



**drdar**

Department:  
Rural Development & Agrarian Reform  
**PROVINCE OF THE EASTERN CAPE**

## **PERFORMANCE MANAGEMENT AND DEVELOPMENT (PMDS) POLICY**

**2024**

The purpose of this policy is to give guidelines to the departmental employees on the requirements for the effective implementation of Performance Management and Development System.

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**DEFINITION OF TERMS**

<b>TERM</b>	<b>DEFINITION</b>
Assessment cycle	The dates for the Individual Performance Management assessment
Operational Plan	Operational plan of action developed for 1 year
Generic Assessment Factors	An element used to describe and assess performance taking into consideration knowledge, skills, and attributes
Key performance Areas	Results of what we need to deliver within a financial year
Output	A concrete achievement that contributes to the achievement of a longer-term outcome or goal
Performance agreement/ contract	Links individual performance plans to the organizational goals and an analysis of what will be required to achieve effective performance
Performance Review	A progress review is a structured and formal process in which the staff member receives feedback on his/her performance, thereby providing an opportunity for improvement before the annual review takes place. It also provides an opportunity for written amendment of Performance Management Agreements if the need arises
Performance Plans	Performance plans contain the essence of the performance management agreements, i.e. the performance agreements, work plan agreements, and standards framework agreements
Personal Development Plans	Personal development plans outline the areas in which improved levels of competence are required and a process for ensuring the improvement
Performance Management cycle	The Performance Management cycle describes the three phases through which the Performance Management (PM) moves i.e. performance planning, performance review, and assessment. It should coincide with the financial year ----- 1 April to 31 March
Performance Management Framework	The Performance Management describes the various components of the Performance Management System and includes mechanisms for linking departmental plans to provincial strategic goals and individual performance plans to departmental plans
Rating scale	The rating scale is a standard scale for rating employee's performance concerning specific categories of performance. These are often used to introduce a degree of comparability into systems for performance assessment.
Standards Framework Agreement (SFA)	A SFA reflects the linking of an individual standards framework to the unit and organizational goals and an analysis of what will be required to achieve effective performance. It is used to assess the performance of professional staff and those involved in routine or process-oriented work.
Strategic goals	Strategic goals are the outcomes or concrete positive results that the province as a whole wishes to achieve.



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Strategic objectives	Strategic objectives are statements that concretely and specifically describe results to be achieved and serve as a basis for clarifying intentions, planning, guiding activity, and assessing achievement.
Targets	Targets are agreed upon quantitative or qualitative amounts that support performance indicators in describing the optimal level of performance required.
Vision	Vision refers to the long-term impact desired by an organization.
Workplan Agreement	A work plan agreement reflects the linking of an individual work plan to the organizational goals and an analysis of what will be required to achieve effective performance. It is usually used for staff that may have staff management responsibility with limited budgetary control or project-related tasks.



**ACRONYMS**

CMC	Core Management Criteria
DPSA	Department of public Service and Administration
PMDS	Performance Management and Development System
GAF	Generic Assessment Factors
HoD	Head of Department
HR	Human Resources
HRM	Human Resource Management
KPA	Key Performance Area
LRA	Labour Relations Act
MMS	Middle Management Service
PA	Performance Agreement
PC	Performance Contract
PFMA	Public Finance Management Act, 1999
PM	Performance Management
PMC	Performance Management Committee
PSA	Public Service Act
PSCBC	Public Service Coordinating Bargaining Council
PSR	Public Service Regulations, 2016
SFA	Standards Framework Agreement
SMS	Senior Management Service
TR	Treasury Regulations
WSP	Workplace Skills Plan
WPA	Workplan Agreement





## 1. INTRODUCTION

The Department of Public Service and Administration (DPSA) circulated DPSA circular 5 of 2017, which is a Determination and Directive on the Performance Management and Development System (PMDS) for non-SMS employees and amended Chapter 4 of the SMS handbook. In terms of the amended PSR (2019), an Executive Authority (EA) shall approve and implement a system for performance management for both SMS members and employees who are non-SMS members in his or her Department.

## 2. PURPOSE

The purpose of this policy is to align the Departmental PMDS policy to the relevant regulatory framework as amended in 2017. It continues to strengthen policy governance for PMDS to be utilized as a tool to measure performance and to develop the core competencies of the Department to deliver on its mandate.

