



PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM POLICY

(2026)



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1. LIST OF ACRONYMS/ ABBREVIATIONS

CM	City Manager
CC	Code of Conduct
DMC	Departmental Moderation Committee
EPMS	Employee Performance Management System
FMPPI	Framework for Managing Programme Performance Information
FY	Financial Year
HRM	Human Resources Management
HRD	Human Resources and Development
IDP	Integrated Development Plan
IM	Improvement Plan
JD	Job Description
JSC	Job Specific Competencies
KPA	Key Performance Area
KPI	Key Performance Indicator
LRA	Labour Relations Act
HoD	Head of Department
MFMA	Municipal Financial Management Act
M-MC	Municipal Moderation Committee
MSA	Municipal Systems Act
MSR	Municipal Staff Regulations
PA	Performance Agreement
PDP	Personal Development Plan
PMDS	Performance Management and Development System
PMS	Performance Management System
PP	Performance Plan
SDBIP	Service Delivery and Budget Implementation Plan
SMART	Specific, Measurable, Achievable, Realistic, Time-bound
VAR	Validated Assessment Rating



2. DEFINITION OF TERMS/CONCEPTS

Accounting Officer: in relation to a municipality and for the purposes of this policy, means the Municipal Manager as referred to in section 55 of the Municipal Systems Act 32 of 2000.

Annual Report: in relation to a municipality or municipal entity, means an annual report outlined in section 121 of the Municipal Finance Management Act.

Auditor-General: means the person appointed as Auditor-General in terms of section 193 of the Constitution, and includes a person-

(a) acting as Auditor-General

(b) acting in terms of a delegation by the Auditor-General; or

(c) designated by the Auditor-General to exercise a power or perform a duty of the Auditor-General.

Annual Performance Evaluation: refers to a formal, structured process through which each employee's performance is assessed over a full performance cycle against the agreed performance indicators, targets and responsibilities as set out in the Performance Agreement.

Basic Municipal Service: means a municipal service that is necessary to ensure an acceptable and reasonable quality of life and which, if not provided, would endanger public health or safety or the environment.

Baseline: the accurate and quantitative data at a stated point in time that marks the beginning of a trend.

Section 57 Employee: means a person employed by a municipality as a municipal manager or as a manager directly accountable to a municipal manager.

Employee/ Staff member: means any person, excluding an independent contractor, who works for the Municipality and who receives, or is entitled to receive, any remuneration.

Employer: means the municipality employing a person as a municipal manager or as manager directly accountable to a municipal manager and as represented by the mayor, executive mayor or municipal manager or a manager/supervisor with which a performance agreement is signed as the case may be.

Executive Director: in relation to a municipality, means a manager referred to in section 56 of the Municipal Systems Act; or

Financial Year / Performance Cycle: means the financial year of municipalities that commences in July and end on 30 June of each year.

Grievance: means a complaint or concern resulting either from performance objectives and targets, evaluation outcome or the evaluation process.

Input Indicator: means an indicator that measures the costs, resources and time used to produce an output.



Integrated Development Plan: means a municipal strategic plan as outlined in section 25 of the Municipal Systems Act.

Mid-year Performance Assessment: refers to a formal review conducted midway through the performance cycle to assess an individual employee's progress against the agreed performance indicators, targets and responsibilities outlined in the Performance Agreement. Its intention is to confirm whether performance is on track, identify challenges or risks early, provide constructive feedback and agree on any necessary adjustments to targets, support measures or development interventions to ensure successful achievement of performance objectives by the end of the cycle, in alignment with the organizational performance management requirements.

Municipality” when referred to as:

- (a) an entity, means a municipality as described in section 2; and
- (b) a geographical area, means a municipal area determined in terms of the Local Government: Municipal Demarcation Act, 1998 (Act No. 27 of 1998).

Municipal Council or “**Council**” means a municipal council referred to in section 157(1) of the Constitution.

Municipal Finance Management Act: means the Local Government: Municipal Finance Management Act, 2003, and any regulations made under that Act.

City Manager: means a person appointed in terms of section 82 of the Municipal Structures Act.

Municipal Service: has the meaning assigned to it in section 1 of the Municipal Systems Act.

Municipal Structures Act: means the Local Government: Municipal Structures Act 1998 (Act 117 of 1998).

Municipal Systems Act: means the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000).

Outcome Indicator: means an indicator that measures the quality and or impact of an output on achieving a particular objective.

Output Indicator: means an indicator that measures the results of activities, processes and strategies of a program of a municipality.

Performance management: Performance management is an ongoing, continuous process where managers and employees communicate to set expectations, monitor progress, provide feedback, and develop skills, all to align individual efforts with organizational goals for improved effectiveness and growth.

Performance Agreement: means a signed document by both parties (Manager/Supervisor and Employee) that states objective, performance indicators, standard and target and weighting for the Employee with the aim to monitor and measure performance for a particular financial year.

Performance Indicators: means different types of measures which could include: time, performance



against set time frames, response time, quantity, quality, cost or money, maximizing income, reducing costs and improvement. It defines how performance and what standards will be measured.

