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Date : 28 March 2018

Ref: S6.1.1

HEADS OF DEPARTMENT NORTHERN CAPE PROVINCIAL ADMINISTRATION

REVIEWED PROVINCIAL PERFORMANCE MANAGEMENT AND DEVELOPMENT (PMDS) POLICY FOR LEVELS 1 TO 12

During the 2017/18 performance cycle, the Northern Cape Provincial Administration had a Provincial PMDS policy for levels 1 to 12 in place, however, this policy required review and alignment due to amendments made to the Public Service Regulation. The DPSA subsequently issued the determination and directive on PMDS for employees on levels 1 to 12.

Kindly find attached reviewed Provincial PMDS Policy for officials on levels 1 to 12 for implementation with effect from 1 April 2018.

Yours faithfully


MR. J BEKEBEKE
DIRECTOR GENERAL



**NORTHERN CAPE PROVINCIAL
ADMINISTRATION**

**POLICY ON EMPLOYEE PERFORMANCE
MANAGEMENT AND DEVELOPMENT SYSTEM**

[EPMDS]

April 2018

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ACRONYMS

AAP	Assessment Appeal Panel
CAR	Confirmed assessment rating (by DMC)
CMC	Core management criteria
DG	Director-General
DMC	Departmental Moderating Committee
DPSA	Department of Public Service and Administration
EA	Executive Authority
GAF	Generic assessment factor
HOD	Head of Department
HRD	Human Resource development
HRM	Human resource management
IRC	Intermediate Review Committee
KRA/KPA	Key result area/Key Performance Areas
MEC	Member of the Executive Council
MMS	Middle Management Service (as from 1 July 2005)
MPSA	Minister for the Public Service and Administration
MTEF	Medium Term Expenditure Framework
PA	Performance agreement
PAR	Provisional assessment rating
PDP	Personal development plan
PFMA	Public Finance Management Act, 1999
EPMDS	Employee Performance Management and Development System
PSA	Public Service Act, 1994
PSC	Public Service Commission
PSCBC	Public Service Co-ordinating Bargaining Council
PSR	Public Service Regulations, 2001
OSD	Occupation Specific Dispensation
VAR	Validated assessment rating

GLOSSARY OF TERMS

Annual performance rating: The annual performance rating, as part of an employee's assessment, which takes place at the end of the performance cycle. The result of this rating is the overall annual performance score for the employee during the entire performance cycle.

Assessment instrument: An assessment tool used to assess the performance of an individual employee in relation to the achievement of key result areas/key performance area and core management criteria or generic assessment factors as contained in the Workplan of the Performance Agreement.

Competency: A competency is a particular mix of knowledge, skills and attributes required to effectively perform a job/task/role.

Confirmed assessment rating: The assessment score for an employee that has been confirmed by the departmental Moderating Committee (see also validated and provisional assessment rating).

Development: Training and development activities to enhance the employee's competencies and to improve performance.

Executive Authority: Refers to a Member of the Executive Council (Premier/MEC).

Generic Assessment Factor: An element used to describe and assess aspects of performance, taking into consideration knowledge, skills and attributes, applicable to all levels.

Pay progression: means progression to a higher notch within the same salary level/scale.

Pay progression cycle: means a continuous period of 24 months, commencing from 1 April to 31 March of the year following the next year, for 1st time participants and 12 months, commencing from 1 April to 31 March of the next year, for employees other than 1st time participants.

First (1st) time participant: means a new appointee to the Public Service in a production or supervisor/managerial OSD or non-OSD post – therefore excludes OSD and non-OSD employees appointed in training or community service posts (e.g. Candidate Technician and Engineer, Pupil Artisan (Apprentice), Medical Officer (Community Service)). Those OSD and non-OSD employees appointed in training or community service posts, and who complete the requirements for appointment in a production or supervisory/managerial post, are for purposes of pay progression policy regarded as First (1st) time participants in the production or supervisory/managerial posts. These include employees who have previously resigned from the public service and who are re-appointed in the public service.

Grade progression for non-OSD employees: means progression from a lower grade (salary level) to the next higher grade (salary level) linked to the job weight of a specific post after 15 years continuous service on the lower salary level, based on the prescribed level of at least satisfactory performance.

Accelerated grade progression for non-OSD employees: means progression from a

lower grade (salary level) to the next higher grade (salary level) linked to the job weight of a specific post after 12 years continuous service on the lower salary level, based on at least above satisfactory performance for a cumulative, and not necessarily successive, period of 12 years.

Grade progression and accelerated grade progression for OSD employees: means progression from lower grade (salary scale) to the next higher grade (salary scale) attached to an OSD post, based on the specific requirements for grade progression and accelerated grade progression in the OSD post, as contained in the relevant OSD.

Continuous service: means uninterrupted years of completed service on a specific salary level.

Grade Progression Model: is the model contained in PSCBC Resolution 3 of 2009, which is applicable to non-OSD employees on salary levels 1 to 12.

Wage Bill: for purposes of pay progression, consists of the combined total of the employees' salary notches, the employer's contribution to the GEPP and service bonuses (for total cost to employer package employees, this refers to the total package).

Remuneration Bill: means all personnel expenditure; therefore includes salaries (basic and total packages), employer's contribution to the GEPP, medical aid contributions, service bonuses, home owners allowances as well as other allowances payable to employees serving Executing Authorities) – in other words, the total remuneration budget for the financial year.

Portfolio of Evidence: means a proof that must be submitted to substantiate the level of achievement in relation to the KPA.

Key Result Area/Key Performance Areas (KRA/KPA): An area of a job in which performance is critical for making an effective contribution to the achievement of departmental strategies, goals and objectives

Moderation: The review of employee assessment scores by a committee to ensure consistency and fairness across the department through a common understanding of performance standards required at each level of the rating scale and to assist in complying with the requirement that expenditure on bonuses should not exceed 1.5% of the remuneration budget and 2% of the wage bill

Annual Performance Plan: A one-year plan derived from and giving life to the strategic plan by translating the strategic objectives identified in the strategic plan into key result areas and activities with measurable standards, for a particular year for the Department, Branches, Chief Directorates and Directorates.

Outcome: A broad statement about a specific objective, aim or intent, the achievement of which will require one or more specific outputs to be achieved.

Output: A concrete result or achievement (i.e. a product, action or service) that contributes to the achievement of a key result area.

Performance: Performance is a process in which resources are used in an effective,

efficient and productive way to produce results that satisfy requirements of time, quality and quantity, and which are the effect or outcome of the actions or behaviour of a performer in the work process.

Performance agreement: A document agreed upon and signed by an employee and his or her supervisor, which includes a description of the job, selected KRAs and GAFs/CMCs, a work plan and the employee's personal development plan.

Annual performance assessment: The annual measurement, rating or appraisal of employee performance.

Performance cycle: A 12-month period, for which performance is planned, managed and assessed. It must be aligned to the same period as the Department's annual business plan i.e. 1st April to 31st March of the following year.

Performance incentives: A set of (a) financial rewards linked to the results of performance appraisal, including pay progression, performance bonus, and (b) a variety of non-financial rewards that may be contained in the departmental performance incentive scheme.

Performance bonus: A performance bonus is a financial award granted to an employee in recognition of sustained performance that is significantly above expectations or outstanding performance and is rated as such in terms of the rating scale.

Performance incentive scheme: A departmental performance related incentive scheme aligned with its performance management system, established in terms of PSR 1/VIII F and G.

Performance indicator: A measure used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered).

