



**agriculture &
rural development**

Department:
Agriculture and Rural Development
North West Provincial Government
REPUBLIC OF SOUTH AFRICA



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| Organisation | Department of Agriculture and Rural Development |
| Programme | Administration |
| Policy | Performance Management and Development System Policy |
| Policy Number | ref. 3/13/P |
| Compiled by | Directorate: Human Resource Development |
| Approved |  HEAD OF DEPARTMENT DATE: 20/07/2024 |



1. PREAMBLE

The North West Provincial Administration is committed to improving the lives of its communities. Public Servants can only achieve this mission through effective delivery of services.

The Department of Agriculture and Rural Development commits itself to contribute meaningfully to the improvement of lives of the North West province through its services through implementation of this policy.

Effective and efficient service delivery hinges on effective performance of employees. Therefore management of employees' performance is an integral part of effective service delivery. It is an on-going process where the employee and manager strive constantly to improve the employee's performance and his or her contribution to the organisation strategic goals. The primary orientation of performance management shall be developmental in nature.

2. PURPOSE

The success of the Public Service in delivering its operational and developmental goals depends primarily on the efficiency and effectiveness where employees carry out their duties. Managing performance is therefore a key human resource management tool which has the following guiding principles:

- 2.1 To enhance departmental performance against the strategic plan.
- 2.2 To enhance individual performance against agreed upon objectives by solving individual performance problems.
- 2.3 To enhance the manager – employee relationship by allowing for frequent communication of expectation in terms of set objectives, accurate performance evaluation and feedback.
- 2.4 To manage underperformance in a firm and constructive manner.
- 2.5 To reward good performance.



- 2.6 To give direction to employees in terms of their live-long learning, career progression and personal development.
- 2.7 To enable a culture of continuous improved service delivery.

3. INTERPRETATION

A number of terms are used throughout this document as well as in the assessment instruments which are defined as follows:

Employee: Refers to any person employed in terms of the Public Service Act, 1994, irrespective of rank or position.

Newly appointed Employee: Refers to an employee that is a first time appointment in Government and will include employees, who are appointed for the 1st time, are from the Private Sector, Municipalities or Public Entities. (1st time participants in the PMDS)

Competence: The blend of knowledge, skills, behaviour and attributes that an employee can apply in the work environment, which indicates an employee's ability to meet requirements of a specific post.

Incentive: An encouragement or motivation to greater performance.

Manager/ Supervisor: Anyone whose duties in the main involves responsibility for the work of others. Both terms shall be used interchangeably in this policy.

Main Objectives: They are core responsibilities which together define and accomplish the purpose of the job as indicated in each employee's job description.

Performance Cycle: The period in respect of which performance is to be assessed.

Performance Standards: They are mutually agreed criteria used to describe how well work must be done. They must be specific, measurable, attainable, and realistic



with time frames. Standards develop over time and need to be constantly adjusted to reflect current conditions.

Performance Agreement: (PA) a document agreed upon and signed by an employee and his/her supervisor, which includes a description of the job, selected KRAs and GAFs, a work plan and the employees' personal development plan.

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

OSD: Means an Occupation Specific Dispensation determined by the Minister in terms of Regulations 42.

PMC: Means the Performance Moderating Committee.

4. STATUTORY AUTHORIZATION

- 4.1 Public Service Act, 1994 as amended
- 4.2 Public Service Regulations, 2016
- 4.3 White Paper on Human Resources Management
- 4.4 White Paper on Transforming of Public Service Delivery (Batho Pele)
- 4.5 White Paper on Transformation of the Public Service (WPTPS)
- 4.6 Labour Relations Act, 1995
- 4.7 Employment Equity Act, 1998
- 4.8 Skills Development Act, 1998
- 4.9 Skills Development Act, 1998

5. POLICY STATEMENT

The Department undertakes that:-

- All employees have a right to be formally evaluated within one performance cycle to determine the level of their performance.



- all employees shall be eligible for performance rewards provided they meet the set qualifying criteria,
- good performance shall be rewarded accordingly with the incentives available based on the provisions of the Incentive Policy Framework.
- poor performance shall be managed and dealt with using the applicable interventions,
- conclusion of all performance reports shall be conducted by a Performance Assessment Review Committee appointed by the Head of Department for the period under review,
- due process shall be followed to eliminate subjectivity, unfairness and prejudice,
- the principles of applicable legal and policy frameworks shall be adhered to,
- managers shall manage the performance of their employees and HRD shall manage the Performance Management and Development System,

6. ROLES AND RESPONSIBILITIES OF THE STAKEHOLDERS

| STAKEHOLDER | DUTY/ RESPONSIBILITY |
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| Executing Authority (or Head of Department) or his/her delegate | <ol style="list-style-type: none"> 1. Determine a system for performance management and development for employees within his/her department who are not senior managers. 2. Ensure total commitment of managers by way of full compliance with the policy framework. 3. Ensure that employees are provided with the necessary resources to carry out their responsibilities. 4. Designate formal annual assessment dates for each employee. 5. Ensure that all employees are assessed on an annual basis. 6. Ensure that there is existence of a systematic remedial support for poor performance and that good performance is rewarded accordingly; 7. Appoint the Performance Assessment Review Committee. |

