

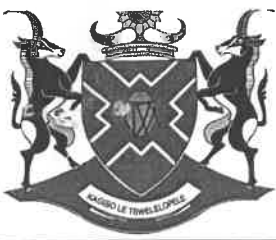


**DEPARTMENT COMMUNITY SAFETY &
TRANSPORT MANAGEMENT**

North West Provincial Government

REPUBLIC OF SOUTH AFRICA

**PERFORMANCE MANAGEMENT
DEVELOPMENT SYSTEM POLICY
(NWPG) PMDS NO 13 AS AMENDED**



dcs&tm

Department:
Community Safety & Transport Management
North West Provincial Government
REPUBLIC OF SOUTH AFRICA



Human Resource Management

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TO : AMINISTRATOR

THROUGH : HEAD OF DEPARTMENT

FROM : DIRECTOR HUMAN RESOURCE MANAGEMNT

DATE : 31ST OCTOBER 2018

SUBJECTE : REQUEST FOR APPROVAL TO UTILIZE THE PROVINCIAL PMDS POLICY NWPG NO 13 AS AMENDED BY THE DEPARTMENT OF COMMUNITY SAFETY AND TRANSPORT MANAGEMENT

1. PURPOSE

To request approval from Administrator to utilize the Provincial PMDS policy NWPG 13 as amended by the Department of Community Safety and Transport Management.

BACKGROUND

Following extensive consultation with the relevant stakeholders i.e. Provincial PMDS Forum, Labour Union through the PSCBC, the Administrator in the office Premier has approved the attached Provincial PMDS Policy to be implemented effective from the 1st April 2018.

The PMDS Policy is therefore approved by the Office of the Premier with the understanding that all Provincial Departments adopt the PMDS Policy to ensure uniform and consistent application of the policy across the departments.

3. FINANCIAL IMPLICATION


No financial implication will be incurred as the policy has been aligned to the Public Service Regulation 2016.

4. PERSONNEL IMPLICATIONS

The policy will be applicable to all officials on salary levels 2-12.

5. RECOMMENDATIONS

It is recommended that the Administrator approve the Provincial PMDS Policy NWPG no 13 to be utilized by the Department of Community Safety and Transport Management.


MS/MS Tselapedi

Director: Human Resource Management

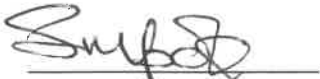

Date



REQUEST FOR APPROVAL TO UTILIZE THE PROVINCIAL PMDS POLICY NWPG NO 13 AS AMENDED BY THE DEPARTMENT OF COMMUNITY SAFETY AND TRANSPORT MANAGEMENT

Recommended / ~~Not Recommended~~

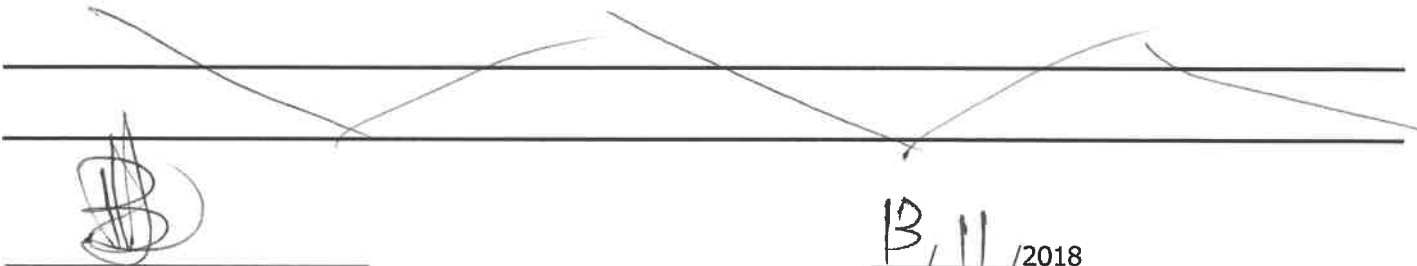
To streamline implementation of
PMDS in the Dept in line with ASR 2016



Ms Sizile Moolokeng
Chief Director: Corporate Services

9/11/2018
Date

Recommended / ~~Not Recommended~~

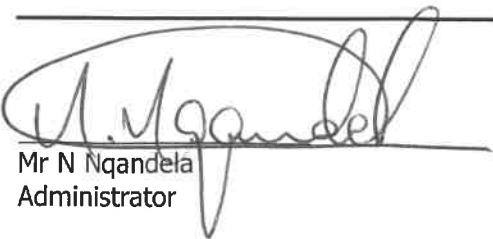


Ms B.A Mofokeng
Head of Department

13/11/2018
Date

It is recommended that the Administrator approve the Provincial PMDS Policy NWPG no 13 to be used by the Department of Community Safety and Transport Management.