Performance management: A purposeful, continuous process aimed at managing and developing employee behaviour for the achievement of the organisation's strategic goals; the determination of the correct activities as well as the evaluation and recognition of the execution of tasks/duties with the aim of enhancing their efficiency and effectiveness; and a means of improving results from the Department, teams and individuals by managing performance within an agreed framework of planned goals, objectives, standards and incentives.

Performance management system: An authoritative framework for managing employee performance, which includes the policy framework as well as the framework relating to all aspects and elements in the performance cycle, including performance planning and agreement; performance monitoring, review and control; performance appraisal and moderating; and managing the outcomes of appraisal.

Performance standard: Mutually agreed criteria to describe work in terms of time-lines, cost and quantity and/or quality to clarify the outputs and related activities of a job by describing what the required result should be. In this framework, performance standards are divided into indicators and the time factor.

Performance review: A structured and formal, biannual assessment between supervisor and employee to monitor progress, resolve problems and adjust work plans

during the performance cycle, thereby providing an opportunity for improvement before the annual assessment takes place.

Personal development plan (PDP): A requirement of the performance agreement whereby the important competency and other developmental needs of the employee are documented, together with the means by which these needs are to be satisfied and which includes time lines and accountabilities.

Provisional assessment rating (PAR): An employee's total assessment rating score that has been agreed upon between the employee and her/his supervisor.

Rating: The allocation of a score to a KRA/KPA, a GAF/CMC and/or to overall performance in accordance with the five-point rating scale.

Strategic planning: The process by which top management determines the overall strategic direction and priorities, as well as the organisational purpose and objectives and how they are to be achieved.

Supervisor: An official responsible for the allocation of work, monitoring of activities, discussing performance and development, and conducting quarterly performance reviews/assessment and annual performance appraisal of an employee.

Employee: means an employee in terms of Basic Conditions of Employment Act and other relevant legislation.

Weight: With reference to the inclusion and assessment of KRAs/KPA's and GAFs/CMC in the performance agreement/workplan, each KRA/KPA and GAF/CMC is allocated a weight or percentage, which indicates the relative importance or impact of the specific KRA or GAF in comparison to others selected in the performance agreement, and the combined weights must add up to 100%.

Workplan: A document which is part of the performance agreement and which contains key result areas/key performance areas, associated outputs/activities and their performance standards/indicators and resource requirements.

EMPLOYEE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM (EPMDS)

1. INTRODUCTION

The Employee Performance Management and Development System (EPMDS) have been designed as a system to assist with the performance management of employees on salary levels 1-12 in the Northern Cape Provincial Administration. This amended system becomes effective on 01 April 2018

The EPMDS enables both the employees and their supervisors to plan work and clarify performance expectations well in advance and agree on how these will be measured. Performance shall then be monitored and evaluated in order to provide constructive feedback on performance achievements by employees. Performance recognition will also be given while at the same time addressing inadequate levels of performance by developing employees.

This policy shall then provide a standard framework to guide supervisors and employees within the Northern Cape Provincial Administration in terms of effective implementation of Employee Performance Management and Development System for employees on salary levels 1-12.

Chapter II, Section 3(1) and (2) of the Public Service Act, 1994 provides that the MPSA is responsible for establishing norms and standards relating to among others employment practices for employees, including performance management. The MPSA can determine these norms and standards by making regulations, determinations and directives.

The Head of Office of the Premier is empowered by section 7(3)(c)(iii) to set norms and standards for inter alia for conditions of service and other employment practices, in terms of section 3(1)(c) of the Public Service Act, 1994, as amended.

The effect of the aforementioned is that the Head of the Office of the Premier is empowered to develop generic transversal policies and guidelines which will suit the needs of the public service in the province.

Clause 12.1 of the Public Service Co-ordinating Bargaining Council (PSCBC) Resolution 1 of 2012, (wage Agreement for 2012/2013), provides that the employer will review the current PMDS for employees on salary levels 1 to 12. The PSR has been amended to give effect to and incorporate the changes in the performance management for employees other than SMS members.

Chapter 4, Part 5 of the PSR 2016 provides norms and standards on the PMDS for employees other than members of the SMS which must be included in the departmental PMDS. The Determination and Directive seeks to elucidate and supplement the PSR 2016 and provide guidance to departments on which areas to revise in their departmental PMDS policies.

Departments are expected to review/amend their PMDS policies and align them to the PSR and the determination and directive.

EPMDS is not about getting cash incentives only, the policy rather aims to enhance institutional effectiveness and service delivery improvement through HR

development programmes, the PDP plays a critical role in this instance, i.e. where there is a performance gap, development through development shall apply.

2. SCOPE AND APPLICATION

This policy shall be applicable to all employees on salary levels 1-12, appointed in terms of the Public Service Act, 1994, as amended by Act 30 of 2007.

This policy is also applicable to contract workers who are employed for a continuous uninterrupted period of a year or longer and have completed a full cycle, unless the contract determines otherwise.

The provisions as set out for first(1st) time participants shall apply to all employees at all levels.

The date of application of this amended EPMDS Policy is **01 April 2018 for the 2018/2019 cycle onwards**. Individual Departments are not allowed to develop their own EPMDS Policy.

3. PMDS FOR EMPLOYEES OTHER THAN SMS MEMBERS

- 3.1 In terms of regulation (71)(1) of the PSR, EAs are expected to approve and implement a PMDS policy for employees other than members of the SMS. The PMDS policy should be approved by an EA prior to the performance cycle for which the system is to be implemented. The EA may establish separate performance management systems for different occupational categories or levels of work.
- 3.2 The PMDS policy for employees other than SMS members shall hinge on the following dimensions.
 - 3.2.1 Key Result Areas (KRAs) - This dimension describes the core functions or broad area of responsibility of an employee. It is broken down into a number of activities.
 - 3.2.2 Generic Assessment Factors (GAFs) - GAFs describe the competency requirements taking into consideration the knowledge, skills and attributes relevant to the employee's work
- 3.3 An EA may use a single assessment instrument to assist in deciding on an Employee's probation and performance.
- 3.4 Performance Agreements or an agreement of similar nature must be signed by both parties (i.e the employee and the supervisor) for it to be valid and binding.
- 3.5 An employee acting in a higher position shall be assessed at the level of his or her post that he or she occupied at the time immediately prior to the acting position and the awarding of performance incentives if he/she qualifies shall be calculated on the lower level.
- 3.6 Any deviation from the provisions of the system during the cycle must be approved by the EA only if such deviation is not to the detriment of any employee and is not inconsistent with the provisions of the determination and directive.the determination and directive.

4. SOURCES OF AUTHORITY

- The Constitution of the Republic of South Africa, 1996
- The Public Service Act, 1994, as amended 2007
- The Public Service Regulations, 2001 as amended 2016
- The Skills Development Act (Act 97 of 1998)
- The Labour Relations Act (Act 66 of 1995)
- Promotion of Equality and Prevention of Unfair Discrimination Act, (Act 4 of 2000)
- Promotion of Access to Information Act (Act 2 of 2000)
- Employment Equity Act (Act 55 of 1998)
- Public Finance Management Act, 1999
- Promotion of Administrative Justice Act, 2000
- White Paper on Transformation of the Public Service, 1995
- White Paper on Human Resource Management, 1997
- White Paper on Affirmative Action, 1998
- White Paper on Transforming Public Service Delivery (Batho Pele), 1997
- White Paper on Public Service Training and Education, 1998
- Treasury Regulations, 2001
- Relevant collective agreements
- Relevant directives issued by the MPSA and, departmental policies
- Regulation (71)(1) of the PSR
- Public Service Act, 1994, Chapter II, Section 3(1) and (2).