Performance Management and Development System: means a policy framework and procedures document that guides how the Municipality's performance planning, monitoring, measurement, review, reporting and improvement will be managed including defining the role of different role players.

Performance Plan: means a part of the performance agreement (**Annexure A**) which details the performance objectives and targets that must be met and time frame within which these must be met.

Performance Target: means a specific result or level of achievement which is set for each Key Performance Indicator to measure by when and how that specific target should be achieved and it should be SMART (specific, measurable, attainable, realistic, and time related).

Personal Development Plan (PDP): means a plan that is developed after the formal assessment in July and shows what training and development activities will be planned for the year to assist the employee to be more efficient in his/her current position.

Prescribe: means prescribe by regulation or guidelines in terms of section 120 of the Municipal Systems Act No. 32 of 2000 and.

Senior Managers: means persons appointed in terms of section 56 and 57 of the Municipal Systems Act, 32 of 2000 (Municipal Manager and Managers directly accountable to the Municipal Manager).

Weight: are allocated to every key performance indicator in the performance plan to show the relative importance of one key performance indicator against another key performance indicator. Total weighting for all KPIs combined must equal 100%.

3. PREAMBLE

3.1. The Municipal Systems Act, No. 32 of 2000 as amended, enjoins the Municipalities to introduce the individual performance management system that will ensure the attainment of service delivery imperatives in the Municipality. The changing circumstances resulting from the implementation of the Municipal Staff Regulation of the 20 September 2021 necessitated the review of the Individual Performance Management and Development System Policy. Non-alignment of which may results in the performance management processes being outdated and illegal.

3.2. This system shall contain the following core elements:

- 3.2.1. Performance planning,
- 3.2.2. Performance measurement,
- 3.2.3. Performance monitoring, reviewing and evaluation,
- 3.2.4. Performance Moderation,
- 3.2.5. Performance reporting and/or rewarding, and



3.2.6. Intervention.

3.3. The City Manager in conjunction with the Mayoral Committee has the discretion to decide on the establishment of a financial incentive scheme, which shall not exceed 1,5% of the Municipal salary and wage bill, subject to the availability of adequate funds in the Municipal budget. It is thus within the Council's discretionary powers to allow or disallow the payment of any performance incentives for a particular financial year.

4. PURPOSE OF THE POLICY

4.1. The overall purpose of a Performance Management and Development System Policy Framework is to provide tools for measuring the extent of the implementation of the municipality's Integrated Development Plan, through the development and implementation of Service Delivery and Budget Implementation Plans (SDBIPs). This policy framework essentially provides procedures on how organisational plans are translated into individuals' plans or scorecard and it also provides procedures for managing, monitoring and evaluating performance in the municipality at individual level.

5. LEGAL MANDATES

5.1. Performance management is legislatively regulated and therefore Polokwane Municipality must comply to certain processes to ensure legislative compliance. The Municipality is obliged to regular performance reporting and to effect the latter, strict processes and cut-off dates (time lines) must be adhered to.

5.2. The following pieces of legislation inform the development, implementation and management of performance management system in Local Government:

5.2.1. The Constitution of the Republic of South Africa (Act 108 of 1996)

5.2.2. Labour Relations Act, (Act No. 66 of 1995)

5.2.3. Employment Equity Act, 1998 (Act No. 55 of 1998)

5.2.4. The Batho-Pele White Paper, 1998

5.2.5. The White Paper on Local Government, 1998

5.2.6. The Municipal Systems Act (Act No 32 of 2000)

5.2.7. Promotion of Access to Information Act (Act 2 of 2000)

5.2.8. Municipal Planning and Performance Management Regulations, 2001

5.2.9. Municipal Finance Management Act (Act No 56 of 2003)

5.2.10. The Skills Development Amendment Act (Act 31 of 2003)

5.2.11. Local Government Municipal Staff Regulations, September 2021

5.2.12. Local Government: Guidelines for the implementation of the Municipal Staff Regulations,



September 2021

5.2.13. Basic conditions of employment Act (Act 75 of 1997)

5.2.14. And any other relevant Act, Regulations, Guideline, Circulars and policies.

6. OBJECTIVES OF THE POLICY

6.1. The objectives of the performance management and development policy framework of the Polokwane Municipality can be summarized as follows:

- 6.1.1. Translate the Polokwane Municipality's vision and mission into clear measurable outcomes and performance indicators that define success and that are shared throughout the municipality and with the municipality's customers and stakeholders;
- 6.1.2. To improve the organisational performance by improving team and individual performance and ensuring synergy with IDP and other strategic processes requirements and standards;
- 6.1.3. To clarify expectations of what teams and individuals are required to achieve;
- 6.1.4. To develop the skills, competencies and abilities of individuals within the organization;
- 6.1.5. To develop a sound working relationship between Managers/Supervisors and Employees through the development of agreed objectives, the provision of feedback, mentoring and coaching;
- 6.1.6. To identify and reward staff who renders exceptional performance;
- 6.1.7. To identify staff who render unsatisfactory performance and provide appropriate remedial action;
- 6.1.8. To provide a mechanism for identifying and linking training and development needs to performance management;
- 6.1.9. To ensure that staff is actively involved in managing their own performance; and
- 6.1.10. To instill a performance-oriented culture throughout the organization.

