Performance Management System (PMS) in the Civil Service

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Background

The impetus for a new PMS emerged from the need to build a modern and efficient Civil Service in Mauritius.

- **1963** - Annual Confidential Report introduced Obsolete; merely an administrative formality.

- **2001** - High level Task Force set up by Government, came up with recommendations for a Performance Management Framework.
2003 - PRB ratified the framework and made further recommendations to prepare the ground for the introduction of PMS in the service.

- mission and value statement
- main services offered
- organization/division targets
- performance measures and indicators
- clearly defined a key role of the M/CS&AR as a coordinating Ministry responsible for spearheading the introduction of PMS in the Public Service.

- PMS → strategic tool to develop performance culture among public officers to fulfill government’s vision

- PBB → another strategic tool to promote efficiency in the allocation and utilisation of public funds for achievement of org goals
2006 - Pilot implementation of Performance Management System in 3 Depts, namely the CSO, Meteo Services and Valuation Dept

2007 – PMS being gradually extended to cover the whole civil service
The PRB explicitly recommended the implementation of PMS to monitor both individual and organisational performance through a set of guidelines (Ref. para 11.27, 11.28 and 11.29 of Chap 11 of 2008 PRB Report)

Introduction of Perf Related Reward at Chap 14 of the same Report

Govt Programme 2010-2015 points to the need for a review of PMS to enhance its general applicability in the service
What is PMS?

In broad terms, PMS is a management tool for good governance and improved performance which provides the opportunity to identify the developmental needs of employees at all levels in the organisation.

It is a very important and integrated reform strategy whereby better results are obtained from the organisation, teams and individuals by understanding and managing performance within an agreed framework of planned goals, objectives, standards and competencies.
2 Major Themes Involved

- PMS builds on 2 major themes in PSIP:

1. Identification of vision, mission and broad objectives of an organisation, i.e. its STRATEGIC PLAN

2. Appraisal of performance of both Organisation and Individuals, providing feedback and encouragement
THE PMS PROCESS includes:

• PLANNING work and setting targets in line with org objectives
• Continually MONITORING performance
• Developing CAPACITY to perform
• Periodically RATING performance
• REWARDING good performance and
• TACKLING poor performance
1. **Globalisation**
   - Competitive world environment coupled with unprecedented technological developments
   - Governments have to review and re-engineer their structures, reframe and reset strategies, methods & ways to achieve their objectives with a view to ensure sustainable development.
   - Governments have no alternative than to create a public service which is dynamic, proactive, vibrant, forward looking
Why focus on PMS? (Contd)

• Governments have no alternative than to create a public service which is dynamic, proactive, vibrant, forward looking, innovative, effective, performing and results-oriented based on fundamental principles of incorruptibility, meritocracy and impartiality.

• How?
By moulding the right mind-set, values and attitudes among public officers, promoting best practices, continuous learning and performance culture.
Why focus on PMS? (Contd)

2. Government’s vision to create a modern and efficient Public Service to achieve excellence in the delivery of “citizen-centred and world class public services” as strongly spelt out in its ACTION PLAN 2010-2015.

3. The PRB Report 2008 devoted 2 whole chapters to Performance Management System (Chapters 11&14) and made recommendations accordingly.
4. Obsolescence of the present Annual Confidential Reporting System.
   - Closed system
   - Unilateral
   - No feedback
   - Opacity
   - Subjective, etc
5. **Strengths of the Performance Management System**
   - Open system
   - Agreed/ Mutual objectives/ targets
   - Promote/ improve communication process
   - Feedback
   - Encourages high performance
   - Tackles the problem of low performance
**PMS at organisation level**

Vision Mission of the Min./ Dept

Strategic Plan

- **Final Performance Review** (Formal)
  - Organisation
  - Section
  - Individual
  - Moderation

**PMS CYCLE**

- **Progress Review/ Mid-term review** (Formal)
  - Organisation – Top Management
  - Section – Head
  - Individual – Appraisee/ Appraiser
  - Moderation