Approved Not Approved



Mr N Ngandela
Administrator

14/12/2018
Date



Office of the Premier

North West Provincial Government
REPUBLIC OF SOUTH AFRICA



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INSTITUTIONAL DEVELOPMENT SUPPORT

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**TO : ALL HEADS OF DEPARTMENT
ALL DEPUTY DIRECTORS GENERAL**

**FROM : MR. B. CHUMA
DEPUTY DIRECTOR GENERAL: INSTITUTIONAL
DEVELOPMENT SUPPORT**

**SUBJECT : CIRCULAR: APPROVED PROVINCIAL PMDS POLICY –
LEVEL 1 - 12**

1. Following extensive consultation with the relevant stakeholders i.e. Provincial PMDS Forum, Labour Relations Forum members and Labour Unions through the PSCBC, the Administrator in the Office of the Premier has approved the attached Provincial PMDS Policy to be implemented effective from the 1st April 2018.
2. The PMDS Policy is therefore approved with the understanding that all Departments adopt the provincial PMDS Policy to ensure uniform and consistent application of the policy across the departments.
3. The Directorate of Human Resource Practice and Administration will also notify the DPSA, AG and DPME to accept the Provincial PMDS Policy as evidence to MPAT standard 3.3.1 in the MPAT 1.8.
4. This Policy document therefore supersedes all other departmental policies that existed prior the adoption and approval of the Provincial PMDS Policy.

Regards.

MR. B. CHUMA
DEPUTY DIRECTOR GENERAL: IDS

25/09/2018

DATE

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POLICY TITLE: **PERFORMANCE MANAGEMENT AND DEVELOPMENT
SYSTEM (PMDS)**

POLICY NO.: **NWPG 13**

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.

Effective and efficient delivery hinges on effective performance. Therefore management of employees' performance is an integral part of effective service delivery. It is an ongoing 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.

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:

- (a) To enhance organisational/ departmental performance against the strategic plan.
- (b) To enhance individual performance against agreed upon objectives by solving individual performance problems.
- (c) To enhance the manager – employee relationship by allowing for frequent communication of expectation in terms of set objectives, accurate performance evaluation and feedback.
- (d) To manage under-performance in a firm and constructive manner.
- (e) To reward good performance.
- (f) To give direction to employees in terms of their live-long learning, career progression and personal development.
- (g) To enable a culture of continuous improved service delivery.

Performance Management is the process of measuring the performance required to meet strategic goals, convert them into team and individual goals and manage them through reward and recognition. The specific objective is to ensure achievement, relevance and consistency with overall strategy and necessary change action.

Furthermore, performance management is considered historically as a process which will bind both the cultural and strategic dimensions of performance improvement in the Provincial Administration on a continuous basis.

TERMINOLOGY

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 who is a first time appointee in Government. Such employee may have been recruited from the Private Sector, Municipalities or Public Entities. (First 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: 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 workplan 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.

SCOPE OF APPLICATION

This policy applies to all employees appointed by the North West Provincial Administration, other than employees who are members of senior management whose management of performance is separately provided for.

STATUTORY AUTHORIZATION

- (a) Public Service Act, 1994 as amended
- (b) Public Service Regulations, 2016
- (c) White Paper on Human Resources Management
- (d) White Paper on Transforming of Public Service Delivery (Batho Pele)
- (e) White Paper on Transformation of the Public Service (WPTPS)
- (f) Labour Relations Act, 1995
- (g) Employment Equity Act, 1998
- (h) Skills Development Act, 1998
- (i) Promotion of Administrative Justice Act, 2000
- (j) DPSA Directives; Determinations and Circulars on PMDS matters.

13. POLICY PROVISIONS AND ROLES AND RESPONSIBILITIES

13.1 GOALS/ PRINCIPLES

13.1.1 One of the principles of the WPTPS is the improvement of service delivery. However the delivery of services cannot be efficiently affected without the proper management of employees' performance. PMDS has therefore been chosen as a management tool through which the standard of efficiency can be upgraded in order to improve not only the quality of service delivery, but to improve the standard of performance, to enhance and build capacity and to have a skilled and professional public service. It must therefore focus on performance related processes, outputs and consistency across departments.

13.1.2 The goals are therefore to:

- (a) Establish an objective system through which performance can be managed.
- (b) Guide employees to assist them to be able to link strategic focus areas of the Provincial Administration with their departmental operational activities.
- (c) Give clarity to employees on what must be done, how and why it must be done.
- (d) Involve employees in setting standards and empowering them on how to achieve them.
- (e) Establish which skills are necessary and arrange appropriate interventions.
- (f) Ensure regular and consistent review of employees' performance as well as assessment of employees on an annual basis.
- (g) Timely corrective action where there is deviation in terms of expected performance and outcome.
- (h) Ensure rewarding of performance or incentives where it is due.