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| | <ol style="list-style-type: none"> 8. Appoint a Departmental Performance Moderating Committee constituted by Chief Directors from different programmes. 9. Appoint Performance Assessment Appeal Committee. 10. Ensure that the Moderating Committee is well conversant with the assessment process. 11. Ensure that progress on PMDS is given at Departmental Management Committee meeting; and 12. Ensure that PMDS must be one of the Head of Department's Key Responsibility Areas, upon which she/he is assessed. 13. The EA or delegated official may include internal departmental timelines in the PMDS policies to ensure compliance with these dates. |
| <p>The Director of Human Resource Development</p> | <ol style="list-style-type: none"> 1. Ensure smooth implementation of the system. 2. Ensure development of performance agreements and workplans. 3. Manage and monitor the process. 4. Be supportive and drive the process forward. 5. Facilitate the training of employees; and 6. Ensure overall coordination of the PMDS process |
| <p>Human Resource Practitioners</p> | <ol style="list-style-type: none"> 1. Ensure that every employee is trained on PMDS. 2. Ensure that Job Description and Performance Contracts are implemented in line with the approved PMDS Policy. 3. Give advice to supervisors in the preparation of performance agreements and workplans. 4. Give advice to Moderation Committee. 5. Ensure that training is cascaded to all managers. 6. Give advice on PMDS policy matters. 7. Identify and manage problems relating to PMDS |

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| | <p>broadly.</p> <ol style="list-style-type: none"> 8. Assist with queries/enquiries concerning PMDS; and 9. Advice on counselling procedure where necessary |
| The Performance Assessment Review Committee | <ol style="list-style-type: none"> 1. Ensure that the performance management process, including the setting of performance standards is valid, fair and objective 2. Received the performance assessment reports of all employees in the Programme/ Chief Directorate to review, compare and validate the ratings 3. Submit the reviewed ratings to the Departmental Performance Moderating Committee, if they agree with such ratings 4. Amend ratings where they do not agree with such ratings. 5. Keep detailed minutes and records of decisions, in particular, if it recommends either increasing or decreasing rating scores. |
| The Performance Moderation Committee | <ol style="list-style-type: none"> 1. Ensure that the performance of all employees is evaluated fairly and consistently across the Department. 2. Conduct assessment moderating meetings to review and/or ratify assessment outcomes. 3. Ensure that there is an objective assessment of all employees' performance. 4. Ensure that performance bonuses are widely distributed and that pay progression and bonuses are within budgetary provisions, that is, 1.5% of the total remuneration bill for performance bonuses and 2% of the wage bill for pay progression (unless otherwise determined through wage agreements). 5. Monitor procedural and substantive compliance with the policy in assessing employees' performance |

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| <p>The Performance Assessment Appeal Committee</p> | <ol style="list-style-type: none"> 1. Moderate on all assessment reports of employees who have lodged grievances 2. Provide the HOD with recommendations on the grievance lodged and 3. Monitor procedural and substantive compliance with the policy in assessing performance of employees. |
| <p>Supervisors</p> | <ol style="list-style-type: none"> 1. Show the employees the link between strategic objectives of the department and the directorates that the employees are serving. 2. Communicate the performance assessment process to all employees before the commencement of the performance assessment cycle. 3. Fully inform the employees of the criteria used for assessments. 4. Explain the development of Performance Agreements to all employees under their supervision. 5. Develop a Performance Agreement jointly with each employee. 6. Ensure that signed PA's are submitted to Human Resource Development on or before the end of the first working day following the signing of the PA's. 7. Provide informal performance feedback to employees on regular basis and formal feedback on designated date. 8. Identify training needs of employees. 9. Carry out the annual assessment of the employees on the designated date. 10. Convey the final assessment results to the employees. 11. Report/ present the annual assessment of the employees to the Moderating Committee. 12. Afford the employee the right to refuse to sign a |

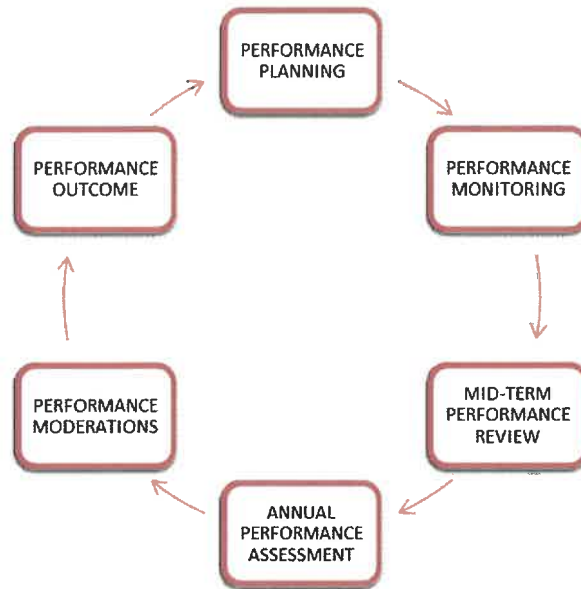
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| | <p>performance assessment if not satisfied with the outcome of the assessment; and</p> <p>13. Identify the appeals route to be followed in the event of dissatisfaction with the outcome of the assessment.</p> |
| Employees | <ol style="list-style-type: none"> 1. Conclude and sign their Performance Agreements on or before 31 May of each financial year. 2. Clarify with their immediate supervisors the dates and process for developing and submitting their Performance Agreement. 3. Participate in and sign a Performance Agreement including the workplan. 4. Take full responsibility for their career; and 5. Commit themselves to personal development for purposes of advancement and growth. |
| Union representatives | <ol style="list-style-type: none"> 1. Assist employees in the case of an appeal. |

