role of the Moderator is to ensure fairness and equity during the appraisal process.

(ii) *Agreeing the Work Plan or the Performance Plan*

The Work Plan is the basis for the whole appraisal process. The Work Plan comprises three main sections:

- * Clarifying the purpose of the job
- * Defining objectives
- * Identifying Performance Indicators

(iii) *Regular Feedback and Reviews of Achievements*

There should be continuous feedback on performance of the appraisee throughout the whole period under review. The appraiser and appraisee will meet at least once before the formal appraisal to review the progress being made with the work plan. Discussions have to be supportive and constructive.

(iv) *Performance Appraisal Meeting*

This is an organised discussion between appraiser and appraisee with the appraisee taking the lead. Its purpose is to assess overall job performance during the appraisal period and agree on a Work Plan for the subsequent period. The officer and the supervisor meet at the end of the final appraisal period to look back over the whole

period, agree upon a new Work Plan for the next period and the actions that need to be taken.

The performance appraisal form comprises eight sections. A copy of the form is enclosed.

The relevant parts of this form should be filled by the Supervisor and Moderator after discussions with the appraisee during the appraisal meeting to enable him to list any concerns, questions or views on the work and any suggestions for improving it.

(v) **The Appeal System**

An important element in the appraisal process is the Appeal System. The system has been devised so as to enable an appraisee to appeal against recommendations/decisions which may be perceived as being prejudicial. Under this system the Senior Chief Executive, Ministry of Civil Service and Administrative Reforms may appoint a panel made up of three officers if an officer is not satisfied with the appraisal process. The panel would comprise of a member of the Union of Public Personnel Officers and two other persons who can be officers outside the organization. The findings of the panel should be final.

4.3 **The Performance Appraisal Form**

The performance appraisal form comprises eight sections and is the formal document containing all information on the appraisal process. This is a record of an officer's individual performance and contribution to the achievement of an organisation's strategic goals and objectives for a given period. The form should be filled in duplicate and kept by both the appraiser and appraisee. Explanations on how to fill in the different sections of the form are outlined below.

4.3.1 **Section 1 - Personal Data**

This section relates to personal data and has to be filled in by the officer being appraised.

4.3.2 **Section 2 - The Performance Agreement**

In this section the key tasks and responsibilities of the appraisee and the performance standards should be listed. It should be filled in after deliberations between the supervisor and the appraisee. The Performance Agreement is

agreed upon between the appraiser and the officer at the start of the annual appraisal cycle or on the effective date of assumption of duty following a change in posting or new appointment. The Performance Agreement would be endorsed by the moderator.

The key tasks and responsibilities of the officer should be based on the Ministry/Department's strategic goals and objectives.

The following steps should be followed.

(i) **Clarify purpose of job**

Here a simple question has to be asked: why does this officer's job exist?

(ii) **Define 'key result areas' for which the jobholder is accountable**

After establishing the overall job purpose, the next step is to break it down into four to six areas of significant activity, which reflect priorities for the reporting period. The key questions to be asked are:

- * Which activities contribute most to organizational performance?
- * What are the areas in which this individual has responsibility for achieving results?
- * What are the areas in which any failure on his or her part may damage the overall performance of the division/branch/ section?
- * What does this person do that neither his line superior nor the staff reporting to him does?

(iii) **Identify desired objectives for each key result area**

The key question in this step is what does this jobholder need to achieve in each key result area? How will we know when the objectives have been achieved? There are other questions below which will help the supervisor and the appraisee in setting specific and realistic objectives.

- * Are the objectives measurable and observable?
- * Are there objectives compatible/achievable as a whole? Are they compatible with those of other jobholders?
- * Is there an appropriate balance between work, management and personal development objectives?
- * Will they stimulate and motivate? Or exhaust and discourage?

4.3.3 Section 3 – Self Assessment

This section is divided into two parts and has to be filled in by the officer being appraised at mid-term and end of year. In part A, the appraisee has to briefly summarise his achievements against each objective listed in Section 2 and in part B he will identify his strengths and weaknesses specially in relation to core competencies.