## 3. OBJECTIVES

- 3.1. To provide a systematic framework for performance planning, performance monitoring and review, and performance appraisal.
- 3.2. To promote a shared sense of responsibility amongst staff for the achievement of strategic goals and objectives.
- 3.3. To promote a culture of transparency and participation through open dialogue about goals and the achievement thereof, personal development, and performance improvement.
- 3.4. To provide a framework of assessment for identifying good and poor performance and to act appropriately through management of performance outcomes.
- 3.5. To align employee performance to the departmental strategic and operational goals.
- 3.6. To encourage managers to effectively create conditions for staff to perform optimally.

## 4. SCOPE OF APPLICABILITY

This Policy applies to all employees of the department.

## 5. REGULATORY FRAMEWORK

- 5.1. The Constitution, 1996
- 5.2. The Public Service Act, 1994 as amended
- 5.3. The Labour Relations Act, 1995
- 5.4. Skills Development Act, 1998
- 5.5. Basic Conditions of Employment Act, 1997
- 5.6. Employment Equity Act, 1998
- 5.7. Public Finance Management Act, 1999
- 5.8. The Promotion of Administrative Justice Act, 2000
- 5.9. Eastern Cape Provincial PMDS policy 2018
- 5.10. DPSA determination and directive on the PMDS, 2017
- 5.11. Public Service Regulation as amended
- 5.12. PSCBC Resolution 10 of 1999 Incapacity Code
- 5.13. SMS Handbook



- 5.14. Resolution 2 of the 1999 Disciplinary Code
- 5.15. Incentive Policy Framework
- 5.16. Policy for Incapacity Leave Ill-Health & Retirement

## 6. PRINCIPLES, VALUES, & PHILOSOPHY

DRDAR PMDS policy foundation is underpinned by the following principles:

- 6.1. The policy is to be uniformly implemented across the department and shall apply to all employees.
- 6.2. The PMDS is fundamentally developmental and, as such, is not a punitive tool.
- 6.3. Integral to the PMDS is a mechanism for improving poor performance.
- 6.4. The main objective of the PMDS is to improve service delivery through enhanced management of performance.

## 7. PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM FOR EMPLOYEES

- 7.1. Performance Management is a process of harnessing all available resources (human and material) within an organization and ensuring that these perform to the maximum to achieve the desired results.
- 7.2. Performance Management involves building processes, systems, culture, and relationships that facilitate the achievement of organizational objectives; it is therefore aimed at both individual and organizational performance.
- 7.3. The performance management cycle is linked to a financial year.
- 7.4. This PMDS policy shall hinge on the following dimensions: -
  - (a) **Key Result Areas** (KRA) describe the core functions or broad areas of responsibility of an employee. It is broken down into several outputs and activities.
  - (b) **Generic Assessment Factors** (GAFs) describe the competency requirements taking into consideration the knowledge, skills, and attributes relevant to the employee's work.
- 7.5. The Department shall use templates that are currently in use i.e. Standards Framework Agreement for levels 1 to 5 and the Workplan Agreement for levels 6 to 12 for performance contracting, review, and assessments.
- 7.6. SMS members refer to Chapter 4 of the SMS handbook.
- 7.7. Performance Agreements must be signed by the employee and the supervisor for it to be valid and binding.
- 7.8. An acting employee in a higher position shall be assessed at the level of his or her post that s/he occupied at the time immediately before the acting position and the awarding of performance incentives if s/he qualifies shall be calculated on the lower level.
- 7.9. Any deviation from the provisions of the system during the cycle may be approved by the relevant EA 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 DPSA determination and directive.