7. BENEFITS OF THE PMDS

Efficient and effective implementation of the PMDS has the following benefits:

- 7.1. It facilitates the alignment of individual goals with institutional goals;
- 7.2. Employees have a clear understanding of their roles, responsibilities, performance standards and targets expected to attain;
- 7.3. It facilitates early detection of challenges in meeting the IDP and SDBIP objectives, so that these can be remedied.



- 7.4. It highlights gaps in the competencies of staff so that these can be addressed;
- 7.5. It ensures that employees are provided with opportunities for learning and development in order to enable them to competently meet their performance targets.
- 7.6. It rewards outstanding performance and thereby provides motivation for improved performance.

8. SCOPE OF APPLICATION

8.1. The performance management and development system policy framework applies to all Employees employed by the Polokwane Municipality, excluding Section 56/57 Employees, Point Duty Officers, Community Policing Forum, Volunteer Borehole Operators, Casual Workers, EPWP, CWP employees and interns. Municipal employees to which this policy is applicable are employees employed on a:

- 8.1.1. Permanent basis;
- 8.1.2. Fixed term contract basis (for the duration which is over 12 months).

8.2. There are two categories of Employees in the municipality. These include the following:

- 8.2.1. Section 56/57 Employees: City Manager; and Executive Managers (managers directly accountable to the municipal manager).
- 8.2.2. Employees other than section 57 Employees (Governed by SALGBC). All other employees such as managers; coordinators; supervisors etc.

9. ROLES AND RESPONSIBILITIES IN THE PERFORMANCE MANAGEMENT PROCESS

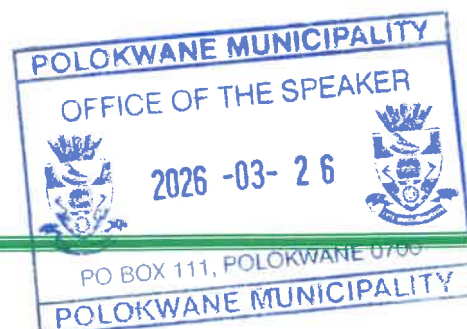
There are different role players with different responsibilities in the performance management and development process and these are outlined in detailed on the table below:

Table 1: Role players and their responsibilities in PMDS Process

Role Player	Roles and Responsibilities
Council	<ul style="list-style-type: none"> ▪ Adopts the performance management and development system ▪ Plays an oversight on the implementation of PMDS and considers the approval of the performance rewards.
City Manager	<ul style="list-style-type: none"> ▪ Manages the overall development and implementation of the Performance Management and Development System (PMDS)



Role Player	Roles and Responsibilities
Heads of Departments (Executive Directors)	<ul style="list-style-type: none"> ▪ Participate in the formulation of the SDBIP and the municipal strategic/organisational scorecard ▪ Manage subordinates' overall performance ▪ Signing the Performance Agreements of the employees within the Directorate, as well as endorsing the Annual Performance Evaluations. This responsibility aims at ensuring a clear understanding of the Executive Director regarding the indicators and targets set for employees within the Directorate, and to also promote accountability, effective oversight and alignment with the organizational performance management requirements. ▪ Implement Departmental SDBIPs/scorecards and ensure the performance objectives in the performance agreements are achieved ▪ Identify improvement mechanisms for poor performance.
Supervisors	<ul style="list-style-type: none"> ▪ Enter into an agreement for each performance cycle of the municipality together with staff member (MSR 35(1)) ▪ Undertake a formal mid-year performance review together with Staff member (MSR 34(11)) ▪ Must during the performance cycle monitor, coach and provide feedback to the staff member (MSR 34(10)) ▪ Conclude the annual performance assessment process as a formal engagement co-signed by both supervisor and staff member (MSR 34(14)) ▪ Must a record of all assessment meetings (MSR 38(9)) ▪ Assist employees identify realistic objectives that are linked to their department's operational plans/job descriptions and ultimately the municipality's IDP, SDBIP and other related strategies; ▪ Ensure timely completion and submission of employee's performance agreements, plans and reviews. ▪ Provide regular coaching and ongoing feedback to Employees and assess performance on a continuous basis; and ▪ Identify Employee development needs and work with Human Resources Division to implement specific development plans to address such needs;