The appraisee has to ask himself the following questions:

- * Were the objectives met to the required standard? If not, to what extent was I responsible?
- * Were the objectives met within agreed time scales?
- * What can prove that objectives were achieved?
- * How were resources used?
- * How did I respond to outside factors?
- * What were the impediments which prevented me from attaining the set objectives?

4.3.4 Section 4 – Assessment by Supervisor

This section will have to be completed by the Appraiser and the Moderator in the presence of the Appraisee at mid-term and end of year appraisal period.

The assessment would basically mean replying to the following questions:

- * Were the objectives met to the required standard? If not, to what extent was the jobholder responsible?
- * Were the objectives met within agreed time scales? If not, to what extent was the jobholder responsible?
- * How were resources used?
- * What skills and competencies were demonstrated in the course of working towards objectives?
- * What was the degree of personal effectiveness demonstrated by the jobholder?
- * Were any objectives achieved at the expense of other people/ activities?

- * If outside factors intervened, how did the jobholder respond?
- * Was the overall performance in line with standards set or expected (for example for the grade), or did it exceed expectations, or fail to meet expectations?

4.3.5 Section 5 – Assessment of Core Competences and Skills

In this part of the form the supervisor is required to indicate the degree to which the individual being appraised possesses the desired competences and skills. The desired core competences and skills for officers in the Personnel Cadre have been defined below.

(i) **Leadership**

An officer with excellent leadership skills

- * creates and secures commitment to the vision of the Ministry/ Department;
- * demonstrates high standards of integrity, honesty and fairness expected in the public service;
- * inspires people, builds and supports a high performing team;
- * accepts responsibility for the actions of the team;
- * takes initiatives and manages change in pursuit of the Ministry's strategic objectives;
- * acts decisively having assessed the risks; and
- * is visible, approachable and earns respect.

(ii) **Analytical skills for good presentation of cases and problem solving**

An officer with excellent analytical skills:-

- * applies expertise to issues;
- * develops a clear appreciation of the nature of the case/s;
- * takes into account time constraints and resources;
- * must be clear about end-results of the case required;
- * is able to solve problems in a structured manner; and
- * anticipates obstacles realistically and plans ways to deal with them.

(iii) Tendering of advice and counselling

The officer with such skills:-

- * probes to identify real focus of problems;
- * provides sound and proper advice;
- * is impartial and refrains from prescribing solutions while counseling;
- * is open and shows a genuine interest in the individual's problems;
- * is sensitive to individual's beliefs and values; and
- * shows discretion on problems discussed.

(iv) Communication and interpersonal skills

The officer possessing excellent communication and interpersonal skills

- * is concise, precise and persuasive orally and in writing;
- * listens actively to what is said;
- * is sensitive to others' reactions;
- * is comfortable and effective in a representational role; and
- * builds, maintains and uses effective networks of contacts.

(v) Effective and efficient management of Human Resource (HR) practices

An officer possessing good Human Resource knowledge and skills

- * demonstrates an understanding and appreciation of HR practices and their impact on the operations of the Ministry/Department;
- * ensures that Human Resource practices are applied in a fair and equitable manner;
- * ensures systems and procedures are in place for effective and efficient management of HR practices;
- * is able to build support;
- * commits and realigns resources to meet key priorities; and
- * is able to make contingency plans to ensure that resources are available.

(vi) Strategic thinking and Human Resource Planning

An officer with excellent strategic thinking and Human Resource Planning skills

- * develops and influences strategic aims, anticipating future labour demands, opportunities and constraints;
- * integrates the policies/plans/practices into the Ministry's/ Department's strategies/objectives;
- * demonstrates sensitivity to Ministry's needs and to wider departmental issues;
- * contributes effectively to strategic thinking of senior management team; and
- * reconciles day to day demands with long term objectives.

(vii) Skills in writing job description

An officer with good job-writing skills

- * defines the duties of the post in relation to organizational goals and objectives;
- * analyses what work needs to be done by the post holder;
- * ensures that all aspects of the post to be done are covered; and
- * sees to it that the duties of the post are regularly updated to fit present day requirements.