## 8. PERFORMANCE MANAGEMENT AGREEMENT

- 8.1. The PMDS policy for DRDAR provides for the employee and supervisor to enter into a performance agreement.
- 8.2. All employees of the DRDAR shall conclude and sign their Performance Agreements on or before 30 April of each financial year. The relevant supervisor shall ensure that the signed PAs are submitted to their internal Human Resource Management components for capturing on PERSAL on or before the 15 May of each financial year.
- 8.3. An employee, who is appointed, seconded, or transferred to another post or position at the same salary level must enter into a new PA for the new post or position within three months of his/her appointment/secondment/transfer (Regulation 72(2) of the PSR).
- 8.4. For seconded employees, the seconding department to the releasing department within 30 working days must submit a copy of the signed PA.
- 8.5. Employees are to comply with departmental due dates as stated in the policy, as that will ensure compliance with prescribed due dates in the Directive.
- 8.6. Employees who do not comply with the due dates prescribed in the Directive will not be eligible for any performance rewards, i.e. pay progression and performance bonus.
- 8.7. Employees are discouraged from amending PAs 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.
- 8.8. 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.
- 8.9. The motivation must be signed by the supervisor and the programme manager and submitted to the HRM unit to inform and clarify matters of performance during annual assessments and moderation.

## 9. CONTENTS OF THE PERFORMANCE AGREEMENT

In terms of Regulation 72(3), a PA shall include the following:

- 9.1. A PERSAL number, job title, and post grade as well as a clear description of the main objectives of the employee's job and key responsibility areas (KRA), relevant outputs, and competency requirements.
- 9.2. A work plan containing the outputs, activities, and resource requirements, and 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.
- 9.3. Each KRA should be weighted as a percentage (%) according to the level of importance and impact it has on the employee's job. The weighting of all KRAs should aggregate 100%. The weight of each KRA shall not be less than 10% and shall not exceed 30%.
- 9.4. Employees shall identify, discuss, and agree on the competency requirements that are most relevant to their area of work. The GAFs shall not be weighted. GAFs shall not be





assessed independently but must be incorporated and assessed in an integrated manner with the KRAs.

- 9.5. Any employee development identified in the GAFs shall be used to inform areas of development to be included in the PDP of employees.

## 10. PERFORMANCE MONITORING, REVIEW AND ASSESSMENTS

- 10.1. The performance of employees must be monitored by supervisors continuously, with oral feedback on an employee's performance if the performance is satisfactory and in writing if the employee's performance is unsatisfactory.
- 10.2. The conducting of mid-year performance reviews and annual performance assessments are compulsory and must be in writing. The annual assessment shall reflect the performance of the employee for the entire performance cycle (April to March). The annual assessment must be concluded even if the employee was employed for less than 12 months in that cycle.
- 10.3. A four (4) point rating scale shall be used to assess the performance of employees who are non-SMS members. A rating of a "3" on the scale entails fully effective performance. In terms of this approach to performance rating, an employee who is rated fully effective has fully complied with the requirements of the job. On the rating scale, this translates to an overall score of 100%.
- 10.4. Only whole numbers must be used in the scoring (no decimal numbers are allowed e.g. 3.5).
- 10.5. Table 1 below explains the four-point rating scale, categories of performance, and the associated descriptions for non-SMS and SMS members.

RATING	CATEGORY AND SCORE	DESCRIPTION
1.	Not effective (less than or equal to 66%) <b>DDGs</b> (69% and below)	Performance does not meet the expected standard for the job. The review/assessment indicates that the jobholder has achieved less than fully effective results (partially achieved) against more than half of the performance criteria and indicators as specified in the Performance Agreement and Workplan
2.	Partially effective (67% - 99%) <b>DDGs</b> (70%-99%)	Performance meets some of the standards expected for the job. The review /assessment indicates that the jobholder has achieved less than fully effective results (partially achieved) against more than half of the performance criteria and indicators as specified in the Performance Agreement and Workplan
3.	Fully effective (100% - 119%) <b>DDGs</b> (100% -114%)	Performance fully meets the standard expected in all areas of the job. The review/assessment indicates that the jobholder has achieved as a minimum effective result against all of the performance criteria and indicators as specified in the Performance Agreement and Workplan
4.	Highly effective (120% - 133%) <b>DDGs</b> 115% and above	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.

**Table 1: Four (4) Point Rating Scale**

10.6. The Performance assessment calculator shall be used to calculate the overall performance scores of the mid-year performance reviews and the annual performance assessment. (Assessment Calculator available on DPSA website).

### 11. PERFORMANCE MANAGEMENT COMPLIANCE DUE DATES AND ACTIVITIES

11.1. Table 2 provides the compliance due dates customized for DRDAR to ensure adherence with the timeframes stipulated in PSR 2016 and DPSA directives.