5 THE AIMS OF PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM

5.1 Purpose

The EPMDS is aimed at aligning individual contribution to departmental objectives and ensuring that individuals uphold corporate core values. It provides for expectations to be defined and agreed in terms of roles and responsibilities (expected to do), skills (expected to have), and behaviours (expected to be). The overall aim is to develop the capacity of employees to meet and exceed expectations and to achieve their full potential to the benefit of themselves and the department.

5.2 Objectives

The objectives of this policy are to-

- establish a performance and learning culture in the Public Service;
- improve service delivery;
- ensure that all jobholders know and understand what is expected of them;
- promote interaction on performance between jobholders and their supervisors;
- identify, manage and promote jobholders' development needs;
- evaluate performance fairly and objectively;
- recognise categories of performance that are fully effective and better; and
- Manage categories of performance that are not fully effective and lower.

5.3 Principles

The key principles underpinning effective performance management are the following:

- To manage performance in a consultative, supportive and non-discriminatory manner.
- Performance management processes shall link to broad and consistent staff development plans and align with the department's strategic goals.
- Performance management processes shall be developmental, and shall allow for recognising fully effective performance, and for an effective response to performance that is consistently not fully effective and lower.
- Performance management procedures should minimise the administrative burden on supervisors while maintaining transparency and administrative justice.

6. PERFORMANCE CYCLE

The performance cycle shall be a 12-month period which runs concurrently with the financial year starting from 1st April to 31st March of the following year.

The cycle is divided into four integrated phases or elements:

- Performance planning and agreement
- Performance monitoring, review and assessment
- Performance assessment moderations
- Managing the outcomes of performance assessment

7. PERFORMANCE PLANNING AND AGREEMENT (PHASE 1)

The performance planning and agreement is a process whereby each employee's contribution to achieving the organisation's goals is identified.

Given that a job description outlines the purpose of a job, its main objectives and the inherent requirements of a job, it serves as the base document in the performance planning process.

To ensure that each employee is aware of the specific contributions expected of him or her for a predetermined period linked to the performance management cycle, a written agreement must be established in the form of Performance Agreement, Workplan and Personal Development Plan.

7.1 The performance agreement (PA)

- The performance agreement is the cornerstone of performance management at the individual level.
- **All current employees shall enter into, sign and submit performance agreements to the EPMDS Component by 31 May of each year. A newly appointed employee shall conclude, sign and file their PAs or an agreement of similar nature within three (3) months of the date of appointment thereafter two calendar months of the beginning of each financial year.**

- Departmental and component performance measures should inform the development of the individual employee's PA. The PA format applies to all levels in the department and the content must reflect the department's strategic and annual operational plans, component business plans and employee's job description, job role and actual activities and responsibilities.
- The relevant supervisor shall ensure that the signed PAs or agreements of similar nature are submitted to their internal **EPMDS Component** on or before the end of the first working day following the due date for signing of PAs or agreement of similar nature.
- The EA or delegated official may include internal departmental timelines in their PMDS policies to ensure compliance with these dates.
- An employee who is appointed, seconded or transferred to another post or position at the same salary level must enter into a new PA or agreement of a similar nature for the new post or position within three calendar months of his/her appointment/secondment/transfer.
- A seconding department must submit a copy of the signed PA's or agreement of similar nature of a seconded employee to the releasing department within 30 days
- In the event of National and Provincial elections occurring within the first three (3) calendar months of any financial year, all supervisors of the employees must within three (3) months following the month of the election(s) file their subordinates PA's with the HRM components for that financial year.
- An employee who does not comply with the above requirements, shall not qualify for any performance incentives, i.e pay progression and performance bonus (Regulation 72(7)).
- Employees are discouraged from amending a Job Description and Performance Agreement during the performance cycle, unless there are changes to the employee's job description, job grade, organisational structure of the department or its functions or amendments to the objectives and priorities result in significant changes to the content of the job of the employee.
- In the case where the amendment of the PA or an agreement of a similar nature is justified, the amended PA or agreement of a similar nature must be accompanied by a written motivation explaining the reasons for the change.
- This motivation (submission) must be signed by the supervisor and the head of the component and submitted to HRM unit to inform and clarify matters of performance during annual assessments and moderation
- Non-compliance with the submission of PA will result in forfeiture of PMDS incentive unless there is valid reason, note that no deviation is allowed, deviation must be communicated by the supervisor to the EA, the EA would then communicate the reason for deviation with the MPSA.

7.1.1 The content of a PA must include the following:

In terms of Regulation 72(3), as a minimum, a PA or an agreement of a similar nature shall include the following;

- Personal particulars of the employee.
- Description of the purpose of the job.
- Identification of KPA, their weighting and standards for measuring them.
- Agreement on which GAFs are relevant for performing official's KPAs
- Agreement on personal development plan.
- Dates of reviews and formal assessment.
- Dispute resolution.

Personal Particulars of the employee

- (a) A personnel number, job title, post grade as well as a clear a description of the main objectives of the employee's job and the key responsibility areas (KRAs), relevant outputs and competency requirements (GAFs).
 - (b) A workplan containing outputs, activities and resource requirements; and
 - (c) A Personal Development Plan (PDP) that identifies the employee's competency and developmental needs in terms of the inherent requirements of the job, as well as methods to improve these.
- Each KRA should also be weighted as a percentage (%) according to the level of importance and impact it has in the employee's job, The weighting of all KPAs should aggregate to 100%. **The weight shall not be less than 10% and shall not exceed 30%.**
 - GAFs shall not be assessed independently, but must be incorporated and assessed in an integrated manner with the KRAs.
 - The gap identified in the GAFs shall be used to inform areas of development to be included in the Personal Development Plan (PDP) of employees.

Description of the purpose of the job

The purpose of the job should be based on the job description and the department or unit annual performance plan / operational plan.

Identification of Key Performance Areas (KPAs)

The setting of KPAs should be derived from the required outputs of the approved strategic / annual performance /operation plan.

KPAs should be broken down into specific activities or outputs in a work-plan. Indicators are then used to indicate how the successful performance/ achievement of the activities or outputs will be measured.

The identification of KPAs can cover many different aspects of the work:

- Special tasks or events which the employee should ensure are achieved;
- Levels of performance which the employee should maintain and promote;
- Actions or situations for which the employee is personally responsible for delivering his / her "unique contribution".



Assigning of weight on KPAs

An appropriate weight distribution between each KPA must form the basis for a fair and balanced performance assessment. **The minimum weight allocation for each KPA must be 10% and the maximum weight allocation must be 30%.**

Overall, all the percentages of the KPAs should add up to a total of 100% when combined together.

If an employee changes jobs during the performance cycle, but remains at the same level, a new PA must be entered into for the new role and the performance assessment should take both periods into consideration. **All supervisors** are authorised to enter into a performance agreement with another employee on behalf of the department.

The PA, especially the work-plan, should be re-negotiated if the employee has not been in the job role for three months or more for any reason, as for example, maternity, ill health, or study; unless this absence was built into the original agreement. A performance agreement without a completed and attached work-plan will be regarded as invalid and of little use in the performance management process.

The number of KPAs to be included in a PA, the KPAs must not be less than four (4) and not exceed five (5). Each KPA must be weighted (in %) according to the importance it has in the employee's job.