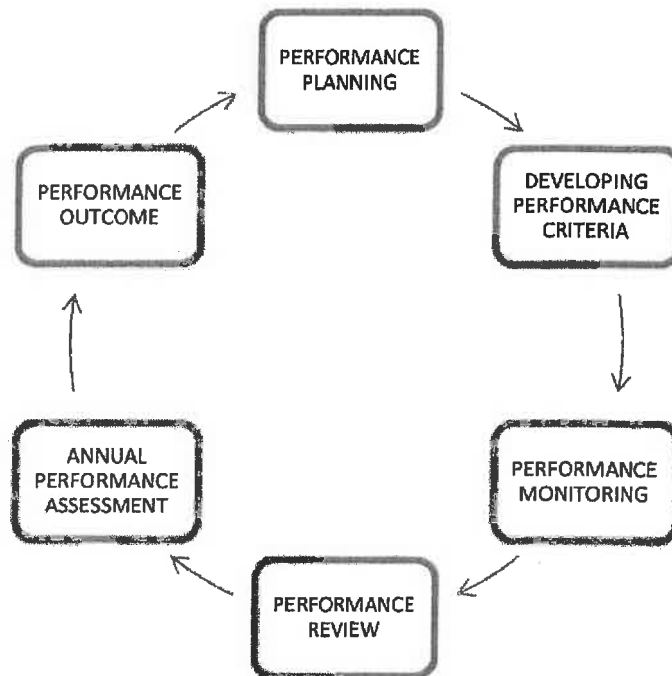
13.2 OBJECTIVES OF PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM

- 13.2.1 To introduce an objective and fair employee appraisal system that would be useful to ensure that the Public Service is result orientated.
- 13.2.2 To enhance communication in that the main objectives and standards are communicated in a consultative and supportive manner so that each employee understands clearly what is expected from him/her.
- 13.2.3 To ensure a continuous cycle of planning, capacity building and feedback on the objective criteria.
- 13.2.4 To provide a centralised record of performance for each employee resulting in the increase of management control over work and results.
- 13.2.5 To instill and sustain a performance culture within the public service.
- 13.2.6 To promote and establish a work contract between employee and supervisor.
- 13.2.7 To remedy poor performance and to reward good performance.

13.3 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:



13.3.1 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 (which consists of: The Performance Agreement, Workplan and Personal Development Plan)

- (a) All permanent and long period fixed term contract employees shall conclude and sign their Performance Agreements (PAs) on or before 31 May of each financial year.
- (b) 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.

- (c) The relevant supervisor shall ensure that the signed PAs are submitted to their internal HRM components on or before the end of the first working day following the due date for signing of PAs (i.e. 1st working date of June).
- (d) 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.
- (e) An employee who does not comply with the requirements in paragraphs (a) to (d) above, **shall not qualify for any performance rewards**, i.e. pay progression and performance bonus.
- (f) Employees 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, 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.
- (g) 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/Senior Manager and submitted to HRM unit to inform and clarify matters of performance during annual assessments and moderation.
- (h) 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.
- (i) The content of the PA (refer to Annexure A) must include the following:
- A personnel 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 (KRAs), relevant outputs and competency requirements (GAFs)

- 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
- (j) A performance contract exists when both parties have agreed on and signed the Performance Agreement and a Workplan.
- (k) 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.
- (l) 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.
- (m) 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.
- (n) 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.

13.3.2 Developing Performance Criteria

- (a) The criteria for assessment must be agreed a year in advance of the annual performance assessment.
- (b) The criteria upon which the performance of an employee is assessed consist of Key Result Areas (KRAs) and the Generic Assessment Factors (GAFs). Each employee must be assessed against the KRAs only. KRAs covering the main areas of work will account for 100% of the final assessment.
- (c) The KRAs 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 KRAs 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 a minimum of 4 (four) KRAs. The maximum number of KRAs should be 6 (six).
- (d) Generic Assessment Factors (GAFs) are elements and standards used to describe knowledge, skills and attributes. From the GAF list, the supervisor and employee must agree on at least 4 (four) out of the fifteen, but not more than 6 (six) GAFs 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). The list of GAFs 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 | |

- (e) GAFs shall not be weighted. GAFs shall not be assessed independently, but must be incorporated and assessed in an integrated manner with the KRA's.
- (f) Any need for employee development identified in the GAFs shall be used to inform areas of development to be included in the PDP of employees.
- (g) The employees' performance will be assessed in terms of set standards as outlined in the workplan. The performance standards applied must be discussed and agreed up-front.
- (h) The performance assessment must be based only on performance criteria agreed upon during the regular meetings held between employee and manager/ supervisor.
- (i) Employees' performance must be judged according to the four-point rating scale as indicated in the performance assessment instrument.

13.3.3 Performance Monitoring

Supervisors must continually monitor 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.

13.3.4 Performance Review and assessment

- (a) One-to-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.

- (b) These sessions serve to assist employees in determining the status of their performance at any given time separate from the annual performance assessment period.
- (c) 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.
- (d) Where performance is unsatisfactory (that is, not fully effective and below) the feedback must be in writing.
- (e) The mid-year review will be conducted during October and the annual assessment during April.
- (f) 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.
- (g) The periodic reviews must include a discussion on the employee's development plan requirements.
- (h) 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.

- (i) Employees have the right to know 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.
- (j) The employee's performance review will be based on the categories of performance indicated under 13.3.2. 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.
- (k) Normal performance interventions available to employees and managers are inter alia coaching, mentoring, advice, attendance of courses, in-service training.
- (l) 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.
- (m) 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.
- (n) 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.