Annual Dates	Current Cycle Activities	Previous Cycle Activities to be completed	Responsibility
15 April	<b>Contracting</b>		Employee, Supervisor
30 April	Complete all performance assessments for the previous performance cycle.	Finalisation of the second semester and annual assessments	Employee, supervisor, and Head of HR
31 May	Signed PA is filed/submitted to HR* Finalisation signed PAs to HR		Employee, supervisor, and Head of HR
30 June	Finalisation of capturing of signed performance agreement on PERSAL	Finalisation of capturing employee performance information on PERSAL	Head of HR and HR information system/PERSAL Controller
30 June	_____	Finalisation of annual performance assessments	Employee, supervisor, and EA or delegated official
		IRC Validation	
31 July	_____	Approval of moderated annual performance assessments	EA or delegated Authority
30 September		Implementation of outcomes of the annual performance	HR/Finance and Accounting Officer
31 October	Finalisation of mid-year reviews	_____	



**12. PERFORMANCE MODERATION**

- 12.1. In terms of Regulation 71 (5) (e), the PMDS of departments must provide arrangements and structures for performance moderation to ensure fairness and consistent application of the employee performance management system.
- 12.2. The EA or relevant delegated authority shall appoint a committee to moderate the annual performance assessments and submit the recommendations to the relevant EA for approval.
- 12.3. Performance moderation is conducted by a higher level of management above the supervisor to ensure, as far as possible, that the performance of all employees is evaluated fairly and consistently across the department.

**12.4. Members of Moderation Committees must ensure that:**

- 12.4.1. There is compliance with the PMDS departmental policy and/or public service regulatory framework in terms of the timelines for the signing of PAs, performance reviews, and assessments, and the date for the implementation of the outcomes of annual performance assessments.
- 12.4.2. The performance outcome of the department, Branch including the Chief Directorate is considered when advising or recommending the implementation of the outcomes of annual performance assessments.
- 12.4.3. The performance moderation processes may be conducted in two steps if so desired, i.e. the intermediate review committee (optional) and departmental moderation committee (compulsory), which are discussed below.

**12.5. The Intermediate Review Committee (IRC)- Optional**

- 12.5.1. Departments may establish an Intermediate Review Committee (IRC) at a Programme or Chief Directorate level for reviewing the performance assessment rating agreed upon by the employee and the supervisor. The need for such a committee will depend on the size and structure of the department.
- 12.5.2. The IRC receives the performance assessment ratings of all employees in the Chief Directorate or Component level, to review, compare, and validate the ratings. If the IRC agrees with the ratings, the ratings are then submitted to the moderating committee.
- 12.5.3. Any recommendation of changing of the rating scores must be referred back to the employee's supervisor for the supervisor and the subordinates to try and reach a consensus on the change. If the supervisor and the employee cannot agree, the unchanged/original rating is forwarded to the Moderating Committee, with comments from the IRC, the supervisor, and the employee.

**12.6. Departmental Moderating Committee (DMC) (Mandatory)**

- 12.6.1. Each EA or the relevant delegated authority must establish a Departmental Moderating Committee (DMC) for employees other than members of the SMS, which is chaired by the Head of Department (HOD) or his/her delegates. The Committee,



furthermore, may consist of senior managers at the discretion of the EA or relevant delegated official.

### **13. COMPULSORY CAPTURING OF EMPLOYEE PERFORMANCE MANAGEMENT INFORMATION**

- 13.1. The Head of the Department must ensure that the employees' performance information is captured on PERSAL, which includes the Contract, Mid-term Reviews, and Annual Assessments.

### **14. PROLONGED ABSENCE DURING THE PERFORMANCE CYCLE**

- 14.1. If an employee is absent with permission or on precautionary suspension for a continuous period of three (3) months or longer, the affected employee shall be regarded as having performed satisfactorily for that period of absence within that applicable performance cycle (Regulation 72 (12)).
- 14.2. Periods of prolonged absence with permission for purposes of paragraph 13.1 above include all types of approved leave.