(viii) Carrying out organization design

An officer with excellent skills in carrying out organization design

- * identifies correctly activities required to achieve the objectives of the Ministry/Department;
- * ensures efficiency and effectiveness of activities in accordance with Ministry/Department stated objectives;
- * divides and allocates work, responsibilities and authority in a fair and objective manner; and
- * ensures that strategies and organization culture align with the structure of the organization.

(ix) Negotiation skills and ability to resolve conflicts

An officer with excellent negotiation skills

- * possesses excellent communication and interpersonal skills;
- * uses the full range of communication channels and judges how and when to use them;
- * brings conflicts into the open and encourages and/or facilitates a beneficial resolution of conflicts;
- * is able to build rapport with concerned parties;
- * deals with disagreements and conflicts in a constructive and helpful manner; and
- * negotiates mutually acceptable win-win solutions with all parties concerned.

(x) Carrying out Training Needs Assessment

The officer with such skills

- * uses appropriate techniques to identify the training needs of officers
- * collects relevant data
- * makes sense of the findings
- * makes sound recommendation based on the findings

(xi) Use of ICT

An officer with excellent IT skills

- * has a good grip in use of common applications such as Word and Excel of a computer
- * is able to use new methods of storing information, analyzing it and retrieving it quickly
- * makes maximum use of e-mail facilities

4.3.6 Section 6 – Personal Qualities and Attributes

In this section the personal qualities and attributes of the appraisee have to be rated.

(i) Human Approach

An officer with human approach

- * shows genuine concern and respect for people;
- * is sensitive to the needs of others;

- * recognizes the strength and validity of other people's points of view and priorities;
- * is able to take steps/decisions to ensure that the working environment is conducive to harmony and productivity; and
- * is sensitive to needs of persons with disabilities.

(ii) Professional competence and versatility

A competent and versatile officer

- * has sound and thorough knowledge of rules and regulations;
- * possesses the necessary skills to apply the rules and regulations in a professional manner;
- * offers objective advice without fear or favour;
- * shows an open and positive attitude to change;
- * adapts quickly and flexibly to new demands;
- * introduces and manages change;
- * identifies areas for improvements in systems and procedures; and
- * experiments with new procedures within the span of delegated responsibilities

(iii) Personal Effectiveness

An officer with a high degree of personal effectiveness

- * shows evidence of high level of analytical, conceptual and innovative thinking;
- * shows resilience and stamina under heavy pressure; and
- * is able to take a firm and enlightened stance when circumstances warrant it.

(iv) Commitment

A committed officer

- * identifies with the Ministry's vision/mission;
- * is personally responsible for outcomes;
- * achieves results and persistently pursues objectives;
- * is prepared to make extra effort to meet deadlines; and
- * demonstrates enthusiasm and energy at work.

(v) Accessibility

An accessible officer

- * follows a genuine open-door policy;
- * manages by walking around, meeting staff and identifying problems and issues; and
- * is pleasant and approachable.

(vi) Responsibility

An officer with a high degree of responsibility

- * performs duties and tasks which he is assigned;
- * follows up matters and provides constant feedback on progress;
- * takes full responsibility for his actions; and
- * acknowledges mistakes and takes action to remedy the situation.

(vii) Ethical conduct

Ethical conduct and adherence to the code of ethics are important.

Adherence to the code of ethics would mean the appraisee

- * takes utmost care not to jeopardize the reputation of the Ministry and the Minister;
- * acts within the regulatory framework;
- * does not indulge in doubtful transactions;
- * does not use public resources for private purposes;
- * demonstrates honesty, loyalty and integrity;
- * makes and carries out difficult and/or unpopular led decisions if necessary;
- * states own position clearly and confidently;
- * shows courage in standing one's ground, even when in conflict with stakeholder's views;
- * keeps public and private interest separate; and
- * is equitable and ethical in the treatment of others.