13.3.5 Annual Performance Assessment

- (a) 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 utilised at this stage (refer to annexure F).
- (b) 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.
- (c) 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.
- (d) Only whole numbers must be used in the scoring (no decimals numbers are allowed, e.g. 3.5).
- (e) A motivation must be provided by the supervisor for rating an employee on 1 (not effective) or 2 (partially effective). Where the rating is a 4, either by the employee or the supervisor, a motivation must also be provided that clearly supports such a rating.
- (f) 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 jobholder has achieved less than fully effective results against all or almost all of the performance criteria and indicators as specified in the Performance Agreement and Workplan
2	PARTIALLY EFFECTIVE	Performance meets some of the standards expected for the job. The review/ assessment indicates that the jobholder has achieved less

	(67 - 99%)	<u>than fully effective results (partially achieved) against more than half</u> of the performance criteria and indicators 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</u> of the performance criteria and indicators 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 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.

(g) Assessment of the achievement of results (KRAs outlined in the work plan)

- 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).

(h) Assessment of GAFs

- GAFs must not be assessed independently, but must be incorporated and assessed in an integrated manner with the KRAs.

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

(j) 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.

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

13.3.6 Performance Moderating

- (a) 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.
- (b) The performance moderating 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.
- (c) Members of the Moderating Committee(s) must ensure that:
 - i. There is compliance with the public service prescripts in terms of the timelines on the signing of PAs, performance reviews and assessments and the date for the implementation of the outcomes of annual performance assessments; and
- (d) The performance moderating process must be conducted in two steps, i.e. the Intermediate Review Committee, Departmental Moderating Committee. The Performance Assessment Appeal Panel (PAAP) will be utilised if there are any appeals at the completion of the whole PMDS process.

13.3.6.1 The Intermediate Review Committee (IRC)

- (a) Departments may establish an Intermediate Review Committee at a Branch/ Programme or Chief Directorate level for reviewing the performance assessment rating agreed upon by the employee and the supervisor.
- (b) The number of the IRCs and structuring thereof will depend on the size and structure of the Department. It is for each Department to determine how they structure the IRC and on what level.
- (c) The IRC must be chaired by the Branch/ Programme Manager or Chief Director depending on the level of the committee.

(d) Departments with District Offices/ Sub Districts Offices/ Institutions must determine the best option for their Department in terms of structuring the IRCs, the levels thereof, and who should chair such IRCs

(e) The role of the IRC is to:

- i. The various IRCs must receive the performance assessment documents of all the employees in the Department in order to review, compare and validate the ratings.
- ii. Ratings agreed to between the supervisor and employee may be amended by the IRC where they do not agree with such ratings based on the evidence/ motivation provided. Any amendment made to the ratings must be communicated back to the employee utilising Annexure I.
- iii. No assessment will be referred back to the supervisor/ employee for additional motivation/ evidence. It remains the responsibility of the employee and supervisor to ensure that all evidence/ motivation are submitted for moderation. Where no motivation/ evidence was provided for a rating of a 4 (four), the rating will be amended to a 3 (three).
- iv. It is the responsibility of the supervisor to provide feedback to the employee of amendments made to the rating by the IRC. Feedback must be provided on the attached Annexure I within 5 working days from the IRC sitting. This Annexure must be returned to the PMDS office.
- v. Ratings as agreed on by the IRC will be forwarded to the Departmental Moderating Committee.

(f) The IRC must keep detailed minutes and records of decisions, in particular, if it recommends either increasing or decreasing the rating scores.

13.3.6.2 The Departmental Moderating Committee (DMC)

- (a) The Moderating Committee must be chaired by the Head of Department or his/her delegate. The Committee must consist of Senior Managers represented from all programmes in the Department.
- (b) The role of the Departmental Moderating Committee is:
- i. Provision of oversight of the application of the PMDS policies, ensuring that the process, including the setting of performance standards is valid, fair and objective.
 - ii. Detection of potential problems in the PMDS system and advising the HOD accordingly
 - iii. Ensure that the annual performance assessment is done in a realistic, consistent and fair manner.
 - iv. 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.
 - v. 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.
 - vi. Reviewing overall assessment scores across branches/ programmes in the Department to determine fairness in the application of PMDS in all the components.
 - vii. Identify deviations or discrepancies and deal with it in a just, fair and consistent manner.
 - viii. Recommend reward levels and remedial action for different types of performance outcomes.
 - ix. 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
 - x. Ensure that the rewards recommended are within the budget and that the Department does not overspend on the budget.

- (c) The DMC must keep detailed minutes and records of decisions.
- (d) The Chairperson of the DMC must make the above mentioned recommendations to the HOD/EA for final approval.
- (e) The HRM component must ensure that each employee receives written feedback within five (5) working days after the assessment process has been concluded (approval was granted), before processing any incentive on the PERSAL System.