7. STEPS IN THE PERFORMANCE MANAGEMENT PROCESS

The performance cycle is a twelve (12 month) period for which performance is planned, executed and assessed. The cycle commences from 1st April to 31st March of the following year. The probation cycle is however linked to the appointment date of the employee.

There are six steps in the performance management process as illustrated in the diagram and explained below:



7.1 PERFORMANCE PLANNING

The functions/tasks are identified in a role clarification session, performance standards set, and performance outputs/ objectives determined by both the supervisors and the employees. These must be linked with departmental strategic goals. Planning also involves aspects such as the manner and methods of observation, feedback, evaluation, development and how the results of the assessment would be used.

The Performance Contract (The Performance Agreement, Workplan and Personal Development Plan)

- 7.1.1 All permanent and fixed term contract (12 months or longer) employees shall conclude and sign their Performance Agreements (PA's) on or before 31 May of each financial year.
- 7.1.2 A newly appointed employee shall complete his/her Performance Agreement within the first three months of appointment. Within that time, there must have been enough induction or orientation to the new environment.
- 7.1.3 A performance contract exists when both parties have agreed on and signed the Performance Agreement and a Workplan.

- 7.1.4 The relevant supervisor shall ensure that the signed PAs are submitted to their internal HRD components on or before the end of the first working day following the due date for signing of PA's (i.e. 1st working date of June).
- 7.1.5 An employee who is appointed, seconded or transferred to another post or position at the same salary level (horizontal) must enter into a new PA for the new post or position within three calendar months of his/her appointment/ secondment/ transfer. For seconded employees, a copy of the signed PA must be submitted by the seconding department to the releasing department within 30 days.
- 7.1.6 An employee who does not comply with the requirements in paragraphs (a) to (d) above in Roles and Responsibilities of the Employee, **shall not qualify for any performance rewards**, i.e. pay progression and performance bonus.
- 7.1.7 Employers are discouraged from amending a PA in the last quarter of a performance cycle (i.e. 1 January to 31 March), unless changes to the employee job description, job grade, organizational 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.
- 7.1.8 In the case where the amendment of the PA is justified, the amended PA must be accompanied by a written motivation explaining the reasons for the changes. This motivation must be signed by the supervisor and the Head of the Component and submitted to HRD unit to inform and clarify matters of performance during annual assessments and moderation.
- 7.1.9 The Departmental Strategic Plan, Departmental Service Delivery Improvement Plan, the Component's Operational Plan and the employee's Job Description must inform the development of the individual employee's Performance Agreement.



- 7.1.10 The content of the PA (refer to Annexure A) must include the following:
- A PERSAL number, job title, post grade as well as a clear description of the main objectives of the employee's job and the key responsibility areas (KRA's), relevant outputs and competency requirements (GAF's)
 - A Workplan containing the outputs, activities and resource requirements. Refer to Annexure B
 - 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. Refer to Annexure C.
- 7.1.11 The manager and the employee are required to take joint responsibility for the development of the employees' Performance Agreement and the Workplan. The manager however remains accountable.
- 7.1.12 Where due to operational activities, an employee reports directly to a person other than his/her supervisor e.g. a manager in another directorate/ department or project, that other manager must give inputs in planning the work that the employee will perform, feedback and review sessions.
- 7.1.13 If a supervisor has a number of employees under his/her control who perform the same outputs, the supervisor must have a session with them to identify and agree on the main objective(s)/ outputs, standards and indicators; stakeholders and methods of assessment, in order to draw similar workplans for the entire group. Performance Agreements and Personal Development Plans must be drawn up on an individual basis.
- 7.1.14 The PA must include a Personal Development Plan (PDP) Refer to Annexure C. The purpose of the development plan is to identify any performance output shortfall in the work of the employee in order to plan and implement an action plan to reduce the gap. The employee and the manager are required to take joint responsibility for the achievement of the PDP.
- 7.1.15 Developing Performance Criteria



7.1.15.1 The criteria for assessment must be agreed a year in advance of the annual performance assessment.

7.1.15.2 The criteria upon which the performance of an employee is assessed consist of Key Result Areas (KRA's) and the Generic Assessment Factors (GAF's). Each employee must be assessed against the KRA's only. KRA's covering the main areas of work will account for 100% of the final assessment.

7.1.15.3 The KRA's must be broken down into key activities and performance measures. Each KRA must be weighted (in %) according to the importance it has in the employee's job. The weighting of all the KRA's must add up to 100%. The weight of each KRA shall not be less than 10% and shall not exceed 30%. It therefore implies that there must be between four (4) and five (5) KRA's.