(viii) Ability to work in a team

The Officer

- * participates actively in setting team goals and standards;
- * ensures that quality, output and performance targets are met by contributing effectively;
- * shares responsibility, accountability and recognition among team members;
- * puts group goals ahead of own goals; and
- * provides support to team members in the performance of duties

(ix) Quality conscious

The Officer

- * maintains a high standard of performance;
- * ensures that best practices are followed in the implementation of HR policies;
- * constantly reviews procedures and working practices for improvement.
- * is able to meet deadlines; and
- * shows a good mastery of time management.

(x) Proactive and Resourceful

A proactive officer

- * takes initiatives;
- * suggests ways to improve procedures/practices;
- * raises matters of concern; and
- * is always ready to offer his support for the achievement of the Ministry's goals.

(xi) Accountability

The officer

- * takes full responsibility for his work and conduct; and
- * is answerable for the success or failure of the tasks assigned to him

4.3.7 Section 7 – Overall Performance of Officer

At the end of the exercise, the supervisor will have to make recommendations, following the annual performance appraisal. General guidelines on the Annual Performance Appraisal Recommendations are as follows:

Score

5 Excellent	Officer has, in all areas, exceeded agreed expectations in achieving set objectives.
4 Very Good	Officer has, in most areas, exceeded agreed expectations in achieving set objectives.
3 Good	Officer has, in all areas, met agreed expectations in achieving set objectives.
2 Satisfactory	Officer has, in most areas, met agreed expectations in achieving set objectives.
1 Poor	Officer has, in most areas, failed to meet agreed expectations in achieving set objectives.

After consideration of the overall performance of the officer, the supervisor should recommend any action needed to correct gaps in performance.

4.3.8 Section 8 – Appeal

An appraisee who is not satisfied with the ratings/remarks given by the Appraiser will fill in Section 8 of the Form. The Supervising Officer will submit the request for Appeal to the Senior Chief Executive, Ministry of Civil Service and Administrative Reforms together with his comments.



PERFORMANCE APPRAISAL FORM
FOR
OFFICERS IN THE PERSONNEL CADRE

(PERIOD: FROM TO)

SECTION 1

PERSONAL DATA

(to be filled by the Officer whose performance is being appraised)

NAME:
(SURNAME IN BLOCK LETTERS)

DATE OF BIRTH: **N. IDENTITY NO.**

MINISTRY/DEPARTMENT:

PRESENT APPOINTMENT:

PRESENT POSTING: **DATE:**

SALARY: Rs **SALARY SCALE: Rs**

QUALIFICATIONS	YEAR
S.C.
H.S.C.
DIPLOMA
DEGREE
OTHERS

TRAINING FOLLOWED	DATES
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SEMINAR ATTENDED	DATES
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SECTION 2

PERFORMANCE AGREEMENT

(PERIOD: FROM TO

To be agreed between the Appraiser and the Appraisee at the start of the annual appraisal cycle or on the effective date of assumption of duty following a change in posting, new appointment etc. A copy of the Performance Agreement will be kept by the officer

Key Tasks and Responsibilities

Based on Ministry's/Department's strategic goals and objectives, list out your key tasks and main responsibilities (ideally up to about 6)

Performance Standards

Output and quality within a reasonable time frame

Officer's Name and Signature: _____ Date: _____

Appraiser's Name and Signature: _____ Date: _____

Moderator's Name and Signature: _____ Date: _____

Note

A moderator is an officer of a higher grade to the officer being appraised. He can be from the Administrative or Technical Personnel Cadres, not necessarily from the same Ministry/Department. However, priority of consideration should be given to select a moderator from an officer of the Personnel Cadre in the same Ministry/Department as the appraisee.

SECTION 2 (contd.)

Key Tasks and Responsibilities

Based on Ministry's/Department's strategic goals and objectives, list out your key tasks and main responsibilities (ideally up to about 6)

Performance Standards

Output and quality within a reasonable time frame

Officer's Name and Signature: _____

Date: _____

Appraiser's Name and Signature: _____

Date: _____

Moderator's Name and Signature: _____

Date: _____

SECTION 2 (contd.)