13.3.6.3 The Performance Assessment Appeal Panel (PAAP)

- (a) Any employee, who is dissatisfied in terms of the final decision of the HoD/Delegate and/or Executive Authority/Delegate, must appeal within five (5) working days after receiving the formal letter communicating the performance assessment results from the HRM component. Failure to comply the appeal opportunity will be forfeited.
- (b) The Performance Assessment Appeal Panel (PAAP) is established by the Head of Department to manage disagreements over ratings and rewards referred to above.
- (c) The Panel must be constituted in such a manner that expertise of the different line functions, including labour relations are included. 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.
- (d) The Appeals Panel will not consider any new evidence but use the same evidence provided to the IRC on which they based their decisions.
- (e) The PAAP has the following responsibilities: -
 - i. To make recommendations to the Head of Department or his/her delegate 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 Moderating Committee.

- ii. Make recommendations regarding actions to be considered where managers and supervisors did not properly and fairly execute their responsibilities with regard to the PMDS.

13.3.7 Prolonged absence during the performance cycle

- (a) Normal periods of leave, for example, vacation leave and/ or sick leave will not interfere with the performance management and development cycle of an employee.
- (b) 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 fully effective for that period of absence within that applicable performance cycle.
- (c) Prolonged absence includes all types of approved leave.
- (d) 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.

13.3.8 Resignation or Death

- (a) 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.

13.3.9 Staff Movement

- (a) 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.

- (b) 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.

13.3.10 Acting

- (a) An employee acting in a higher position for three months or longer must amend the Workplan to include the new roles and responsibilities of the acting post. This implies the workplan will consist of duties related to the own job of the employee, as well as the duties related to the acting post.
- (b) An employee acting in a SMS post, must utilise the system and documents for non-SMS members
- (c) An employee acting in a higher position shall be assessed at the level of his/her normal post, not the acting post, but taking into account the additional functions as amended in the workplan.
- (d) An employee acting in a higher level post may qualify for both a bonus and pay progression, irrespective of receiving an acting allowance. Any performance incentives that he/she qualifies for shall be calculated on the lower level (actual notch)

13.3.11 Secondment

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

- (b) 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.
- (c) 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.
- (d) If an employee's performance does not meet the required standard, his/her secondment may, depending on the circumstances, be terminated.
- (e) Payment of rewards, where a seconded employee qualifies, should be implemented by the employee's own Department and then recovered from the Recipient Department.

13.3.12 Performance Assessment Outcomes

- (a) 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.
- (b) The following outcomes may be linked to the completion of a performance assessment:
 - i. Performance improvement mechanism(s) – to address further training/ development in some aspects of the job;
 - ii. 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;
 - iii. Corrective action – as a result of the employees' consistent 'not effective' or "partially effective' performance despite performance improvement

endeavors or as a result of the supervisors' consistent negative behaviour patterns.

(c) 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.

13.4 DEALING WITH PROBATION

13.4.1 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.

13.4.2 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 E 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 G) in order to make a recommendation on whether or not appointment must be confirmed. This assessment must not be subjected to moderation.

13.4.3 Although the outcome of this assessment may not necessarily lead to assessment for reward, it may be utilised for confirmation of appointment and development purpose.

13.4.4 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, 2016 regulation (72(1)). Further, probation will also not be confirmed if the CIP Module 1 was not completed.

13.5 MANAGING PERFORMANCE THAT IS NOT EFFECTIVE OR PARTIALLY EFFECTIVE

13.5.1 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.

13.5.2 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 affected 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).

13.6 REWARDING GOOD PERFORMANCE

13.6.1 The purpose of incentives or rewards is to recognise 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.

- 13.6.2 Heads of Departments 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.
- 13.6.3 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.
- 13.6.4 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.
- 13.6.5 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.
- 13.6.6 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 fully effective or highly effective.

Pay Progression:-

- 13.6.7 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 26 and 27)
- 13.6.8 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.
- 13.6.9 Pay Progression will be implemented annually on 01 July of each year where an employee (non OSD) qualifies for such.

- 13.6.10 Pay Progression for OSD employees must be implemented according to the relevant OSD Collective Agreements that governs that specific OSD.
- 13.6.11 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.
- 13.6.12 Newly appointed employees (1st time participants) must wait 24 months before they qualify for **pay progression**.
- 13.6.13 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.
- 13.6.14 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** in terms of Section 73 of the Public Service Regulations, 2016.
- 13.6.15 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.

Performance Bonus:-

- 13.6.16 Employees who achieve performance, which is 'Highly Effective' may be considered for the awarding of performance bonuses.
- 13.6.17 An employee must have at least one year continuous service in a particular **salary notch** as at 31 March of a performance cycle before he/she qualifies for a performance bonus.