7.1.15.4 Generic Assessment Factors (GAF's) are elements and standards used to describe knowledge, skills and attributes. From the GAF list, the supervisor and employee must agree on at least five out of the fifteen GAF's that are deemed to be most important for effective performance in that particular job (refer to Annexure D for a Guide to Generic Assessment Factors).

7.1.15.5 The list of GAF's are:

- | | |
|---------------------------------|---------------------------------------|
| 1. Job Knowledge | 9. Flexibility |
| 2. Technical Skills | 10. Team Work |
| 3. Acceptance of responsibility | 11. Planning and Execution |
| 4. Quality of Work | 12. Leadership |
| 5. Reliability | 13. Delegation and Empowerment |
| 6. Initiative | 14. Management of Financial Resources |



7. Communication

15. Management of Human Resources

8. Interpersonal relationships

7.1.15.6 GAF's shall not be weighted. GAF's shall not be assessed independently, but must be incorporated and assessed in an integrated manner with the KRA's.

7.1.15.7 Any employee development identified in the GAF's shall be used to inform areas of development to be included in the PDP of employees.

7.1.15.8 The employees' performance will be assessed in terms of set standards as outlined in the work plan. The performance standards applied must be discussed and agreed up-front.

7.1.15.9 The performance assessment must be based only on performance criteria agreed upon during the regular meetings held between employee and manager/ supervisor.

7.1.15.10 Employees' performance must be judged according to the four-point rating scale as indicated in the performance assessment instrument.

7.2 PERFORMANCE MONITORING

Supervisors must continually monitor employee's performance as well as the manner in which the employees utilise their knowledge, skills and attributes in the performance of activities specified in the workplan. The supervisors must also record the strong and weak points as well as specific training and development needs of employees. Oral feedback should be provided on an employee's performance if the performance is satisfactory and in writing if the employee's performance is unsatisfactory.



7.3 MID-TERM PERFORMANCE REVIEW

- 7.3.1 One-on-one communication sessions must take place from time to time between the supervisors and employees about the progress toward the achievement of the objectives agreed upon. This provides feedback and creates an opportunity for the employees to raise particular concerns and / or suggestions. Managers have the duty to communicate performance feedback close to the events being assessed. The performance review sessions are also necessary to reveal areas required to modify the PA.
- 7.3.2 These sessions serve to assist employees in determining the status of their performance at any given time separate from the annual performance assessment period.
- 7.3.3 The performance feedback must be both formal – in writing after a discussion between an employee and a supervisor at least once (mid-year) during the twelve (12) months preceding the employee’s annual formal performance assessment date (refer to Annexure E); and informal – verbally on a quarterly basis. The conducting of mid-year performance reviews and annual performance assessments are compulsory and must be in writing.
- 7.3.4 Where performance is unsatisfactory (that is, not fully effective and below) the feedback must be in writing.
- 7.3.5 The conducting of mid-year performance reviews and annual performance assessments are compulsory: the mid-year review shall be conducted during September and the annual assessment during April.
- 7.3.6 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 that cycle.



- 7.3.7. The periodic reviews must include a discussion on the employee's development plan requirements.
- 7.3.8. The employee must be informed of an intended formal performance review at least 48 hours prior to the review-taking place to enable him/her to prepare for performance feedback. The review must be a one on one discussion between the supervisor and the employee.
- 7.3.9. Employees have the right to know when their managers are assessing them. The feedback must be limited to the mutually agreed outcomes from the workplan and the scope of the feedback cannot be expanded unilaterally.
- 7.3.10. The employee's performance review will be based on the categories of performance elucidated in the policy. The employee may choose not to sign the indicated results if not satisfied with the outcome of the assessment. However, he/she has to acknowledge receipt of the assessment outcomes. He/she must be granted the right to appeal against the decision arrived at in the assessment process and can also follow the grievance and dispute resolution procedures applicable in the Public Service.
- 7.3.11. Normal performance interventions available to employees and managers are inter alia coaching, mentoring, advice, attendance of courses, in-service training.
- 7.3.12. Any performance improvement mechanisms to address identified training and development needs must be recorded in the performance development plan (refer Annexure D). The training and development needs will not only be identified during performance reviews and assessments, but also at the planning phase when the workplan is developed.
- 7.3.13 It might become clear to managers and employees during the performance feedback/ review sessions that the criteria set or agreed upon for the achievement of objectives at the planning stage were not specific enough or



they were unrealistic and not attainable. Re-planning may be necessary at this stage and is encouraged only if it will lead to the improvement of the employees' performance and both parties agree on the need to re-plan.

- 7.3.14 Once the performance review has been concluded, the employee and the manager must sign the mid-year review form (Annexure E) to indicate that the formal six monthly performance review has occurred.
- 7.3.15 In the event of a dispute arising between a manager and an employee during a review session, the person identified as the mediator in the Performance Agreement, shall be consulted by the aggrieved person.