Role Player	Roles and Responsibilities
Employees (Staff Members)	<ul style="list-style-type: none"> ▪ Enter into an agreement for each performance cycle of the municipality together with supervisor (MSR 35(1)). ▪ Undertake a formal mid-year performance review together with Supervisor (MSR 34(11)) ▪ Conclude the annual performance assessment process as a formal engagement co-signed by both supervisor and staff member (MSR 34(14)) ▪ Maintain and provide the portfolio of evidence (MSR 38(6)) of outcomes achieved or partially achieved. ▪ To request for feedback from Manager/Supervisor to monitor own performance ▪ To give feedback to the Manager/Supervisor on progress with regard to their performance on a regular basis ▪ To review own progress according to the performance agreement ▪ Keep Manager/Supervisor informed of any problems or potential problems that may affect their ability to achieve some or all their performance objectives ▪ To continuously improve their performance ▪ To bring to Manager/Supervisor's attention, significant other outcomes that were delivered during this period and which may not be contained in the performance agreement, where applicable ▪ To give input on appropriate action to be taken on areas of performance, which the supervisor has identified as not being satisfactory. ▪ To make contributions for the improvement of the performance management system.
Human Resource / PMDS Practitioner	<ul style="list-style-type: none"> ▪ Custodians of the PMDS ▪ Provides support to management and staff members ▪ Guides the implementation of the performance management cycle ▪ Evaluates the effectiveness of PMDS
Internal Audit	<ul style="list-style-type: none"> ▪ On a continuous basis (quarterly and annually) audit the performance measurements of the municipality as part of quality assurance on the reported targets by directorates. ▪ Assess the effective functioning of the municipality's PMS to ensure it complies



Role Player	Roles and Responsibilities
	<p>with the Act</p> <ul style="list-style-type: none"> ▪ Recommend to the Management relevant improvement measures to curb future audit findings.
<p>Departmental Performance Moderation Committee</p>	<ul style="list-style-type: none"> ▪ Conduct moderation of annual staff members' performance results, to ensure that the norms and standards for performance management are applied in a fair, realistic and consistent manner across departments ▪ Determine the cost implications for recognition of performance of staff members within the department ▪ Recommend the moderated scores for all staff members to the municipal moderation committee for approval ▪ Recommend performance rewards as well as remedial actions for performance considered to be below effective performance ▪ In instances where the Committee has reason to believe that the performance assessment by the Supervisor does not conform to the performance norms and standards, the Committee can amend or adjust the performance ratings of a staff member or refer the assessment back to the relevant supervisor for reassessment in consultation with the affected staff member (MSR 39(5)(a))
<p>Municipal Performance Moderation Committee</p>	<ul style="list-style-type: none"> ▪ Provide oversight over the staff performance management and development system to ensure performance process is valid, fair and objective ▪ Moderate the overall performance assessment score for staff determined after departmental moderation process ▪ Determined the percentages for merit based rewards subject to affordability <p>Recommend appropriate remedial actions for performance believed to be substandard</p>
<p>Trade unions</p>	<ul style="list-style-type: none"> ▪ Observe and monitor the application of the performance management and development system; ▪ Encourage their members to support the system; ▪ Represent their employees in the event of grievances arising from the implementation of the performance management and development system.



Role Player	Roles and Responsibilities

10. PERFORMANCE MANAGEMENT CYCLE

10.1. The performance management process involves four key phases. These key phases in the performance management cycle are designed to ensure that each phase is taken into consideration when managing the performance of an employee, and they are as follows:

- 10.1.1. **Planning:** This phase involves jointly identifying individual performance expectations and gaining the employee's commitment to achieving these expectations.
- 10.1.2. **Implementation, Monitoring, Coaching and Feedback:** This is a crucial phase of continuously tracking and improving performance, through feedback and reinforcement of key results and competencies.
- 10.1.3. **Reviewing and Evaluation:** This phase involves jointly assessing actual performance against expectations at the end of the performance cycle to review and document planned vs. actual performance.
- 10.1.4. **Rewarding and Recognition:** This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviors by determining and allocating equitable and appropriate rewards to employees.

A figure below depicts the performance management cycle:



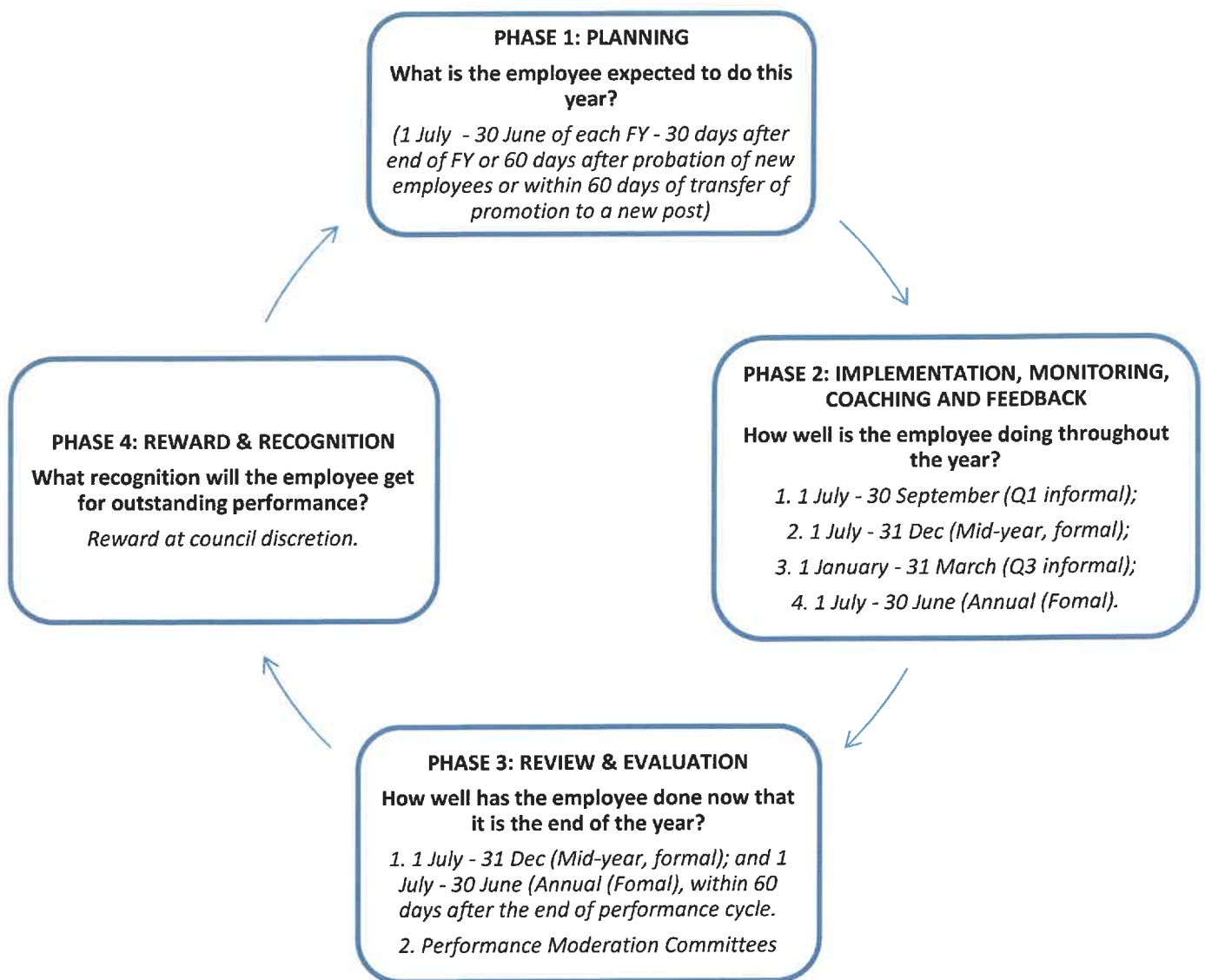


Figure 1: The Four Phases of the Performance Management Cycle

10.2. The performance management/ assessment cycle is linked to a financial year and will run over 12 months each year, commencing on 1 July of every year, ending on the 30th June in the following year as follows:

- 10.2.1. The planning phase shall involve the development of the Annual Performance Agreement and Plan between the Supervisor and the employee.
- 10.2.2. For the serving staff, the performance agreement and plan shall be submitted to PMDS UNIT from the 1st to the 30 July each financial year.
- 10.2.3. For the newly appointed staff members, appointed after the 1st of July, the performance agreement and plan must be submitted within 60 days after probation.

- 10.2.4. For staff members transferred and promoted to a new position, the performance agreement and plan must be submitted within 60 days of promotion/transfer.
- 10.2.5. For serving staff member on prolonged leave longer than three months, the performance agreement and plan must be submitted within 60 days of their return. Proof of approved leave must be attached (ESS report/ leave transaction report).
- 10.2.6. For serving staff member on leave no longer than three months, the performance agreement and plan / performance assessment report must be submitted within 10 days of their return. Proof of approved leave must be attached (ESS report/ leave transaction report).
- 10.2.7. The implementation and Monitoring phase involve the actual performance of the employees' set target against the KPIs and his/her continues implementation.
- 10.2.8. Review/ Evaluation phase involves the employee's self-evaluation followed by the Supervisor's evaluation session to ultimately come to a consensus for the agreed upon performance score.
- 10.2.9. Submission of the performance reviews outcome (performance assessment report) to the PMDS UNIT will follow the following strict timelines:
- 10.2.9.1. Mid-Year review – submission from 1st to 30th January each year.
- 10.2.9.2. Annual review – submission from 1st July to 29th August each year.
- 10.2.10. The submission of all reviews shall be followed by the sitting of the Departmental Moderation Committee for all employees within a particular Department by 31 October each year.
- 10.2.11. The set dates as per clauses 10.2.2 – 10.2.6 and 10.2.9.1 – 10.2.9.2 above thus serve as the “strict processes of cut-off dates (timelines)” as per clause no. 5 of this policy which must be strictly adhered to.
- 10.2.12. No submission shall be taken after the set timeframes as per the stipulation of this policy. Any late submission shall be accepted only with the written consent of the Department's Executive Director.
- 10.2.13. For all employees on job level 16 and 17, it is the responsibility of each supervisor to ensure that their subordinates are accordingly assessed and the documents submitted to the PMDS UNIT as per the prescribed timeframes.