- 13.6.18 In terms of DPSA Circular 2 of 2005 on the Implementation of an Inclusive Flexible Remuneration Package, employees on salary level 11 – 12 qualify for the performance bonuses up to the maximum of 14% of the MMS member's total package.
- 13.6.19 In terms of the Incentive Policy Framework, the allocation of a performance bonus must not exceed 18% of the employee's salary notch for SL 1 – 10.
- 13.6.20 The performance bonus must be paid on the actual notch of the employee as at the end of the assessment period (March).
- 13.6.21 A department may allocate 1.5% of the total remuneration bill for performance bonuses. This percentage may **NOT BE EXCEEDED** in terms of Section 73 of the Public Service Regulations, 2016.
- 13.6.22 The 1.5% budget should be calculated as follows:
The remuneration budget (COE) as is in the Budget book must be used for the calculation.
- 13.6.23 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 must 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 - Performance bonus: (5-18%) <p style="margin-left: 40px;"> 120 = 5% 121 = 6% 122 = 7% 123 = 8% 124 = 9% 125 = 10% 126 = 11% 127 = 12% 128 = 13% 129 = 14% 130 = 15% 131 = 16% 132 = 17% 133 = 18% </p>	<ul style="list-style-type: none"> - Level of performance acknowledged as outstanding

Performance Bonus is calculated on the actual salary notch as at the end of the assessment period (March)

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 must 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> - Performance bonus: (5-14%) 120 = 5% 121 = 6% 122 = 7% 123 = 8% 124 = 9% 125 = 10% 126 – 127 = 11% 128 – 129 = 12% 130 – 131 = 13% 132 – 133 = 14% 	<ul style="list-style-type: none"> - Level of performance acknowledged as outstanding

Performance Bonus is calculated on the actual salary notch as at the end of the assessment period (March)

13.6.24 The following options may also be considered for rewarding Highly Effective performance. A department must however, develop 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

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.

The following more cost-effective awards may also be awarded and departments could choose colours of their liking and emblems/ logo's/ code of arms relevant to their departments:

- Tie/ Scarf
- Pen and stand/ holder
- T-Shirt/ Golf shirt
- Tie Pin/ Brooch
- Trophy (this could be differentiated by sizes)

13.7 GENERAL GUIDING PRINCIPLES

- (a) Departments must ensure that the employees' performance information is captured on PERSAL (PSR 71(7)).
- (b) Departments must ensure that accurate records of all performance assessments and the outcomes thereof are kept.

13.8 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	
30 November	N/A	Approval of moderated annual performance assessments
31 December	N/A	Implementation of outcomes of the annual performance

13.9 ROLES AND RESPONSIBILITIES OF THE STAKEHOLDERS

STAKEHOLDER	DUTY/ RESPONSIBILITY
Executing Authority (or Head of Department) or his/her delegate	<ul style="list-style-type: none"> (a) Determine a system for performance management and development for employees within his/her department who are not senior managers. (b) Ensure total commitment of managers by way of full compliance with the policy framework. (c) Ensure that employees are provided with the necessary resources to carry out their responsibilities. (d) Designate formal annual assessment dates for each employee. (e) Ensure that all employees are assessed on an annual basis. (f) Ensure that there is existence of a systematic remedial support for poor performance and that good performance is rewarded accordingly; (g) Appoint a Moderating Committee constituted by expertise of the different line function. (h) Appoint Performance Assessment Appeal Panel. (i) Ensure that the Moderating Committee is well conversant with the assessment process. (j) Ensure that progress on PMDS is given at every management meeting; and (k) Ensure that PMDS must be one of the Heads of Departments' Key Responsibility Areas, upon which they are assessed.
Heads of Human Resource Components	<ul style="list-style-type: none"> (a) Ensure smooth implementation of the system. (b) Ensure development of performance agreements and workplans. (c) Manage and monitor the process. (d) Advice or chair at moderating committee meetings. (e) Be supportive and drive the process forward. (f) Facilitate the training of employees; and (g) Be the overall coordinator.
Training Officers	<ul style="list-style-type: none"> (a) Train personnel. (b) Facilitate training sessions; and (c) Monitor implementation of PMDS.
Training Coordinators	<ul style="list-style-type: none"> (a) Coordinate training activities departmentally (i.e. within their respective departments); and

	(b) Ensure that every employee is trained on PMDS.
Human Resource Practitioners	<ul style="list-style-type: none"> (a) Ensure that workplans are implemented in line with the approved PMDS Policy. (b) Give advice to supervisors in the preparation of performance agreements and workplans. (c) Give advice at moderating committee meetings. (d) Ensure that training is cascaded to all managers. (e) Give advice on PMDS policy matters. (f) Identify and manage problems relating to PMDS broadly. (g) Assist with queries/enquiries concerning PMDS; and (h) Advice on counselling procedure where necessary
The Intermediate Review Committee(s) (IRC)	<ul style="list-style-type: none"> (a) Conduct assessment moderating meetings to review and/or ratify assessment outcomes (b) Provide oversight of the application of PMDS policies to ensure that the process is valid, fair and objective. (c) Detect potential problems and advice the DMC on such. (d) Ensure that norms and standards are applied consistently
The Moderating Committee(s) (DMC)	<ul style="list-style-type: none"> (a) Ensure that there is an objective assessment of all employees' performance. (b) 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. (c) Monitor procedural and substantive compliance with the policy in assessing employees' performance. (d) Provide the HOD with recommendations relating to performance assessment reports presented to it; and (e) Recommend changes (if any, based on patterns of use and/or problems encountered) to enhance the PMDS system and/or policy
The Performance Assessment Appeal Panel (PAAP)	<ul style="list-style-type: none"> (a) Moderate on all assessment reports of employees who have lodge grievances. (b) Provide the HOD with recommendations on the grievance lodged; and (c) Monitor procedural and substantive compliance with the policy in assessing performance of employees.
Supervisors	(a) Show the employees the link between strategic objectives of the department and the directorates that the employees are serving.