### **15. OUTCOMES OF PERFORMANCE ASSESSMENT**

#### **15.1 Probation**

The performance of employees on probation is managed in terms of the PMDS process as well as the departmental policy on probation. The process is as follows:

- (a) The PMDS will serve as the system that is used to assess an employee during the period of probation.
- (b) The performance assessment of employees on probation must be conducted quarterly and must link with the PMDS.
- (c) The performance assessment form must be submitted to HR immediately after the assessment.
- (d) The supervisor of the probationer must make a recommendation on whether or not an appointment should be confirmed at the end of the probationary period.
- (e) If the probationer is not deemed suitable for the relevant post, other options such as the extension of probation, formal registration on the incapacity programme, or as a last resort, dismissal should be considered in line with the Labour Relations Act. (Refer to Annexure A for the probation assessment form). An employee's probation period will not necessarily coincide with the April to March cycle, however, the PMDS assessment tool must be used for assessment, and the results captured in the probation quarterly assessment form.

#### **15.2 Managing Performance that is not Fully Effective**

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





- 15.2.3. The PMDS provides for the early identification and resolution of unacceptable performance.
- 15.2.4. The employee's performance rating as "not fully effective" or lower during the annual performance assessment should not be the first indication of the employee's shortcomings.
- 15.2.5. Performance monitoring, including the performance reviews, provides opportunities to ensure that this does not happen.
- 15.2.6. Interventions by the supervisor to overcome performance shortfalls on the part of the employee can include any or all of the following:
  - (a) Personal counselling
  - (b) On-the-job mentoring and coaching
  - (c) Formal training/re-training
  - (d) Work environment audits to establish other factors affecting performance.
- 15.2.7. If all the above is exhausted, and the employee is not performing fully effectively, the employee must be formally registered on the "Incapacity Programme" and be advised of this in writing.
- 15.2.8. The above process applies to incapacity due to both poor performance and ill-health as stipulated in the Policy on Incapacity Leave and Ill-Health Retirement.

### 15.3 Performance incentive scheme (Recognition of performance)

- 15.3.1. Departments are mandated to implement performance-related financial incentive schemes aligned with their performance management systems as articulated in PSR 2016 part 5.

### 15.4 Pay Progression

- 15.4.1 The awarding of pay progression is linked to individual performance and the performance/pay progression cycle runs from 1 April to 31 March of the following year.
- 15.4.2 An employee must have been on the same notch for the entire performance cycle and a new appointee (1st participant) must complete at least 24 months (2 performance cycles).
- 15.4.3 No pay progression may be granted beyond the maximum notch of scale.
- 15.4.4 Expenditure on pay progression is capped at 2% of the Departmental wage bill in any given financial year.

### 15.5 Performance Bonuses

- 15.5.1 The 2017 Incentive Policy Framework terminates the EA 's authority to exceed the cap (envelope) on the expenditure permissible for the awarding of performance bonuses for non-OSD employees on salary levels 1 to 12 and OSD employees.
- 15.5.2 This amendment is effective from 1 April 2017 (2017/18 performance cycle). Therefore, for performance bonuses based on the 2017/18 performance cycle, EA's do not have the authority to exceed the cap, which remains 1.5% of budget.





- 15.5.3 MPSA determined performance bonuses within a maximum of **18%** of salary notch and **14%** of a Total Cost-to-Employer package. The Provincial PMDS Policy allows for flexibility by setting a percentage range to the bonus as indicated earlier. The Incentive Policy Framework of 2017 introduced flexibility in the awarding of performance incentives but placed a ceiling of a **maximum of 18 %** of the basic salary for performance awards/bonuses. It also determines that a department should not spend more than **1.5% of its annual remuneration budget** on performance incentives.
- 15.5.4 If the 1.5% is insufficient to award deserving employees, departments should manage the situation by scaling down the percentages to be granted or setting tighter standards for the granting of awards.

#### 15.6 Non-Monetary recognition

For the above satisfactory performance (commendable and outstanding performance) Examples are outlined below:

15.6.1 **Low cost** has one, or a combination of the following incentives:

- (a) Given priority to attend a national conference, and overseas study tours.
- (b) Given priority to attend training, conferences, or seminars of interest to the employee and are not necessarily linked to the current job performed by the employee.

15.6.2 **No-cost**

One, or a combination of the following incentives:

- (a) Honorary Award Certificate
- (b) Employee of the Year certificate
- (c) Recognition in departmental and/ or provincial publications
- (d) Public note /memo
- (e) Written personal letter
- (f) Employee/team of the month recognition
- (g) Delegation of more challenging responsibilities
- (h) Represent the department in official functions/forums.