The cycle of performance management and development in a financial year is illustrated by the table below:

Table 2: Performance Management and Development Cycle

Performance Management and Development Cycle												
Performance Management Process	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
1 Approval of IDP, budget & SDBIP											✓	✓
2 Finalize Performance Agreements on basis of SDBIP	✓											✓
3 Monitor Performance Agreements	✓			✓			✓			✓		
4 Quarterly review performance	✓			✓			✓			✓		
5 Recognize and/or reward performance							✓					
6 Formal feedback to Council							✓					



11. PLANNING PHASE

Performance planning occurs annually at the start of the financial year. The supervisor and employee must ensure that performance management is aligned to the staff member's job and KPAs relevant to the post that the staff member holds. The KPAs must relate to the staff member's functional area and must consist of not less than 5 and not more than 7 KPAs.

11.1. Performance Agreements

Performance agreements including annexures thereto (performance plans, personal development plan) shall be:

- 11.1.1. Developed for each Employee on an annual basis;
- 11.1.2. Developed by the immediate Supervisor of the Employee in consultation with such Employee, with the assistance from the PMDS team;
- 11.1.3. Reviewed by SBU Manager prior to final approval by the Executive Director;
- 11.1.4. Agreed upon between the relevant Supervisor, Employee, SBU Manager and Executive Director; and
- 11.1.5. Signed and dated by the relevant Supervisor, Employee, SBU Manager and Executive Director, once agreement has been reached.

11.1.6. **Signing a performance agreement means that the Employee agrees to the following:**

- 11.1.6.1. Fully committing to the successful delivery of all outcomes, outputs, sub-outputs, activities in the performance agreement and performance plan;
- 11.1.6.2. Attending all training and development interventions and procedures as required in terms of the personal development plan; and
- 11.1.6.3. Keeping and maintaining records/portfolio of evidence of outcomes/ outputs/ activities achieved.

11.1.7. **In signing the performance agreement, the Supervisor (Employer) commits to the following:**

- 11.1.7.1. Managing the Employee's performance in full compliance with all directives governing performance management;
- 11.1.7.2. Providing a conducive work environment in order for Employees to carry out their tasks; and
- 11.1.7.3. Providing regular feedback and/or encouragement by means of both formal and informal communication.

11.1.8. Employees and Supervisors shall conclude and sign a performance agreement



including annexures thereto annually; Performance Agreement, Performance Plan, and Personal Development Plan: The performance agreement must include a performance plan that contains:

- a) The name, job title and the department of the staff member;
- b) The objectives or targets;
- c) KPAs, their weightings and the target date for meeting the KPA
- d) The KPIs and the performance standard for each KPI
- e) The name and definition of the job specific competencies, their weightings and the expected level of capability for each competency
- f) A personal development plan
- g) The process of monitoring and assessing performance, including the planned dates of assessment.

11.2. Key Performance Indicators (KPIs)

The priorities and objectives contained in the IDP will guide the identification of indicators. Key Performance Indicators are measurements that indicate whether progress is being made in achieving the strategic goals and objectives.

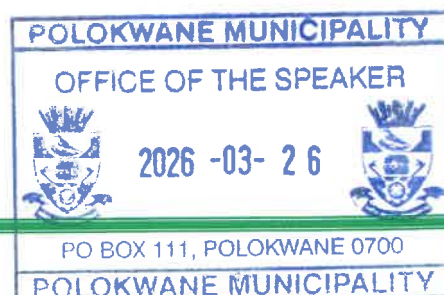
11.2.1. A good performance indicator should be:

- 11.2.1.1. Reliable: the indicator should be accurate enough for its intended use and respond to changes in the level of performance.
- 11.2.1.2. Well-defined: the indicator needs to have a clear, unambiguous definition so that data will be collected consistently, and be easy to understand and use.
- 11.2.1.3. Verifiable: it must be possible to validate the processes and systems that produce the indicator.
- 11.2.1.4. Cost-effective: the usefulness of the indicator must justify the cost of collecting the data.
- 11.2.1.5. Appropriate: the indicator must avoid unintended consequences and encourage service delivery improvements, and not give managers incentives to carry out activities simply to meet a particular target.
- 11.2.1.6. Relevant: the indicator must relate logically and directly to an aspect of the institution's mandate, and the realization of strategic goals and objectives.

11.2.2. Setting of Key Performance Indicators:

11.2.2.1. The following SMART criteria must be used for the setting of indicators and targets:

- S – Specific
- M - Measurable



- A - Achievable
- R – Realistic
- T – time-bound

11.2.3. Key Performance Information concepts should also be considered when indicators are set:

11.2.3.1. **Input Indicators:** all the resources that contribute to the production and delivery of outputs. Inputs are “what we use to do the work”. They include finances, personnel, equipment and buildings

11.2.3.2. **Activity indicators:** the processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “what we do”.

11.2.3.3. **Output indicators:** the final products, or goods and services produced for delivery. Outputs may be defined as “what we produce or deliver”.

11.2.3.4. **Outcome indicators:** the medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are “what we wish to achieve”.

11.2.3.5. **Impact indicators:** the results of achieving specific outcomes, such as reducing poverty and creating jobs.

11.2.4. KPIs shall reflect work that will be directly performed or completed by the employee under review.

11.2.5. KPIs shall be clearly defined, measurable, and aligned to the relevant KPA, such that the collective achievement of KPIs demonstrably contributes to the attainment of the KPA.