	<ul style="list-style-type: none"> (b) Communicate the performance assessment process to all employees before the commencement of the performance assessment cycle. (c) Fully inform the employees of the criteria used for assessments. (d) Explain the development of Performance Agreements to all employees under their supervision. (e) Develop a Performance Agreement jointly with each employee. (f) Provide informal performance feedback to employees on regular basis and formal feedback on designated date. (g) Identify training needs of employees. (h) Carry out the annual assessment of the employees on the designated date. (i) Convey the final assessment results to the employees (j) Report/ present the annual assessment of the employees to the Moderating Committee. (k) Afford the employee the right to refuse to sign a performance assessment if not satisfied with the outcome of the assessment; and (l) Identify the appeals route to be followed in the event of dissatisfaction with the outcome of the assessment.
Employees	<ul style="list-style-type: none"> (a) Obtain and sign a job description. (b) Clarify with their immediate supervisors the dates and process for developing and submitting their Performance Agreement. (c) Participate in and sign a Performance Agreement including the workplan. (d) Take full responsibility for their career; and (e) Commit themselves to personal development for purposes of advancement and growth.
Union representatives	<ul style="list-style-type: none"> (a) Assist employees in the case of an appeal.

13.10 MONITORING AND EVALUATION

The Executing Authority or his/her delegate as well as the Departmental Human Resource Manager, must monitor and ensure the adherence to the provisions of this policy. Should this policy or any provision thereof be amended, the amended policy or provision thereof will supersede the previous one.

AMENDMENTS

- First Amendment:** **Approved 27/07/2004 (Date of effect: 01/04/2003)**
- Second Amendment:** **Approved 19/04/2005 (Date of effect: 01/04/2004)**
- Third Amendment:** **Approved 02/05/2006 (Date of effect 01/04/2005)[Tables 1&2]**
- Fourth Amendment:** **Approved 27/02/2007 (Date of effect 01/04/2008)**
- Fifth Amendment:** **Approved 08/06/2010 (Date of effect 01/04/2010)**
- Sixth Amendment:** **Approved 24/08/2018 (Date of effect 01/04/2018)**

EXAMPLE HOW TO CALCULATE PMDS BUDGET

(Based on DPSA Circular 1/7/1/4/1 dated 02 April 2003)

1,5% FOR PERFORMANCE BONUS

Remuneration Budget for whole Department: (come from black book/ compensation budget)	R287,008,000.00
1,5% of Remuneration Budget:	R4,305,120.00

2% FOR PAY PROGRESSION

The wage bill for purposes of pay progression consists of the combined total of the employee's salary notches, the employer's 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 01 April	
Salary notches:	R267,082,758.52
Service Bonus:	R12,305,698.27
Employer's contribution to GEPF:	R19,196,889.31
Total wage bill for whole Department	R298,585,346.10
2% of Wage Bill:	R5,971,706.92

- ✓ Remember that SL11-12 have all inclusive salary packages, you therefore do not calculate the Service Bonus and GEPF for them.
- ✓ The wage bill include all funded posts (filled and vacant)
- ✓ The salary notch is the current notch plus the projected % for Cost of Living adjustment
- ✓ Use establishment report as on 31 March, excluding Interns and Learners

GUIDELINES / PRINCIPLES AND TERMS OF REFERENCE FOR INTERIM REVIEW COMMITTEES

The purpose of performance assessment review by higher levels of management above the supervisor is to ensure, as far as possible, that the performance of all employees is evaluated fairly and consistently across the Department.

The Terms of Reference for the Interim Review Committee is as follows:

1. Provide oversight of application of the Performance Management System in the units, ensuring that the performance management process, including the setting of performance standards, is valid, fair and objective.
2. Assess each individual case for purposes of evaluating ratings and determining if a motivation supports the ratings given.
3. Recommend changes to ratings, in line with moderations which may include the increasing or lowering of such ratings.
4. If the IRC identifies deviations or discrepancies in the assessments report (and having engaged the supervisor in its sitting), it must finalize the moderation process and present the identified deviations or discrepancies in writing. The assessment report(s) must therefor be forwarded to the Departmental Moderating Committee for final considerations.
5. Amendments/ changes to ratings should be reflected on the assessment in the provided column during the Interim Moderation Meeting when ratings are discussed and amended (Annexure F).
6. The Chairperson of the IRC must sign off on the assessment in the place provided when the committee concludes on the assessment. (Annexure F).
7. On conclusion of the moderating the IRC shall issue a letter signed off by the Supervisor acknowledging the amendments made to ratings as a form of feedback which will be given to the employee. This letter must be signed by the employee to acknowledge that he/she

did receive feedback from the supervisor. The signed letter must be returned to the PMDS Office.