7.2 The work-plan

While the performance agreement is the cornerstone of performance management at the individual level, the work-plan contains the essence of the performance agreement.

The criteria upon which the performance of an employee is assessed consist of Key Performance Areas (KPAs), which are contained in the PA.

KPAs covering the main areas of work will account for 100% of the final assessment

KPAs describe what is expected from an employee in his/her role and focus attention on accomplishments that will assist units and ultimately the organisation in performing effectively. In the work-plan, the KPAs should be broken down into measurable outputs and activities with resource requirements. These are used to indicate how the performance /achievements of the outputs and activities will be measured.

Generic Assessment Factors (GAFs) describe the competency requirements taking into consideration the knowledge, skills, and attributes relevant to the employee's work and are for purposes of identifying developmental areas of employees. The following GAFs should be linked with the agreed KPAs. The supervisor and employee must agree on the number of GAFs that are deemed to be most important for effective performance in a particular job and must be reflected in the performance agreement.

The GAFs are weighed on the 4 point rating scale mentioned hereunder:



1. Job Knowledge

Rating	Category	Description of Ratings
1	Not Effective	Demonstrates a lack of knowledge of relevant policies and practices. Experiences great difficulty in learning. Little value placed on keeping abreast of new work related developments.
2	Partially Effective	Demonstrates little knowledge of aspects of work-related policies and practices. Experiences some difficulty in acquiring/learning. Places little value in keeping abreast of new work related developments
3	Fully Effective	Demonstrates knowledge of policies and practices well. Experiences very little difficulty in acquiring/learning knowledge/information. Keep abreast of work related developments.
4	Highly Effective	Demonstrates outstanding breadth of knowledge on a wide spectrum of related work areas and public service issues.

2. Technical Skills

Rating	Category	Description of Ratings
1	Not Effective	Fails to show ability to apply technical/professional knowledge and skills. Abnormal amount of supervision is required. Performance of workgroup/component is being adversely affected
2	Partially Effective	Requires close supervision and constant guidance in order to properly apply technical/professional knowledge and skills to task in hand.
3	Fully Effective	Demonstrates ability to apply technical/professional knowledge and skills to immediate work situation. Normal level of supervision and guidance necessary
4	Highly Effective	Consistently demonstrates exceptional technical/professional knowledge and skills in connection with immediate work areas and those of wider work environment. Normally no counselling or guidance necessary.

3. Acceptance and Responsibility

Rating	Category	Description of Ratings
1	Not Effective	Declines all responsibility for own areas of work and that of subordinates, seriously impairing the work of workgroup/ component. Requires abnormal amount of supervision/instruction

2	Partially Effective	Either needs assistance in the form of training/counselling, or cannot cope with the full range of responsibilities involved in the job, even though some training and/or counselling has been provided. Room for improvement exists
3	Fully Effective	Constantly accepts responsibility in a competent manner for own areas of work and those of subordinates where applicable. Can be relied upon to accept responsibility in respect of other employees in their absence when requested to do so. Normal level of supervision and counselling required
4	Highly Effective	Often exceeds all normal expectations and accepts responsibility very competently for own areas of work, those of subordinates and other employees in their absence. Conduct may only be described as exceptional, the employee displaying outstanding qualities far exceeding the requirements of the job. Normally no guidance or counselling required

4. Quality of Work

Rating	Category	Description of Ratings
1	Not Effective	Unwilling or unable to accomplish routine tasks. Requires abnormal level of supervision and instruction. Work of workgroup/component is being adversely affected by employee performance
2	Partially Effective	Needs assistance to fulfil important or key tasks. Work not completed on time or at required level of competency. Individual targets are frequently not met.
3	Fully Effective	Accomplished most of key tasks most of the time in a competent and acceptable way. Requires normal level of supervision and guidance
4	Highly Effective	Constantly produces exceptional work, accomplishing all key tasks with high level of accuracy. Normally no or minimal guidance/counselling required

5. Reliability

Rating	Category	Description of Ratings
1	Not Effective	Fails to execute functions as instructed and within agreed upon time frames

2	Partially Effective	Needs to be reminded of responsibilities continually. Usually make excuses.
3	Fully Effective	Supervisor seldom needs to enquire about progress of a task. Shows commitment to work
4	Highly Effective	Takes on additional work eagerly, far exceed normal expectations. Handles greater responsibility independently

6. Initiative

Rating	Category	Description of Ratings
1	Not Effective	Demonstrates little or no initiative at work, seeking out repetitive or routine work. Consequently requires abnormal amount of supervision and instruction. Lack of initiative is detrimental to the workgroup/component
2	Partially Effective	Performance of routine work satisfactory. Occasionally shows creativity, but not at expected level
3	Fully Effective	Works out own programmes/approaches to overcome problems and competently performs to expectations where general principles are not adequate to determine procedure or decisions to be taken. Requires normal level of supervision and counselling
4	Highly Effective	Constantly shows a high level of initiative. Always volunteers for additional responsibilities. Normally no guidance or counselling necessary

7. Communication

Rating	Category	Description of Ratings
1	Not Effective	Unable to express facts and ideas clearly and logically both orally and in writing. Considerable time spent on guidance, editing or correction
2	Partially Effective	Demonstrates some ability to express facts and ideas orally or in writing in a clear and logical manner. Often requires guidance, editing or correction
3	Fully Effective	Expresses facts and ideas orally or in writing in a clear and logical manner. Needs normal guidance, editing or correction



4	Highly Effective	Demonstrates an exceptional ability to express facts and ideas clearly and logically both orally and in writing. Requires minimal guidance, editing or correction.
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8. Interpersonal Relationships

Rating	Category	Description of Ratings
1	Not Effective	Demonstrates the need for persistent mediation and intervention when interacting with others. Shows lack of co-operation, consideration and respect to other employees/clients. Is impolite and inconsiderate.
2	Partially Effective	Demonstrates the need for more than normal mediation and intervention when interacting with others. Gives little co-operation to others and consideration for ideas when not self-initiated
3	Fully Effective	Co-operates well with supervisors, colleagues and those supervised. Is polite and respectful of others. Demonstrates a sound and healthy attitude when interacting with others.
4	Highly Effective	Is a sought after team member. Listens well and is able to mobilise others to achieve organisational goals Demonstrates an exceptionally sound and healthy attitude when interacting with others. Able to get the co-operation of others under difficult circumstances

9. Flexibility

Rating	Category	Description of Ratings
1	Not Effective	Refuses to undertake new work or accept changes in work practices. Work of workgroup/ component seriously impaired as a result. Requires abnormal amount of supervision and instruction
2	Partially Effective	Ability to adapt to change is tolerable but not up to standard
3	Fully Effective	Will readily accept changes in work, work patterns or procedures, work location etc. in order to help achieve objectives. Encourages others to adopt more flexible approaches to work.
4	Highly Effective	Often exceed all normal expectations, encouraging and promoting flexibility at every opportunity.