7.4 ANNUAL PERFORMANCE ASSESSMENT

- 7.4.1 Formal performance assessment is conducted to identify the overall level of performance of employees during a particular performance cycle. This is the ultimate determination of whether the performance of the employees has been up to the agreed upon or set standards. The annual assessment instrument is utilized at this stage (refer to annexure F).
- 7.4.2 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 that cycle.
- 7.4.3 A four (4) point rating scale shall be used to assess the performance of employees. A rating of "3" on the scale entails "fully effective". On the rating scale this translates to an overall score of 100% and implies that an employee has fully complied with the requirements of the job.
- 7.4.4 Only whole numbers must be used in the scoring (no decimals numbers are allowed, e.g. 3.5).



7.4.5 The performance review and annual assessment of employees will be based on the following **categories of performance**:

| RATING | CATEGORY | DESCRIPTION |
|---------------|--|--|
| 1 | NOT EFFECTIVE (less than or equal to 66%) | Performance does not meet the expected standard for the job. The review/ assessment indicates that the job holder has achieved <u>less than fully effective results against all or almost all of the performance criteria and indicators</u> 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 indicates that the jobholder has achieved <u>less than fully effective results (partially achieved) against more than half of the performance criteria and indicators</u> as specified in the Performance Agreement and 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 minimum <u>effective results against all of the performance criteria and indicators</u> as specified in the Performance Agreement and 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 <u>better than fully effective results against more than half/ or in all areas of the performance criteria and indicators</u> as specified in the PA and Workplan and maintained this in all areas of responsibility throughout the performance cycle. |

7.4.6 For ratings of below or above a fully effective (3) rating, e.g. "1","2" or "4", written motivation to be provided on Annexure J and attached to the assessment review. Should such motivation not be provided, the moderated score for the relevant KRA will revert to a "3" (fully effective) rating by default.

7.4.7 Assessment of the achievement of results (KRAs outlined in the workplan

- Each KRA must be assessed on the extent to which the specified standards have been met and the outputs achieved.
- An indicative rating on the four-point scale must be provided for each KRA.
- The performance assessment calculator shall be used to calculate the overall performance score(s).

7.4.8 Assessment of GAFs

- GAF's must not be assessed independently, but must be incorporated and assessed in an integrated manner with the KRA's.

7.4.9 The employee must confirm his/her participation in the final performance feedback session in the form of a signature.

7.4.10 Employees who due to operational activities report to anybody other than their supervisor, that other person (manager) must perform the assessment of the work that the employee(s) was performing and hand over to the employee(s) supervisor.

7.4.11 Teams performance appraisal (where applicable) occurs at the end of projects. Completion periods differ from project to project.

7.5 PERFORMANCE MODERATIONS

- The Executive Authority or his/her delegate must appoint a committee(s) to moderate the annual performance assessments and submit the



recommendation to the relevant Executive Authority or his/her delegate for approval.

- The performance moderation committees will ensure that the performance of all employees is evaluated fairly and consistently across the Department.

7.5.1 The Departmental Performance Moderating Committee (DPMC)

- The Department shall establish three committees for the performance assessment review phase. One for employees on salary levels 2 to 7, another for employees on salary levels 8 to 10 and the last one for employees on salary levels 11 to 12 as well as employees on posts in the Occupationally Specific Dispensation (OSD). After the performance assessment review phase, the committees must compile reports and submit to the DPMC
- The Role of the Departmental Moderating Committee is:
 1. Provision of oversight with regards to the application of the PMDS policies, ensuring that the process, including the setting of performance standards is valid, fair and objective.
 2. Detection of potential problems in the PMDS system and advising the HOD accordingly.
 3. Ensure that the annual performance assessment is done in a realistic, consistent and fair manner.
 4. 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.
 5. DPMC should not assess each individual case for purposes of evaluating ratings, but should develop an overall view of the results of the assessment process.
 6. Identify deviations or discrepancies and deal with it in a just, fair and consistent manner.
 7. Confirm the rating, which will be the final rating score for an employee.



8. Recommend reward levels and remedial action for different types of performance outcomes.
9. Recommend 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 ratings in terms of the PMDS
10. Ensure that the rewards recommended are within the budget and that the Department does not overspend on the budget.

These committees will exclude the Director Legal Services, Director Risk Management & Information Technology, as well as Director Policy and Planning.

7.5.2 The Performance Assessment Appeal Committee (PAAC)

- The Performance Assessment Appeal Committee (PAAC) is established by the Head of Department to manage disagreement over ratings referred to above.
- The Panel shall be constituted by the Director Legal Services, Director Risk Management and Information Technology, Director Policy and Planning as well as Labour Relations.
- The employee concerned may also be represented by a member of his/her employee organisation if he/she so chooses. The Panel must consider all written representations within fourteen working days from the date of being received.
- The PAAC has the following responsibilities: -
 1. To make recommendations to the Departmental Moderating Committee on the rating of employees where there is disagreement between the employee and the supervisor (having exhausted interventions within the Programme) and/ or between the supervisor and the Performance Assessment Review Committee.