Principles to be followed by all Interim Review Committees

1. Depending on the structure of the IRC, such IRC must be chaired by the head of the Branch/ Programme/ Chief Directorate/ District Office/Sub-district office/Institutions. If the IRC is broken down to lower levels, such as schools, hospitals or clinics, the head of such a level will chair the IRC
2. The number of Committee Members will depend on the structure of the IRC. Preferably there should be no less than 5 (five) members.
3. Keeping in mind that the IRC must always be of a higher level than the level being moderated, IRCs must as far as possible consist of Chief Directors and Directors. If however, there are not enough Chief Directors/ Directors to form the IRC, due to the size/ structure level of the IRC, Deputy Directors may be included as members of the IRC. They will however only moderate up to level 10.
4. Assessments of Deputy Directors must be moderated by Directors. If, due to the size or structure of the IRC there are not enough Directors to moderate assessments of Deputy Directors, Directors from different units within the department may be requested to assist.
5. All IRCs must have an independent member that is from a different programme/ chief directorate/ office/ district/ school/ clinic/ hospital. This is to assist in ensuring objectivity. The independent member will be allocated by the PMDS Office to each committee.
6. Each individual assessment must be moderated. In cases where the rating is four (4), a motivation must be provided that support the rating. Such a motivation must indicate what the employee did over and above the normal work requirements as indicated in the workplan. Motivations must speak to the KRAs and should not include statements such as "I am a hard worker" or "I am prepared to work overtime".

7. Only the motivation that was submitted at the first sitting of the IRC will be accepted. Employees will not be afforded the opportunity to provide additional motivations. It is the responsibility of the employee and his/her supervisor/ manager to ensure that the proper and correct motivation is attached before submission of the documents to the PMDS Office.
8. Motivations must also be provided by supervisors/ managers for ratings of "not effective" (1) and "partially effective" (2).
9. The direct supervisor/ manager of the employee assessed must present the motivation to the IRC and be able to answer any questions on the performance of the employee.
10. Detailed minutes must be kept by the IRC and any proposed amendments to ratings must be recorded with the reasons for such an amendment.
11. An Official from the PMDS Unit must be present during moderation to provide advice and assistance on PMDS matters. Where moderation was done without a HR Official present, such recommendations will not be accepted and moderation must be redone.
12. Where an employee was seconded/ borrowed, the assessment and moderation should be done by the programme/ chief directorate/ office where the employee is physically working.

TERMS OF REFERENCE FOR THE DEPARTMENTAL MODERATING COMMITTEE

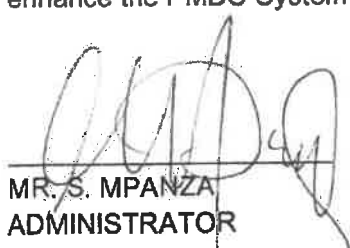
The Terms of Reference for the Departmental Moderating Committee is as follows:

1. Provide oversight of application of the Performance Management System ensuring that the performance management process, including the setting of performance standards, is valid, fair and objective.
2. Advise the Department on financial and non-financial rewards, including the specific percentage of performance bonuses, mindful of budgetary constraints associated with the system.
3. The DMC may recommend to cut on the percentage of the bonus to be paid, they are not allowed to cut on the final score as finalised by the IRC, e.g a 6% bonus can become a 5% bonus.
4. Review overall assessment across sections in the Department and make recommendations/ amendments where necessary.
5. Detect potential problems in the system and advise the HOD accordingly.
6. Recommend reward levels and remedial action for performance and non-performance respectively.
7. Make recommendations regarding actions to be considered where managers and supervisors do not properly and fairly execute their responsibilities with regard to assessment and rating in terms of the PMDS System
8. Raise problems with those implementing the PMDS system or assessing employees and seeking ways to resolve them.
9. Recommend changes (if any), based on patterns of use and/ or problems encountered to enhance the PMDS System and/ or policy.

TERMS OF REFERENCE FOR THE APPEALS MODERATING COMMITTEE

The Terms of Reference for the Appeals Moderating Committee is as follows:

1. Review a disagreement between an employee and the department over his/her confirmed assessment rating.
2. Act as a Arbiter in the event of special cases of disputes and disagreements.
3. Allow supervisors and the aggrieved employees to make presentations to the Appeals Committee.
4. Make a recommendation in the above regard to the HOD.
5. Detect potential problems in the system and advice the HOD accordingly.
6. Recommend reward levels and remedial action for performance and non performance respectively on dispute cases.
7. Make recommendations regarding actions to be considered where managers and supervisors do not properly and fairly execute their responsibilities with regard to assessment and rating in terms of the PMDS System.
8. Recommend changes (if any), based on patterns of use and/ or problems encountered to enhance the PMDS System and/ or policy.


MR. S. MPANZA
ADMINISTRATOR


DATE