10. Team Work

Rating	Category	Description of Ratings
1	Not Effective	Unwilling or unable to co-operate with others. Demonstrates lack of commitment and negates teamwork. Work of team adversely affected. Counter productive to group goal
2	Partially Effective	Able to demonstrate a level of co-operation with immediate colleagues but needs assistance in communicating and influencing others. Sometimes does not fulfil group obligations
3	Fully Effective	Acceptable and gets on well with colleagues. Able to influence and communicate well as part of a team. Works to achieve team objectives. Requires normal level of supervision and guidance
4	Highly Effective	Demonstrates exceptional abilities working as member of a team. High level of co-operation communication skills and ability to influence and motivate others to achieve targets. Coaches other team members to better results. Little or no guidance required

11. Planning and Execution

Rating	Category	Description of Ratings
1	Not Effective	Generally inadequate which results in fruitless expenditure in terms of energy, time, human resources, equipment and finances. Lacks ability to scope length and difficulty of project. No clear breakdown of the process steps. Development of work-plans is weak
2	Partially Effective	Some aspects of work result in fruitless expenditure. Very little contingency arrangements. Shows little ability to scope length and difficulty of project. No clear breakdown of the process steps. Development of work-plans weak
3	Fully Effective	Demonstrates ability effectively and efficiently. Demonstrates the ability to scope length and difficulty of project. Clear breakdown of the process steps. Well thought out work-plans
4	Highly Effective	Demonstrates an exceptional ability to scope length and difficulty of projects. Clear sequencing of events/activities/process steps. Work-plans exceptionally well thought through and expressed. Achieves results on time and with required quality



12. Leadership

Rating	Category	Description of Ratings
1	Not Effective	Makes no attempt to motivate or control subordinates. Lack of leadership is having detrimental effects on the workgroup/component
2	Partially Effective	Motivation and control of subordinates is sometimes deficient and there is room for improvement and personal development
3	Fully Effective	Demonstrates leadership qualities through motivation and control of subordinates. Workgroup/component produces good standard of work in terms of quality and quantity. Supports stakeholders in achieving their goals. Inspires staff with own behaviour
4	Highly Effective	Constantly maintains very high standards and manages to overcome problems of motivation and control with minimum guidance or counselling from above. Quality, quantity and timeliness of workgroup/ component of excellent order. Assist in the management and calculation of risks.

13. Delegation and Empowerment

Rating	Category	Description of Ratings
1	Not Effective	Demonstrates an inability to assign tasks/functions to develop employees. Fails to make instructions clear. Fails to communicate expectations. Impedes applicable and appropriate initiatives and the creativity of employees without valid reason
2	Partially Effective	Seldom assigns tasks/functions to develop employees. Seldom takes time to make instructions/tasks clear. Fails to communicate expectations. Often impedes applicable and appropriate initiatives and the creativity of employees without valid reason
3	Fully Effective	Defines roles and responsibilities for project team members and clearly communicates expectations. Shows the ability to trust the ability of others and to develop their potential
4	Highly Effective	Provides clear understanding of responsibility and authority when delegating. Assigns appropriate tasks/functions to employees and provides the necessary guidance and support. Fully utilises and develops human capital by providing adequate training and development opportunities

14. Management of Financial Resources

Rating	Category	Description of Ratings
1	Not Effective	Unable to demonstrate any significant organising and control abilities, delegating skills or time management ability. Ignores or bypasses and is insensitive to subordinate staff. Activities result in fruitless and wasteful expenditure
2	Partially Effective	Demonstrates some organising ability, may define objectives but then loses sight of them. Points the way forward but then allows slackness and ill discipline. Shows some delegating skills but overlooks the need to develop staff. Has some time management ability but requires assistance in this area. Shows some ability to budget and to control expenditure, but not in full control of either
3	Fully Effective	Demonstrates acceptable organising ability with little guidance being necessary. Able to define objectives, organise staff and demonstrate good budget control with normal supervision and guidance. Delegates to staff, encourages initiative and helps develop abilities and talents of subordinates
4	Highly Effective	Demonstrates ability and experience in organising and controlling large volumes of resources, specialised work and staff. Plans well for contingencies even in pressure situations. Consistently defines objectives, anticipates problems, checks results and demonstrates excellent budget control. Excellent delegation ability with either significant numbers of staff or specialists. Coaches and trusts staff using their potential, holding meetings and formulating plans and objectives with them.

15. Management of Human Resources

Rating	Category	Description of Ratings
1	Not Effective	Unable to demonstrate any significant organising and control abilities, delegating skills or time management ability. Ignores or bypasses and is insensitive to subordinate staff. Activities result in fruitless and wasteful expenditure
2	Partially Effective	Demonstrates some organising ability, may define objectives but then loses sight of them. Points the way forward but then allows slackness and ill discipline. Shows some delegating skills but

		overlooks the need to develop staff. Has some time management ability but requires assistance in this area
3	Fully Effective	Demonstrates acceptable organising ability with little guidance being necessary. Able to define objectives, organise staff and demonstrate good control with normal supervision and guidance. Delegates to staff, encourages initiative and helps develop abilities and talents of subordinates. Performance management of staff under her/his supervision
4	Highly Effective	Demonstrates ability and experience in organising and controlling large volumes of resources, specialised work and staff. Plans well for contingencies even in pressure situations. Consistently defines objectives, anticipates problems, checks results and demonstrates excellent control. Excellent delegation ability with either significant numbers of staff or specialists. Coaches and trusts staff using their potential, holding meetings and formulating plans and objectives with them. Performance management of staff under her/his supervision

- The GAFs must not be weighted and assessed independently.
- GAFs must be incorporated and assessed in an integrated manner with the KRAs.
- An employee's development identified in the GAFs shall be used to inform areas of development to be included in the PDP of employees.

7.3 Personal Development Plan (PDP)

Every employee is required to have a Personal Development Plan (PDP) that is prepared to inform the Workplace Skills Plan (WSP) for the next financial year. PDP provides an opportunity for managers/supervisors and employees to jointly identify training and development needs in order to improve the work performance and to support individual development.

The personal development plan records the interventions (actions) agreed to improve performance and to develop skills and competencies. It must be developed to improve the ability of the employee in their current job but also to enable the employee to take on wider responsibilities and extend their capacity to undertake a broader role where applicable.



7.4 Mechanism for the resolution of performance matters

Mechanisms for dispute resolution must include any differences which might arise out of performance agreements, performance review and assessment. Any disagreement must first be resolved internally within the Unit/Component/Branch.

Mechanisms for dispute resolution pertaining to a PA/Agreement of a similar nature:

- 7.4.1 If a dispute arises as contemplated in regulation 72 (4) of the PSR, the EA or delegated official shall appoint a mediator, who shall be an employee, to consider the dispute within one (1) month after the expiry of the due date for signing of the PA or an agreement of a similar nature.
- 7.4.2 Persons appointed to resolve disputes shall preferably be chosen on the basis of their functional expertise and people skills and not necessarily a legal qualification since performance disagreements should preferably be a consensus driven process resolved through dialogue.
- 7.4.3 The PMDS mediation process shall not exceed a period of one month.
- 7.4.4 If the mediation process fails, an employee may consider a formal grievance in terms of the Public Service Grievance Procedure.

The PA must specify mechanisms to resolve disputes about all aspects of the PA:

- (a) Mechanisms for dispute resolution must include any differences which might arise out of the content of the PA.
- (b) Agree on a mutually accepted person to resolve the grievance that might arise, the supervisor's supervisor should be considered first.

8. PERFORMANCE MONITORING, REVIEW AND ASSESSMENT (PHASE 2)

8.1 Performance monitoring

- (i) Performance of employees must be monitored by supervisors on a continuous basis to enable the identification of performance barriers and changes and to address development and improvement needs as they arise, as well as to:
 - Determine progress and /or identify obstacles in achieving objectives and targets;
 - Enable supervisors and jobholders to deal with performance-related problems;
 - Identify and provide the support needed;
 - Modify objectives and targets; and
 - Ensure continuous learning and development.