2. Make recommendations regarding actions to be considered where managers and supervisors did not properly and fairly execute their responsibilities with regard to the PMDS.
- In the event of any continued/ persistent disagreement over the performance assessment of an employee, involving the employee and his/her supervisor, the employee may, within five days of being informed of the decision of the Performance Assessment Appeal Panel, follow the formal grievance rules of the Public Service. As is the case with other aspects of the PMDS, employees must be informed of the route and processes to be followed in the event of disagreement over performance assessments.

7.6. PERFORMANCE OUTCOMES

- 7.6.1. The outcome of the performance assessment process will be used to decide on confirmation of appointment for employees on probation, rewards and development of employees.
- 7.6.2. The following outcomes may be linked to the completion of a performance assessment:
 - Performance improvement mechanism(s) – to address further training/ development in some aspects of the job;
 - Rewards/ incentives – which must be in line with the Public Service Incentive Policy Framework dated 19/09/2017; as well as DPSA Circular 2 dated 01/07/2005 on the Implementation of an inclusive flexible remuneration package system for employees on salary levels 11 and 12;
 - Corrective action – as a result of the employees' consistent 'not effective' or "partially effective' performance despite performance improvement endeavours, or as a result of the supervisors' consistent negative behaviour patterns.



- 7.6.3. In the event a dispute arises between a supervisor and an employee assessed, the Public Service Grievance Procedure as well as the Public Service Dispute Resolution Procedure will be resorted to for a resolution.

8. PROLONGED ABSENCE DURING THE PERFORMANCE CYCLE

- 8.1. Normal periods of leave for example vacation leave and/or short periods of sick leave do not usually interfere unduly with the employee's performance management cycle. In the case of other forms of absence for a continuous prolonged period of time, supervisors and employees should have a discussion to reach mutual agreement on the ability to execute a meaningful rating for that period or for an annual assessment. If it is not possible to make a meaningful review or annual rating, it must be indicated in writing. While an employee is not penalised for any form of formally approved leave, it is also true that an employee who has been absent for a prolonged period, has not rendered the same extent of service as an employee who did not have such prolonged leave.
- 8.2. A period of at least 9 (nine) months' actual performance must be considered for a recommendation on the allocation of a performance reward except for employees on maternity leave where a required completed period must be 8 (eight) months. (NWP Administration PMDS policy 2007)

9. RESIGNATION OR DEATH

- 9.1. In the event of resignation or death, payment of recommended rewards will only be considered where the employee had completed a full performance cycle, that is, from April to March of a particular financial year and the performance results are known.

10. STAFF MOVEMENT



- 10.1. In the event of an employee being transferred between jobs within a department or between departments in the Public Service during the Performance Management and Development System cycle, the employee's performance reports for the period must be completed prior to the transfer. If the employee vacating a post is also a supervisor, the performance reviews for each employee reporting to him/her must be completed prior to the transfer.
- 10.2. Assessment of seconded employees remains the responsibility of the mother department. The department may liaise with the employer to whom the employee has been seconded in order to obtain relevant information necessary to assess that employee.

11. ACTING APPOINTMENTS

- 11.1. An employee acting in a higher position for three months or longer, must amend the relevant parts in the Performance Agreement to include the new roles and responsibilities.
- 11.2. An employee acting in a SMS post, must utilize the system and documents for non-SMS members.
- 11.3. An employee acting in a higher position shall be assessed at the level of his/her post that he/she occupied at the time immediately prior to the acting position.
- 11.4. Any performance incentives that he/she qualifies for shall be calculated on the lower level, regardless of whether or not the employee was remunerated for so acting.

12. SECONDMENT

- 12.1. The employee must during the period of secondment be subject to the performance management, assessment and reward system.



- 12.2. An employee seconded to another position/ department for three months or longer, must amend the relevant parts in the Performance Agreement to include the new roles and responsibilities.
- 12.3. If the employee is seconded to another department, the responsibilities, key performance areas and outputs required must form part of a Performance Agreement entered into with the employee by both the Department and the Recipient Department.
- 12.4. If an employee's performance does not meet the required standard, his/her secondment may, depending on the circumstances, be terminated.
- 12.5. Payment of rewards, where a seconded employee qualifies, should be implemented by the employee's own Department and then recovered from the Recipient Department.

13. DEALING WITH PROBATION

- 13.1. In terms of the Public Service Act, 1994 as amended, the period of probation shall not be less than 12 calendar months. The period of probation is linked to the appointment date of the employee. The assessment to decide on whether the appointment must be confirmed or not must therefore take place 12 calendar months after the date of appointment. This means, an employee's probationary period will not necessarily coincide with the 1 April to 31 March cycle.
- 13.2. Performance Management and Development System will serve as the process to assess an employee during probation. The performance assessment of employees on probation must be conducted quarterly (refer to Annexure G for probation quarterly assessment forms). At expiry of the probationary period the supervisor of the probationer must do a final assessment of the employee's performance through an Annual Assessment Instrument (Annexure F) in order to make a recommendation on whether or not appointment must be confirmed. This assessment must not be subjected to moderation. Where probation period runs

concurrently with the performance cycle, two annual Instruments must be completed, (i.e. one to decide on probation period and the other one to be moderated).