**PMS at section/unit level**

- **Section/ Unit Plans**

**PMS at Individual level**

- **Work Plan**
- **Development Plan**

Moderation
Benefits derived from PMS

For organisation

- Align corporate, individual and team objectives
- Helps focus on key areas of activities (KRAs)
- Creates a common bond of ownership among all employees
- Underpin organisation’s core values
- Establishes links between
  - organisational development/ goals/ objectives
  - delivery of quality services and
  - development of employees at work,
- Development of a learning organisation
- Support culture-change programmes
Benefits derived from PMS (Contd)

For managers

- Provide basis for clarifying performance and behaviour expectations
- Support leadership, motivating & teambuilding processes
- Offer opportunity to spend structured ‘quality’ time with teams and team members
- Provide the basis for providing non-financial rewards to staff (e.g. recognition, praise, opportunity for growth & development)
Benefits derived from PMS

For Individuals

- Greater clarity of roles & objectives
- Encouragement and support to perform well
- Opportunities to spend ‘quality time’ with supervisors
PMS should help ALL MANAGERS & EMPLOYEES to:

✓ Meet overall corporate goals by contributing effectively and efficiently to desired performance outcomes at various levels. Achieved by setting and achieving appropriate perf targets at various levels within agreed standards of performance

CASCADING EFFECT
PMS should help ...(cont)

✓ Be compatible both horizontally and vertically with all officers, supervisors and managers so that there are proper team work, accountability and optimal use of resources to achieve organisational goals

ALIGNMENT EFFECT
PMS should help to…(cont)

✓ Contribute to add value to the organisation or corporate goals to improve competitiveness and delivery of services by optimizing the necessary returns on investment and expenses

VALUE ADDING EFFECT
PMS helps ALL STAFF to think about

- What to do more?
- What to continue?
- What to do less?
- What to stop doing?
- What need to be reviewed?

So that you can achieve your targets....
A 5-phased Approach is used

Phase I - Project start-up
  - Analysis of the Organisation

Phase II - Sensitization & Training

Phase III - Documentation
  - Appraisal Forms, Workplans, Agreements

Phase IV - Mid-term Appraisal

Phase V - Final Assessment & Evaluation
## Institutional Framework

<table>
<thead>
<tr>
<th>Level</th>
<th>Committee</th>
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<tbody>
<tr>
<td>Top Gov’t level:</td>
<td>High Level Steering Cttee on Public Sector Reforms. Chaired by Sec. to Cabinet &amp; Head of CS</td>
</tr>
<tr>
<td>Central Ministry level:</td>
<td>Central Performance Management Monitoring Cttee. Chaired by Supervising Officer, M/CS&amp;AR</td>
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<tr>
<td>Min/Dept level:</td>
<td>PMS Steering Cttee &amp; Monitoring Cttee. Chaired by Responsible Officer/ Head of Dept</td>
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<td>PMS Agents:</td>
<td>PMS Coordinator-Provides technical advice and guidance. PMS Facilitator-Executes project</td>
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<tr>
<td>Unit/Section level:</td>
<td>Implementation Work Team Operate at grassroots levels</td>
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Experience acquired

- Shared understanding among officers about vision, mission, broad objectives and core values of their organisation
- Greater clarity of officers’ roles and contribution towards unit/organisation objectives
- Enhanced communication process based on
  - Agreed mutual objectives/targets
  - Continuous feedback
- Better understanding of the concept of Programme Based Budgeting
- Facilitates implementation of other Reforms
Conditions for success

- Top management commitment
- Involvement and participation of staff
- Communication
- Change of mindset
- Training
Leadership
– New skills & attitudes from leaders to drive and sustain the process

Rigid Hierarchical Structure
– Functional blocks, multiple levels, ‘silos’
– Bureaucratic rigidities
Alignment with HR practices
- Identification of new job competencies
  e.g. Strategic planning
- Selection and promotion procedures
- Reward systems

Organisational Culture/ New system of values/beliefs
PMS is

- A very important management tool to better manage our resources, i.e. our people, whose performance will be aligned with the mission/goals of the organisation. It will also help to carry out a thorough scanning of the organisation (strengths and weaknesses). The process of implementation is very democratic and transparent.

- A reform initiative different from others as it involves everybody in the organisation. It will also facilitate other reforms e.g. ISO certification, BPR, PBB

- A system which has been implemented in advanced as well as in developing countries.

- A reform strategy which should be driven by the Ministry/Department concerned with the support of the Ministry of Civil Service & A.R.
THANK YOU