8.1.1 The performance of employees must be monitored by SUPERVISORS on a continuous basis

with oral feedback to an employee by supervisors meaning performance should not be discuss only quarterly or bi-annually but on a continuous basis in writing, if the employee's performance is unsatisfactorily.

The conducting of mid-year performance reviews and annual performance assessments are compulsory, and must be in writing. The annual assessment shall reflect the performance of the employee for the entire performance cycle. (April to March). The annual assessment must be conducted even if the employee was employed for less than 12 months in a performance cycle.

A four (4) point rating scale shall be used to assess the performance of employees

- A rating of a "3" on the scale entails "fully effective".
- An employee who is rated " fully effective" has fully complied with the requirements of the job.
- On the rating scale, this translates to an overall score of 100%
- Only whole numbers must be used in the scoring (no decimal numbers are allowed (eg 3.5)

8.2 Performance reviews and assessment

- (a) Performance reviews shall be used to monitor performance and provide feedback on the achievements made in meeting the set outputs or targets agreed to for the quarter. These reviews are necessary to motivate and reveal to the employee, areas that need improvement and if required, to modify the PA.
- b) The performance of an employee shall be reviewed on a quarterly basis, with the understanding that such reviews may be verbal if the employee's performance is satisfactory. **However, it is compulsory that two formal performance reviews / assessment be conducted annually, one in the middle of the financial year(April Sept) and one Annual Assessment ,which is the assessment of the entire performance cycle.** These two formal reviews shall be on a one-on-one basis between the employee and his or her supervisor, which are confidential and shall be recorded on the prescribed instruments.
- (c) The formal performance reviews/ assessment shall be conducted and submitted as follows:

REVIEW/ ASSESSMENT TYPE	PERIOD OF REVIEW/ ASSESSMENT	Reviews/ Assessment between employee and supervisor	SUBMISSION TO EPMDS UNIT
Mid-year review	01 April – 30 September....	15 October of each year	31 October each year
Annual Appraisal	01 April – 31 March	15 July each year	31 July each year

Annual Dates	Current Cycle Activities	Responsibility
31 May	Signed PA is filed/submitted to HR	____ Responsibility: Supervisor & Employee
30 June	Finalisation of capturing of employee performance agreements on PERSAL	____: Responsibility: HR
31 July	Finalisation of annual performance assessments	____ Responsibility: Supervisor & Employee
31 October	Submission of the mid-term reviews(April to Sept)	____ Responsibility: Supervisor & Employee
30 November	Approval of moderated annual performance assessments.	____ Responsibility: AA / EA or delegated Authority____
31 December	Implementation of outcomes of the annual performance.	Responsibility: HR/Finance/Accounting Officer_asses

- (d) If the submission dates fall on a weekend or public holiday, the reviews/ assessment shall be submitted to EPMDS Unit on the first working day following the due date.
- (e) An employee and his or her supervisor shall share the responsibility for initiating these performance reviews / assessment.
- (f) During the formal performance reviews / assessment, the supervisor and employee shall allocate a score according to the extent to which the specified standards in relation to KPAs have been achieved throughout the reporting period.

8.3 Categories performance rating scale

The following four(4) point rating scale shall be used for the purpose of formal mid-year reviews and annual performance assessment.

Four(4) Point Rating Scale.

Rating	Category and Score	Description
1	Not Effective (less than or equal to 66%)	Performance does not meet the expected standard for the job. The review/assessment indicated that the jobholder has achieved <u>less than fully effective results against all or almost all</u> of the performance criteria and indicators as specified in the Performance Agreement and Workplan.
2	Partially Effective (67%-99%)	Performance meets some of the standards expected for the job. The review/assessment indicated that the jobholder has achieved <u>less than fully effective results (partially achieved) against more than half</u> of the performance criteria and indicators as specified in the Performance Agreement/Workplan.
3	Fully Effective (100%-119%)	Performance fully meets the standard expected in all areas of the job. The review/assessment indicates that the jobholder has achieved as a minimise <u>effective results against all</u> of the performance criteria and indicators as specified in the Performance Agreement/Workplan.
4	Highly Effective (120%-133%)	Performance far exceeds the standard expected of a jobholder at this level. The review/assessment indicates that the jobholder has achieved better than fully effective results against more than half/or in all areas of the performance criteria and indicators as specified in the PA and Workplan and maintained this in all areas of responsibility throughout the performance cycle.

In cases where the employee scores 1 or 2, the supervisor in collaboration with the employee shall agree on performance improvement plan which must be submitted to the EPMDS Unit. For the scoring of 4, a summary of achievements for performance far exceeding the standard expected of a jobholder must be provided.

The assessment rating calculator shall be used to provide a final score based on adding the scores achieved for each KPA

8.4 Provisional Assessment Rating

During this face-to-face session, the supervisor and the employee must endeavour to reach consensus on the employee's rating (self-assessment and supervisor assessment)

If there is consensus between the supervisor and employee on the rating, this becomes the **Provisional assessment Rating(PAR)**. The employee's supervisor then submits this Provisional assessment Rating to EPMDS Unit. If there is disagreement the process of grievance as outlined in resolution 14 of 2002 shall be followed.

9. PERFORMANCE ASSESSMENT MODERATIONS (PHASE 3)

- In terms of Regulation 71(5)(e), the PMDS of departments must provide for arrangements and structures for the purpose of performance moderation to ensure fairness and consistent application of the employee performance management system.
- The EA or delegated official (Head of Department) shall appoint committees to review, validate and moderate the annual performance assessments and submit the recommendations to the relevant EA for approval.
- The performance moderation is conducted by a higher level of management above the supervisor to ensure, as far as possible, that the performance of all employees is evaluated fairly and consistently across the department.
- The performance moderation processes may be conducted in two steps if so desired, i.e. the intermediate review committee (optional) and departmental moderation committee (compulsory).
- The purpose of moderation is to ensure that supervisors are assessing performance in a consistent manner across the department with a common understanding of the standard required at each level of the rating scale.

9.1 Intermediate Review Committee (IRC)

- Departments may establish an Intermediate Review Committee (IRC) at a Programme or Chief Directorate level for reviewing the performance assessment rating agreed upon by the employee and the supervisor.
 - The need for such a committee will depend on the size and structure of the department.
 - The IRC receives the performance assessment ratings of all employees in the Chief Directorate or Component level to review, compare and validate the ratings. If the IRC agrees with the ratings, the ratings are then submitted to the moderating committee.
 - Any recommendation on the changing of the rating scores must be referred back to the employee or Component level to review, compare and validate to try and reach consensus on the change.
 - If the supervisor and the employee cannot agree, the unchanged/original rating is forwarded to the Moderating Committee, with the comments from the IRC, the supervisor and employee.
 - After receiving the written confirmation of a final Confirmed Assessment Rating, an aggrieved employee may then submit his / her appeal to the Assessment Appeal Panel, and failing to reach an agreement and a solution, the employee may then submit a formal grievance in terms of the Public Service Grievance Procedure.

9.2 Departmental Moderating Committee (DMC)

- Each EA or the relevant delegated authority/ies, must establish a Departmental Moderating Committee (DMC) for employees other than members of the SMS, which is chaired by the Head of Department (HOD) or his/her delegate.
- The Committee furthermore, may consist of senior managers at the discretion of the EA or relevant delegated official.