- 13.3. Although the outcome of this assessment may not necessarily lead to assessment for reward, it may be utilized for confirmation of appointment and development purpose.
- 13.4. In terms of the PSR, 2016, 68(7)(a), The period of probation of an employee shall be extended by a period equivalent to the delay by the employee for signing his/her performance agreement on the due date as required in terms of PSR, 201 regulation 72(1).

14. MANAGING INEFFECTIVE AND POOR PERFORMANCE

- 14.1. The employee's performance rating as 'not effective' or 'partially effective' during the annual performance assessment must not be the first indication of the employee's shortcoming. Performance monitoring, including the performance reviews, provide opportunities to ensure this does not happen.
- 14.2. In managing performance that is not effective or partially effective, the following remedial or developmental support may also be implemented, subsequent to the determination of the cause thereof:-

Training and Development – in the case where an employee lacks the necessary inherent competencies in order to carry out his/her job.

Employee Assistance Programme – where an employee encounters social and related problems that may cause poor work performance.

Incapacity Code – if the performance is not effective and the desired improvement cannot be effected due to employee's unfitness or incapacity to carry out his/her duties the supervisor must comply with the procedural requirements of PSCBC Resolution 10 of 1999 and Resolution 1 of 2003 – "Incapacity Code".



Disciplinary action – after suggested performance improvement mechanisms and several warning, consistent poor performance on the part of employees may require taking of disciplinary actions in terms of the Labour Relations Act and the Disciplinary Code and Procedures (i.e PSCBC Resolution 2 of 1999 as amended).

15. REWARDING GOOD PERFORMANCE

- 15.1. The purpose of incentives or rewards is to recognize and acknowledge employees' good performance (that is performance which is Highly Effective) and to motivate those who are performing above the agreed upon or set standards.
- 15.2. The Heads of Department shall in terms of the Medium Term Expenditure Framework allocate a certain percentage of the budget towards financial incentive scheme. Such financial incentives shall be communicated to all employees.
- 15.3. Rewards or incentives must be linked with performance and focused on results or performance output. They shall influence performance and create more pleasant work environment as they serve to appreciate and add meaning to employees work.
- 15.4. The reward system will be implemented in respect of each deserving employee based on the assessment of the supervisor and the recommendation of the relevant Moderating Committee (where applicable) with the approval of the HOD or his/her delegate.
- 15.5. There must be consistency in the application of rewards/ incentives by all Departments in the Provincial Administration. Equal rewards must be awarded for staff that performs at the same level so that they are perceived as equitable.



15.6. The Public Service Incentive Framework makes provision for the awarding of the Pay Progression and/ or performance bonus to employees who achieve performance, which is satisfactory fully effective and/ or significantly above expectation or outstanding.

Pay Progression:-

15.7. Employees are eligible for pay progression to the maximum notch of the salary level attached to their posts. **Only one notch progression per assessment** can be awarded to an employee. (Refer to tables 1 and 2 on pages 25 and 26)

15.8. An employee must complete a continuous period of a least twelve months on his/her salary notch on 31 March of a year and must be performing at fully effective. The pay progression cycle (and therefor the assessment cycle for this purpose) will run over a continuous period of 12 months, commencing on 1 April of a particular year.

15.9. Pay Progression will be implemented annually on 01 July of each year where an employee qualifies for such.

15.10. Employees on personal notches, or that are on the maximum notch of their salary scale, shall not qualify for pay progression, but shall receive an annual salary adjustment on the salary scale.

15.11. Newly appointed employees (1st time participants) must wait 24 months before they qualify for pay progression.

15.12. According to DPSA circular dated 19/12/2016 - paragraph 5 and 6, any 1st time participant who completed the entire performance cycle, and who complies with the stipulated performance criteria, is eligible for an annual performance bonus. This means that 1st time participants (newly appointed employees) do



not have to wait for at least 24 months to qualify for a performance bonus, as is the case with pay progression.

15.13. A department may allocate **2%** of the total wage bill for increments in terms of the pay progression system. This percentage may **NOT BE EXCEEDED**.

15.14. The 2% budget should be calculated as follows:

The wage bill for purposes of pay progression consists of the combined total of the employees' salary notches, the employers contribution to the GEPF (annual value) and the service bonus (annual value) as on 31 March, including the annual cost of living adjustments projected for implementation on April.

Tables 1 and 2 indicate the linkages between performance outcome and rewards/incentives as they will apply for employees on salary levels 1-10 and 11-12.