11.2.6. Compulsory KPIs as determined by the City Manager shall be communicated at the start of every financial year to be included into performance agreement by staff members.

11.3. Baseline

11.3.1. The baseline is the current level of performance that the institution aims to improve. The initial step in setting performance targets is to identify the baseline, which in most instances is the level of performance recorded in the year prior to the planning period. So, in the case of annual plans, the baseline will shift each year and the first year's performance will become the following year's baseline.

11.3.2. Individual Performance is therefore tracked from the baseline figure



obtained from the previous years' performance assessment to the target in the following year.

- 11.3.3. If a baseline does not exist in the previous year, then it must be indicated as a **new** target. After the end of the financial year in question, a baseline will be available for the following year.

11.4. Targets

- 11.4.1. Once the KPI's are developed, the municipality can then set targets which must be quantified in terms of number/ percentage/ time etc.
- 11.4.2. Performance targets must be formulated in accordance with the SMART criteria.
- 11.4.3. Targets must be set at standards required by the Municipality, aligned with normal operational outputs.
- 11.4.4. Targets must take into account current performance baselines.
- 11.4.5. Where a performance target is expressed as a percentage, the performance agreement must clearly define the numerator and denominator to ensure that performance measurement is objective, verifiable and consistent.
- 11.4.6. The whole planning phase in performance management involves the following key tasks:
- 11.4.6.1. The Senior Management translate objectives as contained in the approved IDP into the annual (SDBIP), showing the annual targets, key indicators, and baselines, outcomes, outputs, activities. Such SDBIP shall be submitted to the Executive Mayor of Council (within 28 days after the approval of the IDP and Budget) for approval;
- 11.4.6.2. The SDBIPs shall be translated into the performance plans of the staff members within the department;
- 11.4.6.3. The Supervisor shall schedule meetings with each Employee to agree on individual performance objectives, indicators, performance targets guided by the SDBIP in terms of the IDP as well as the job descriptions for each employee;
- 11.4.6.4. The Supervisor and Employee shall conclude a performance agreement including but not limited to a performance plan for the financial year based on the indicators set out in the department's SDBIP/job description. Both parties shall sign the performance agreement.
- 11.4.6.5. The PMDS Assistant Manager/Coordinator shall provide support to individual employees in ensuring that the performance agreements



templates are circulated to employees and are aligned to the job descriptions of the employees and that they comply with the regulations.

- 11.4.6.6. The PMDS Assistant Manager/Coordinator shall ensure adequate record keeping of the signed performance agreements for all employees annually.

11.5. Performance agreement adjustment

Amendments / adjustment of performance agreements are to be concluded and submitted to HRD SBU by 30th April each year.

11.5.1. A new or amended performance agreement/ performance plan shall be signed under the following circumstances:

- 11.5.1.1. If the role of the employee changes during the performance cycle;
- 11.5.1.2. If the employee has been acting in a higher position for a period of more than three months, wherein the supervisor shall review the KPAs and KPIs in consultation with the acting staff member to include KPAs and KPIs in the staff member's amended performance agreement;
- 11.5.1.3. If the work environment of the Municipality alters (whether as a result of Government or Management decisions or otherwise e.g. restructuring, devolution of functions), to the extent that the contents of the agreement are no longer appropriate;
- 11.5.1.4. If the employee has not been in the role for three months or more for any reason, for example, maternity, ill health, secondment, or trainings; unless this absence was built into the original agreement; and
- 11.5.1.5. If this is a recommended plan of action to manage unsatisfactory performance.
- 11.5.1.6. If the recommended plan is intended to address omissions, rectify identified gaps or ensure compliance with applicable policies, procedures or regulatory requirements.

11.5.2. All amendments to a signed performance agreement/ performance plan should be supported by a written motivation.

11.5.3. The amended performance agreement or addendum must be co-signed by the staff member, supervisor, Assistant Manager, Manager and Executive Director.

11.5.4. Employees shall be evaluated at the end of the performance cycle



against the duly approved and formally recorded Adjusted Performance Agreement for the period under review.

- 11.5.5. All approved and Adjusted Performance Agreements shall be formally documented and maintained to ensure accountability and to support the evaluation process.

11.6. Staff Member Horizontal Movement / transfer

11.6.1. If a staff member changes positions during the performance cycle, however remains at the same job level. A new performance agreement for the new role must be entered into within 60 days of transfer.

11.6.2. The performance assessment should take both periods into consideration.

11.7. Personal Development Plan (PDP)

11.7.1. The Performance Agreement must include a PDP. The purpose of the PDP is to identify any performance output shortfall in the work of the employee.

11.7.2. PDP must align to the Competency Framework aligned to job requirements and the Workplace Skills Plan as informed by training needs submitted by employees.

11.7.3. Where substandard performance is identified during a performance review or assessment, a revised Performance Development Plan (PDP) shall be developed and managed in accordance with Section 15 of this Policy.

11.7.4. Progress on the implementation of PDP to be reported during performance assessment.

11.8. Measuring

There are two basic criteria against which Employees shall be measured:

11.8.1. Key Performance Areas (KPA):

11.8.1.1. These include the Key Performance Indicators and targets which an Employee is expected to achieve during the year. Performance indicators for each KPA must be provided detailing the evidence that will be used to assess whether or not an Employee has achieved the objective. KPAs identify what needs to be done.