### 16. MECHANISMS FOR DISPUTE RESOLUTION OF PMDS MATTERS

- 16.1. Mechanisms for dispute resolution must include any differences that might arise out of performance agreements, performance reviews, and assessments. Any disagreement must first be resolved internally within the Unit/Component/Branch.
- 16.2. If a dispute arises as contemplated in regulation 72(4) of the PSR, the EA or delegated official shall appoint a mediator, who shall be an employee, to consider the dispute within one (1) month after the expiry of the due date for the signing of the PA or an agreement of a similar nature.
- 16.3. Persons appointed to resolve disputes should preferably be chosen based on their functional expertise and people skills and not necessarily a legal qualification since performance disagreements should preferably be a consensus-driven process resolved through dialogue.
- 16.4. The PMDS mediation process shall not exceed one month.



- 15.7 If the mediation process fails, an employee may consider a formal grievance in terms of the Public Service Grievance Procedure.

## 17. ROLES/RESPONSIBILITIES

The following are the roles and responsibilities assigned to various levels of personnel in the department:

### 17.1. Executing Authority

- (a) Communicates the vision, mission, and strategic direction.
- (b) Communicates the strategic and operational plans.
- (c) Oversees the process of design and implementation of work plans.
- (d) Serve as an appeal authority for disagreement emanating from EPMDs.

### 17.2. Head of Department

- (a) Creates an environment conducive to EPMDs implementation.
- (b) Communicates his/her performance agreement to senior staff members for cascading to lower levels.
- (c) Facilitates ongoing review of performance against set targets.
- (d) Ensures that the system is implemented in line with legislative and policy frameworks.
- (e) Develops a departmental strategic plan.
- (f) Allocates budget for rewarding and recognizing good performance.
- (g) Mediates over disagreements between supervisors and employees.
- (h) Provides decision-making on recognition/reward for good performance.
- (i) Ensures that all necessary resources to facilitate performance are made available and accessible.

### 17.3. The Branch Head/Deputy Director General

- (a) The branch manager and the other delegated senior managers are responsible for developing the branch or component business plans that are derived from the departmental strategic and business plans.
- (b) She/he is also responsible for determining the Key Result Areas (KRA's) for the component managers based on those assigned by the Head of Department (HOD) and those indicated in branch objectives.

### 17.4. Program Manager/Chief Director

- (a) The program manager is responsible for the chief directorate objectives and for ensuring that directorates develop business plans based on the objectives.
- (b) The program manager also ensures that sub – components have defined objectives, outputs, targets and staff to carry the responsibility and the budget to fund the activity.



**17.5. The Role of District Director**

- a) The sub-component Manager/ Director is responsible for the specific objective of the component assigned by the Branch Head and the Chief Director.
- b) The Sub-Component manager/ Director defines the Sub-Component 's objectives, outputs, targets, and the responsible individual and budget allocation.
- c) The Sub-Component manager will also agree on the KRAs and GAFs for middle and junior management staff in the unit.
- d) The District Director monitors the outcomes of PMCs for alignment with the allocated budget of the district.

**17.6. The Sub-component Manager/Director**

- (a) The District Director is responsible for the specific objectives of the district assigned by the Chief Director: Coordination.
- (b) The District Director defines the Sub-Component 's objectives, outputs, targets, and the responsible individual and budget allocation.
- (c) The District Director will also agree on the KRAs and GAFs for middle and junior management staff in the unit.

**17.7. Chief Financial Officer**

- (a) Decentralize budget regarding performance management to the respective responsibility managers.
- (b) Ensures that all Senior Managers/ Directors have budgeted for performance management linked expenditure.

**17.8. Director: Human Resources Development and PMDS**

This position is responsible for ensuring that-

- (a) The system is made available, and revisions are properly communicated. A plan is jointly developed with the Human Resources Development (HRD) unit for the training of trainers as well as the training of supervisors in the implementation of the EPMDS. Regulatory changes likely to affect the EPMDS are communicated timeously.
- (b) Performance Agreements (PAs) and the employment contract of relevant staff are reconciled where necessary.
- (c) Dates for submission of PAs and review reports and assessments are set.
- (d) Depending on the size of the department, the establishment of a dedicated performance or programme management unit with a designated manager is highly advisable.
- (e) This position is responsible for the following support in respect of the EPMDS:
- (f) Incorporating identified training needs into the training and skills development planning and implementation processes of the department.
- (g) Jointly developing and implementing the workplace skills plan for the department in cooperation with the Human Resources Component.