Roles of the DMC

- (a) To ensure that the annual performance assessment is done in a realistic, consistent and fair manner, to monitor the performance assessment process by obtaining an overall sense of whether norms and standards are being applied consistently and realistically to employees on the same level and across the department as a whole.
- (b) The DMC should not assess each individual case for purposes of evaluating ratings, but should develop an overall view of the results of the assessment process. If the DMC identifies deviations or discrepancies, these should be dealt with in a just, fair and consistent manner.
- (c) The DMC must keep detailed minutes and records of decisions, in particular, if it recommends either increasing or decreasing rating scores. Such decisions must be communicated to the supervisor and the employee.
- (d) The Moderating Committee shall confirm the rating, which is the final rating score for an employee.

Other additional roles of the DMC

Provision of oversight of the application of the PMDS policies, ensuring that the performance management process, including the setting of performance standards is valid, fair and objective;

- (a) Detection of potential problems in the PMDS and advising the HOD accordingly;
- (b) Reviewing overall assessment scores across unit sections/programmes in the department;
- © Recommending reward levels and remedial action for different types of performance outcomes; and
- (d) Making recommendations regarding actions to be considered where managers and supervisors do not properly and fairly execute their responsibilities with regard to contracting, provision of performance feedback, mid-year reviews, annual assessment and rating in terms of the PMDS.

COMPULSORY CAPTURING OF EMPLOYEE PERFORMANCE MANAGEMENT INFORMATION

All Heads of Department and Government Components must ensure that the employee's performance information is captured on PERSAL or a system determined by the MPSA(PSR 71(7))

9.3 Normal distribution curve

The normal distribution curve principles, may assist the Moderating Committee to evaluate the summarised analysis of the outcome of performance ratings. In terms of the normal distribution, about 25 percent of staff may generally qualify for performance bonus.

9.4 Assessment Appeal Panel (AAP)

- (a) The role of the AAP becomes clear in the overall context of performance assessment and moderation. This role is two-fold: (a) as a departmental recourse for an employee in a disagreement over a proposal by the IRC to amend an assessment rating, and after being informed of final rating (Confirmed Assessment Rating) before a formal grievance is lodged, and (b) as an arbiter in ad hoc disputes and disagreements.
- (b) Departments shall constitute an Assessment Appeal Panel (AAP) for specific cases and must include expertise of the line function, performance management, legal affairs, and labour relations. The panel will consider written representations from employees in the event of a disagreement. The AAP that is then constituted has the following responsibilities:
 - To review a disagreement between an employee and the department over his/her Confirmed Assessment Rating, and to make a recommendation in this regard to the Departmental Moderating Committee. The submission in this instance is made by the aggrieved employee to EPMDS Unit which then ensures that the AAP is activated and set up appropriately.
 - To act as an arbiter and make recommendations to the Departmental Moderating Committee in the event of special cases of disputes and disagreements, for example, in a specific section or with a specific manager or supervisor, or of a specific employee, especially in cases where the interpretation or application of the EPMDS is an issue.
- (c) No additional evidence or motivation is allowed at this stage, the Assessment Appeal panel shall only review the initial evidence / motivation that was submitted to justify the scoring by the employee or supervisor.

10. MANAGING THE OUTCOMES OF THE PERFORMANCE ASSESSMENT (PHASE 4)

The outcomes of the performance assessment should be used to make informed decisions, including but not limited, to the following aspects:

- Confirmation of appointment/ extension of probation
- Pay progression
- Performance bonus
- Managing poor performance

10.1 Management of Probation

All new permanent appointees to the Department are appointed on probation for 12 months effective from his or her date of appointment.

This process will be managed via the EPMDS as follows:

- (a) The EPMDS will be used to assess the employee during his or her probation.

- (b) The performance review process of the employee on probation shall be conducted every 3 months from the date of appointment, using the prescribed Performance Review Instrument.
- (c) After a period of 12 months employment, the supervisor of the probationer is required to make a recommendation on whether or not appointment should be confirmed.
- (d) The performance review instrument must be submitted to the relevant office immediately following the review.
- (e) The outcome of the assessment is to be utilised for the confirmation of probationary appointment
- (f) If the probationer is not deemed suitable for the relevant post, professional advice must be obtained on the available options, including job rotation, training, extension of probation, formal registration on the incapacity programme or, as a last resort, dismissal.

10.2 Pay Progression

- (a) Employees on salary levels 1 to 12 are eligible for pay progression to the maximum notch of the salary level attached to their posts. Progression to the next higher notch within the employee's salary level shall be based on a period of continuous service and performance that is fully effective, and is not automatic. **The pay progression takes place annually on 01 July of a year.**
- (b) An Employee other than first (1st) time participants must complete a continuous period of at least 12 months on his or her salary level, commencing from 1 April to 31 March of the following year and must be performing at least at the level of fully effective (satisfactory), as assessed in terms of the EPMDS **in order to be considered for pay progression**
- (c) A First (1st) time participant must complete a continuous period of at least 24 months on her or his salary level commencing from 1 April to 31 March of the year following the next year and must be performing at least at the level of fully effective (satisfactory) on both years, as assessed in terms of the EPMDS **in order to be considered for pay progression.**
- (d) Employees on personal notches (i.e. on a notch above the maximum of the salary level attached to his or her post) and those on the maximum notch of the salary level shall not qualify for pay progression. The pay progression system does not impede the Executive Authority to award a higher salary to employees in terms of the PSR (Chapter 1 Part V/ C3. Therefore:
 - Employees, who are awarded a higher salary level by the Executive Authority, that does not correlate to the job weight attached to their job, shall not qualify for pay progression; and
 - Employees, who are awarded a higher notch within the salary level, which correlates to the job weight attached to their job, shall qualify for pay progression, provided they comply with the set criteria.

10.3 Performance bonus

A performance bonus is a financial reward granted to an employee in recognition of sustained performance that is Highly Effective, i.e Performance far exceeds the standard expected of a jobholder at this level and is rated as such in terms of the rating scales. In order to qualify for the granting of a bonus, an employee must complete a continuous period of at least 12 months running from 01 April to 31 March of the next year and the qualifying period for first (1st) time participants is 12 months, running from 01 April to 31 March of the year following the next year.

The value of a performance bonus is calculated on the employee's actual notch (levels 1-10) or remuneration package (levels 11 and 12) as at 31 March of the year under review.

The department must not exceed 1.5% of its remuneration budget for bonuses. Should this amount prove to be insufficient to award the maximum percentage cash bonuses, the Departmental Moderating Committee may scale down the applicable percentages by allocating a lower percentage in the range to qualifying employees to ensure that the Department stays within the 1.5% limit. The budget must not be exceeded.

10.4 Budget for incentives

- Departments shall, annually set aside 2% of their Wage Bill for the awarding of pay progression and 1.5% of the Remuneration Budget for the awarding of performance bonuses.
- The awarding of performance cash bonuses shall be at a ceiling of a **maximum of 9%** of the basic salary (levels 1-12)

10.5 Managing unsatisfactory and poor performance

- Supervisors are required to identify and then, in line with a developmental approach, deal with poorly performing employees under their supervision.
- The supervisor must comply with the procedural requirements of PSCBC Resolution 10 of 1999 and Resolution 1 of 2013, the "Incapacity Code".

It is the supervisor's responsibility to follow up on the performance review of an employee whose performance is below the required standards. The management of poor performance by the supervisor should occur throughout the performance period so that the employee does not hear that his or her performance is not satisfactory for the first time in an annual performance assessment meeting.