Key Tasks and Responsibilities

Based on Ministry's/Department's strategic goals and objectives, list out your key tasks and main responsibilities (ideally up to about 6)

Performance Standards

Output and quality within a reasonable time frame

Officer's Name and Signature: _____ *Date:* _____

Appraiser's Name and Signature: _____ *Date:* _____

Moderator's Name and Signature: _____ *Date:* _____

SELF ASSESSMENT

Assessment by the Officer

A. Individual Performance and Contributions to Achievement of Strategic Objectives

Summarise briefly your achievements against the key tasks and current responsibilities in your Performance Agreement (listed in Section 2). Give concrete evidence of performance wherever possible. Explain non-performance gaps of key tasks and suggest steps to be taken to address them

Mid Term

SELF ASSESSMENT

Assessment by the Officer

A. Individual Performance and Contributions to Achievement of Strategic Objectives

Summarise briefly your achievements against key tasks and current responsibilities in your Performance Agreement (listed in Section 2). Give concrete evidence of performance wherever possible. Explain non-performance/gaps of key tasks and suggest steps to be taken to address them

End of Year

SECTION 3(B) – (contd.)

- B. Personal Development Plan**
(Identify your strengths/weaknesses, specially in relation to core competencies – Section 5). Suggest possible ways on how to overcome these weaknesses.

End of Year

SECTION 4 (A)

MID-TERM APPRAISAL

(In relation to Performance Agreement)

(To be completed by the Appraiser and Moderator)

Progress Discussed and Agreed

Achievement of key tasks measured against performance standards set

(To be completed by Appraiser after the officer would have completed Section (3A))

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Appraiser's Name and Signature:

Position: Date: _____

Moderator's Name and Signature:

Position: Date: _____

Officer's Name and Signature:

Position: Date: _____

SECTION 4 (B)

END OF YEAR APPRAISAL

(In relation to Performance Agreement)

(To be completed by the Appraiser and Moderator)

Progress Discussed and Agreed

Achievement of key tasks measured against performance standards set

(To be completed by Appraiser at the end of each year in the presence of a moderator after the officer would have completed Section 3(B))

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Appraiser's Name and Signature:

Position: *Date:* _____

Moderator's Name and Signature:

Position: *Date:* _____

Officer's Name and Signature:

Position: *Date:* _____

ASSESSMENT OF COMPETENCES AND SKILLS

<u>Criteria</u>	<u>Appraiser</u>				
	<u>Excellent</u>	<u>Very Good</u>	<u>Good</u>	<u>Satisfactory</u>	<u>Poor</u>
1. Leadership (ability to inspire and motivate)					
2. Analytical skills for good presentation of cases and problem solving					
3. Tendering of advice and Counselling					
4. Communication and Interpersonal Skills					
5. Promotion of effective and efficient management of human resource practices					
6. *Strategic thinking and human resource planning					
7. *Skills in writing job description					
8. *Carrying out organization design					
9. *Negotiation Skills and ability to resolve conflicts					
10. *Carrying out Training Needs Assessment					
11. *Use of ICT					

(* To be filled, if applicable)

OBSERVATIONS

Appraiser:

Moderator:

Appraiser's Name and Signature: _____ Date: _____

Moderator's Name and Signature: _____ Date: _____

Officer's Name and Signature: _____ Date: _____

SECTION 6

Personal Qualities and Attributes					
Criteria	Appraiser				
	Excellent	Very Good	Good	Satisfactory	Poor
1. Human approach					
2. Professional competence and versatility					
3. Personal Effectiveness					
4. Commitment					
5. Accessibility					
6. Responsibility					
7. Ethical conduct					
8. Ability to work in a team					
9. Quality conscious					
10. Proactive and Resourceful					
11. Accountability					

OBSERVATIONS**Appraiser:****Moderator:**

Appraiser's Name and Signature: _____

Date: _____

Moderator's Name and Signature: _____

Date: _____

Officer's Name and Signature: _____

Date: _____

SECTION 7

OVERALL PERFORMANCE OF OFFICER

General rating and observations on officer's overall performance for the year under review

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Recommendations

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Appraiser's Name and Signature:..... *Date:* _____

Moderator's Name and Signature:..... *Date:* _____

Officer's Name and Signature:..... *Date:* _____