- (h) Provision of oversight of the application of the PMDS policies, ensuring that the performance management process, including the setting of performance standards, is valid, fair, and objective.
- (i) Detection of potential problems in the PMDS system and advising the HOD accordingly.
- (j) Recommending reward levels and remedial action for different types of performance outcomes; and.
- (k) Making recommendations regarding actions to be considered where managers and supervisors do not properly and fairly execute their responsibilities concerning contracting, provision of performance feedback, mid-year reviews, annual assessment, and rating in terms of the PMDS.

**17.9. Director: Human Resource Management**

- (a) Communicates outcomes of Annual Assessments to employees.
- (b) Implements outcomes of annual assessment

**17.10. Supervisors**

- (a) Jointly, with employees, develop a work plan that will help achieve the Department's objectives.
- (b) Conduct regular monitoring and review meetings on performance.
- (c) Align the work plan to the respective senior manager's performance agreement.
- (d) Conduct annual appraisal of performance.
- (e) Develop and implement performance improvement plans for unsatisfactory performers.
- (f) Develop and implement, jointly with employees, personal development plans. Recommend forms of recognizing and rewarding employee's good performance.
- (g) Address appeals in terms of the appeal procedure.

**17.11. Employees**

- (a) Equal participation with supervisors in developing work plans.
- (b) Take responsibility for her/his personal development.
- (c) Understanding of own job description and responsibilities.
- (d) Take responsibility for the management of own performance which includes contracting, reviews, and overall annual assessment.
- (e) Understanding of the Department's strategic objectives and how he/she can contribute to achieving these objectives.
- (f) Provide feedback to supervisors on obstacles to achieving agreed objectives/standards.

**17.12. Departmental Performance Management (PM) Committee**

- (a) The departmental PM Committee will monitor the performance management process by obtaining an overall sense of whether norms and standards are being applied consistently and realistic to employees on the same level.



- (b) The Committee should not assess each individual case for purposes of evaluating ratings but should develop an overall view of the results of process.
- (c) If deviations from norms and standards are identified, these must be referred back to the relevant supervisor for review.
- (d) The role of the Departmental Moderating Committee is to ensure that the annual performance assessment is done in a realistic, consistent, and fair manner; to monitor the performance assessment process by obtaining an overall sense of whether the department complies with the Performance Management Development System.
- (e) The Departmental Moderating Committee must keep detailed minutes and records of decisions.
- (f) The Moderating Committee shall confirm the rating, which is the final rating score for an employee.
- (g) Moderating overall assessment scores across unit sections/programmes in the department.

## **18. MONITORING AND EVALUATION**

- 18.1. The Head of the Department, Chief Financial Officer, and Human Resources Manager are responsible for the monitoring and implementation of this policy in the department.
- 18.2. The Department shall submit reports on the implementation of PMDS. These reports shall reach the Director-General not later than the month succeeding the end of a quarter for quarterly progress reports and by 31 May after each annual assessment period for annual policy implementation reports as per the compliance and accountability framework.
- 18.3. Other monitoring and evaluation structures used are:
  - (a) Internal Audit Unit
  - (b) Office of the Premier
  - (c) Provincial decision-making structures
  - (d) Public Service Commission (PSC)

## **19. COMPLIANCE**

- 19.1. Any non-compliance with this policy must be dealt with in terms of Section 16A of the Public Service Act.

## **20. POLICY IMPLEMENTATION AND REVIEW**

- 20.1. This policy will be effective from the date of approval.
- 20.2. This policy will be reviewed after three years (3) from the approval date or when a need arises during implementation due to environmental or legislative changes.



**21. RECOMMENDATIONS AND APPROVAL**

The Bursary Policy is recommended and approved by the management of the department.

*Approved / ~~Not Approved~~*

*Comments:*

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**MR. B DAYIMANI**  
**ACTING HEAD OF THE DEPARTMENT: DRDAR**

Date: 01/04/2024