TABLE 1
PMDS RATING/ REWARDS SCALE TABLE (LEVELS 1-10)

| RATING | PERFORMANCE CATEGORY | FINAL SCORE | OUTCOME/ DECISION/ REWARDS | REMARKS |
|---------------|-----------------------------|----------------------------------|---|---|
| 1 | Not Effective | Less than or equal to 66% | <ul style="list-style-type: none"> - No Rewards or Incentives - Probation period may be extended or employment terminated | <ul style="list-style-type: none"> - Appropriate intervention compulsory - Prescribed incapacity procedures must be followed |
| 2 | Partially Effective | 67 – 99% | <ul style="list-style-type: none"> - No Rewards or Incentives - Probation period to be extended | <ul style="list-style-type: none"> - Appropriate intervention compulsory |
| 3 | Fully Effective | 100 – 119% | <ul style="list-style-type: none"> - Appointment to be confirmed - Pay Progression: One notch <u>ONLY</u> | <ul style="list-style-type: none"> - Appropriate skills development programmes to be considered in order to improve the level of performance |
| 4 | Highly Effective | 120 – 133% | <ul style="list-style-type: none"> - Appointment to be confirmed | <ul style="list-style-type: none"> - Level of performance acknowledged as |

| | | | | |
|--|--|--|--|-------------|
| | | | - Pay Progression: One notch | outstanding |
|--|--|--|--|-------------|

TABLE 2
PMDS RATING/ REWARDS SCALE TABLE (LEVELS 11-12)

| RATING | PERFORMANCE CATEGORY | FINAL SCORE | OUTCOME/ DECISION/ REWARDS | REMARKS |
|---------------|-----------------------------|----------------------------------|---|---|
| 1 | Not Effective | Less than or equal to 66% | <ul style="list-style-type: none"> - No Rewards or Incentives - Probation period may be extended or employment terminated | <ul style="list-style-type: none"> - Appropriate intervention compulsory - Prescribed incapacity procedures must be followed |
| 2 | Partially Effective | 67 – 99% | <ul style="list-style-type: none"> - No Rewards or Incentives - Probation period to be extended | <ul style="list-style-type: none"> - Appropriate intervention compulsory |
| 3 | Fully Effective | 100 – 119% | <ul style="list-style-type: none"> - Appointment to be confirmed - Pay Progression: One notch <u>ONLY</u> | <ul style="list-style-type: none"> - Appropriate skills development programmes to be considered in order to improve the level of performance |
| 4 | Highly Effective | 120 – 133% | <ul style="list-style-type: none"> - Appointment to be confirmed - Pay Progression: One notch <u>ONLY</u> | <ul style="list-style-type: none"> - Level of performance acknowledged as outstanding |

15.15. The following options may also be considered for rewarding Highly Effective performance. The department is to have guidelines to ensure consistency in implementing these options. These incentives may also apply where considered appropriate for rewarding of teams/ groups for teamwork.

Monetary Rewards:

- Prizes
- Breakfast/ Lunch/ Dinner at departmental costs
- Department donations to a charity in the employee(s) names
- Attendance of professional meeting(s), seminar(s) or conference(s) at departmental costs

Non-monetary Rewards:

Rewards for Recognition:

- Certificate of recognition
- Formal public recognition
- Informal acknowledgement
- Letter of appreciation/ praise
- Publicity (mention in the department's newspaper)
- Being selected to represent the department at special meetings/ functions

Rewards through Job Tasks/ Responsibilities:-

- Exposure in higher-level tasks/ responsibilities (for career development)
- Opportunity for advanced training
- Opportunity for self-management (exempt from close supervision)
- Greater opportunity to set own goals and priorities
- More frequent participation in decision-making

Status Indicators Rewards:-

- Status Symbols (nameplate, new furniture etc.)
- Invitations to higher level meetings.

15.16. The following more cost-effective awards may also be awarded and the department can choose colours of their liking and emblems/ logo's/ code of arms relevant to the department:

- Tie/ Scarf
- Pen and stand/ holder
- T-Shirt/ Golf shirt



- Trophy (this could be differentiated by sizes)

16. MANAGING GRIEVANCES

- 16.1. Grievances emanating from the PMDS process shall be submitted to the Departmental Labour Relations Unit through completing and submission of the prescribed grievance form.

17. GENERAL GUIDING PRINCIPLES

- 17.1. Any deviation from the provisions of the system during the cycle may be approved by the relevant executive authority only if such deviation is not to the detriment of any employee and is not inconsistent with the provisions of the Public Service Act, the PSR and the Determination and Directive on PMDS.
- 17.2. The Department shall ensure that the employees' performance information is captured on PERSAL (PSR 71(7))
- 17.3. The Department shall ensure that accurate records of all performance assessments and the outcomes thereof are kept.

18. TIME FRAMES

The following time frames as prescribed in terms of the Public Service Regulations, 2016 and directives issued by the MPSA are applicable:

| ANNUAL DATES | CURRENT CYCLE ACTIVITIES | PREVIOUS CYCLE ACTIVITIES |
|---------------------|--|---|
| 31 May | PA Signed | N/A |
| 01 June | PA submitted to HR | N/A |
| 30 June | Finalisation of capturing of signed performance agreements on PERSAL. | Finalisation of capturing of employee performance information on PERSAL. |
| 31 July | N/A | Finalisation of annual performance assessments. |
| 31 October | Finalisation of mid-year reviews | N/A |
| 31 December | N/A | Implementation of outcomes of the annual performance. |
| | | |

19. REVIEW

The policy shall be reviewed on amendment of the National and/or Provincial Policy being amended or as and when it becomes necessary.

20. COMMENCEMENT OF THE POLICY

This policy shall be implemented by the Department with effect from 01 April 2024.

A handwritten signature in black ink, appearing to be 'TJW', is located in the bottom right corner of the page.