The Code of Good Practise in the Labour Relations Act requires an employer to:

- Investigate to establish the reasons for the employee's unsatisfactory performance;
- Give the employee appropriate instruction, training, guidance, coaching and counselling;
- Allow the employee a reasonable time to improve; and
- Consider alternative sanctions short of dismissal.



The manager must assess the employee's review, and identify a course of action that will address the shortcomings. Whilst the primary aim is to assist the employee to achieve satisfactory work performance, there is the possibility that it may also ultimately lead to dismissal (after exhausting all avenues)

11. GENERAL POLICY PROVISIONS

11.1 Time frame for the appeal

An employee may only lodge an appeal within thirty (30) days from the date on which the employee received written feedback on his or her performance assessment. Appeals lodged after this period will not be considered.

11.2 Mechanism for the Resolution of Performance matters

- If the attempt to resolve the disagreement has failed, the EA or delegated official (i.e. HOD) shall, if not already nominated by the supervisor and employee, appoint a mediator who shall be an employee, to consider the disagreement within one (1) month after the expiry of the due date (PA, performance review and assessment).
- Appointment of persons to resolve dispute should be on the basis of their functional expertise and people skills and not necessarily due to a legal qualification.
- If the mediation process fails, an employee may consider a formal grievance. The mediation process shall not exceed a period of 30 calendar days.

11.3 Prolonged absence during the performance cycle

- If an employee is absent with permission or on precautionary suspension for a continuous period of three (3) months or longer, the affected employee shall be regarded as having performed satisfactorily for that period of absence within that applicable performance cycle (Regulation 72(12)).
- Periods of prolonged absence with permission include all types of approved leave.

11.4 Acting in Higher Positions

- An employee acting in a higher position shall be assessed at the level of his or her post that he or she occupied at the time immediately prior to the acting position and the awarding of performance incentives if he/she qualifies shall be calculated on the lower level.
- Acting for longer than **three(3) months**, the EPMDS templates must change to include the duties of the acting but you are being assessed with the lower level tools



11.5 Staff Movement

Staff members changing jobs within the department during the PMDS cycle, performance reviews related to the employee vacating the post have to be completed prior to moving to the new position. When an employee is transferred to another department, a progress review discussion will be conducted for the current PMDS cycle prior to the employee leaving the department. In the case of supervisors, regardless of the reason for their departure, they will be required to assess their staff prior to departure.

In the case of lateral transfers, it is the responsibility of the releasing department to provide their most recent performance assessment to the new department.

Employees promoted in the middle of a financial year, e.g. 01 May, shall enter into a new performance agreement within three (3) months and adjust the work plan to reflect the job content of the new post. The agreement shall be valid from the time of promotion until the end of the financial year. In this regard the employee shall not qualify for any performance financial rewards for the financial year in which he/she was promoted.

Employee rotation should be done on bi-annual review basis between components or units, the releasing and receiving manager/supervisor should communicate and conduct a consolidate review or assessment for the specific period or mid-term under review.

12. Roles and Responsibilities of stakeholders

The following role players will assume the responsibilities outlined to promote the effective implementation of the EPMDS in the department:

12.1 Supervisors

- Working jointly with the employee in developing the performance agreement which include the following:
 - **KPAs** that reflect business priorities of the department and ongoing activities as established in their own performance agreement and that of senior manager to whom they report;
 - **Work-plan** that reflect expected outputs, time frames/ targets and measures to gauge progress on expected outputs;
 - **Personal Development Plan** for the employee
- **Scheduling and conducting performance reviews** with the employee to assess progress against performance commitments, modifying the performance agreement if required.
- **Scheduling and conducting an mid-year reviews and annual assessment** of the performance of the employee, rating his or her performance accordingly, and discussing the findings with the employee:
 - For employees on probation, actively monitoring the employee's performance and providing an attestation in the employee's

performance as to whether the employee has met his or her performance expectations at the end of the probation period;

- **Routinely communicating** with employees in an honest and respectful manner about their performance throughout the performance cycle, providing feedback, coaching and mentoring;
- **Identifying unsatisfactory performance at the earliest opportunity** and developing an improvement plan with the employee to address performance issues within a prescribed period of time.
- **Supervisors are encouraged to deal with pe and poor or substandard performance hereby improving the general health, climate and morale of employees.**

12.2 Employees

- **Working closely with their manager / supervisor to develop their performance agreement**, including the **work plan** and ensure that:
 - They understand how their work objectives support the department's business objectives;
 - They understand how they are expected to achieve their work objectives(KPAs), including expected behaviours GAFs and
 - They identify their career path, and training and development opportunities are included in the workplace skills plan.
- **Periodically conduct a self – performance review / assessment** to determine whether they are achieving their work objectives, demonstrating expected behaviours, and fulfilling commitments in their learning and development plan;
- **Keeping their manager / supervisor informed** of any progress or problems in achieving their work objectives, seeking assistance when required;
- **Keeping track of their accomplishments**, contributions and successes of their work;
- **Advising their manager/ supervisor and seeking his or her advice if they identify a risk** that may compromise their ability to achieve their work objectives;
- **Fully participating** in performance review discussions and meetings;
- **Being open to feedback**, recognizing that it is essential to their effectiveness at work;
- **Preparing for their annual assessment** by reviewing notes taken over the quarterly performance reviews and being ready to discuss achievements and areas for improvement;
- **Acknowledging that they reviewed and discussed their performance agreement** with their manager/supervisor by signing it.

12.3The Head: Human Resource Management and Development

To ensure that:

- The system is made available and revisions properly communicated;
- A plan is jointly developed with the HRD unit for the training of supervisors and employees in the implementation of the EPMDS;



- Regulatory changes that are likely to affect the EPMDS, are communicated timeously;
- Performance agreements and employment contracts of relevant staff are reconciled where necessary;
- Dates for submission of Performance Agreements, Quarterly Reviews/ Annual Assessment are set;
- The Moderating Committee is properly constituted;
- Keep records of moderation proceedings.
- On-going technical support is provided to employees.
- Training needs are identified and incorporated into the Training Plan and Work place skills plan.
- Induction and re-orientation is conducted for all current and new employees on EPMDS.
- EPMDS documentation is collected, quality assured and captured on Persal.
- Statistical data is made available for moderation purposes.
- Reports are compiled and submitted to the relevant stakeholders.

12.4 The Head of Department (HOD):

To enforce/oversee the fair implementation of the Policy

12.5 The Executing Authority (EA)

The EA identifies the key government priority areas and the priorities the department should deliver on. The EA then assigns the responsibility for the achievement of departmental goals to the HOD through the latter's performance agreement. The EA authorises the use of the EPMDS as the departmental policy and system.

13. Non Compliance

Employees and supervisors who do not comply with the requirements of this policy, including non-compliance with the due dates for the submission of EPMDS documentation shall, automatically be disqualified from any possible performance-related incentives for the year under review and may be subjected to a disciplinary action.

14. POLICY REVIEW

This policy must be reviewed every three (3) years.

15. CONCLUSION

Departments should view as its responsibility to certify that all employees feel valued and also that good effort is acknowledged such that the departments grow with their employees in achieving their mission and strategic objectives.

It is imperative that individual employees contribute positively to the within a delineated logical process.

**16. APPROVAL OF THE PROVINCIAL EMPLOYEE PERFORMANCE
MANAGEMENT AND DEVELOPMENT SYSTEM (EPMDS) POLICY
BY THE DIRECTOR-GENERAL : MR. J. BEKEBEKE**


SIGNATURE

DATE: 28 MARCH 2018