11.8.2. Job Specific Competencies (JSCs):

11.8.2.1. The JSCs describe the skills, knowledge and behaviors the Employee is required to demonstrate in order to achieve the objectives. Job competencies, particularly the behaviors, identify how the work needs to be done. A detailed list of JSCs for each employee shall be documented in a



performance agreement of an employee as per the job profiles depicted in annexures in the Municipal Staff Regulations, 2021.

- 11.8.2.2. In a case where a job profile is not specified in the MSR, Competencies of a similar job profile should be utilized.

11.9. Weighting

The total of weightings on the performance agreement shall weight up to 100 points. The purpose of the weighting is to indicate key focus areas to Employees. Some objectives may have higher weighting than others as a result of their impact for instance to service delivery. The total weight of KPIs under a specific KPA aggregates to that KPA's total weight.

11.9.1. The criterion upon which the performance shall be reviewed consists of the following two components as contained in the performance agreement.

11.9.1.1. Key Performance Areas (KPAs) i.e. key objectives or outcomes/outputs; and

11.9.1.2. Job Specific Competencies (JSCs) i.e. knowledge, skills and behaviors or inputs.

11.9.2. Key Performance Areas and Competency requirements will be scored separately to make up 100 points and then weighted to calculate the final score.

11.9.3. Weighting allocation for employees weighting shall apply as follows:

11.9.4. KPA or outputs covering the main areas of work account for 80%; and

11.9.5. JSCs will account for 20% of the assessment.

11.10. Performance evidence

11.10.1. The submission of evidence is subject to the following: -

11.10.1.1. During the planning phase, an agreement must be reached on what evidence is to be used to minimize time and effort; and,

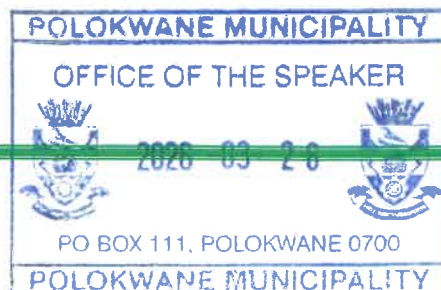
11.10.1.2. Evidence must be gathered during the performance cycle as this will inform and substantiate the scores according to the rating scale.

11.10.2. The staff member or team must gather, collate and present evidence against the measurable KPIs and, where applicable, JSCs as contained in the performance agreement.

11.10.3. The ultimate accountability for the submission of the portfolio of evidence rests with the staff member or team being evaluated.

11.10.4. The nature of the work must determine the type of evidence that should be provided. This may, inter alia, include: -

11.10.4.1. Official records,



- 11.10.4.2. Confirmation by supervisor
- 11.10.4.3. Confirmation by stakeholders such as a letter from a government department,
- 11.10.4.4. Inspection or viewing of evidence by supervisor such as filling
- 11.10.4.5. Memorandum, reports, etc.
- 11.10.5. Evidence submitted shall objectively demonstrate the level of performance achieved against the set targets and aligned Key Performance Indicators (KPIs). All supporting documentation must be appropriately packaged, clearly labelled, and sufficient to substantiate the reported performance.
- 11.10.6. Evidence must be complete, dated or date stamped and signed where required.
- 11.10.7. An employee's submitted evidence shall clearly reflect their individual contribution. Where evidence relates to a collaborative effort, the specific contribution of the employee must be explicitly identified and distinguishable.
- 11.10.8. Electronic submission of performance evidence is encouraged.
- 11.10.9. A supervisor may, at the latest by mid-year review:
 - 11.10.9.1. Accept other evidence that substantiate achievement of KPIs or competencies, and
 - 11.10.9.2. Assist the staff member or team to obtain such evidence.
- 11.10.10. In case of fraudulent POE submitted by an employee, the matter must be reported to the relevant Head of Department. The suspected POE be subjected to an investigation, which should be conducted and finalised within fourteen (14) days after the matter has been reported. Should the POE be found to be fraudulent, the employee must be rated 1 for that respective KPI/s. Furthermore, the employee will be disqualified from receiving a performance bonus, and a disciplinary hearing must be instituted against the employee.

11.11. Team-Based Performance Management System

- 11.11.1. Team-based performance management
 - 11.11.1.1. Team-based performance management is an approach to holding teams responsible for plans and results, where action plans and performance metrics are structured around teams rather than individuals.
 - 11.11.1.2. Polokwane Municipality may adopt a team-based performance management approach for a group of employees depending on the nature of the municipal operations.



11.11.2. **Applying team-based performance management**

- 11.11.2.1. Team-based performance management process will be same as individual performance including applying the performance management tools and instruments.
- 11.11.2.2. The SBU Manager/Assistant Manager or supervisor facilitates team-based discussions to set goals and key KPIs.
- 11.11.2.3. The SBU Manager/Assistant Manager or supervisor of the team shall facilitate mid-year team-based performance discussions and annual performance reporting.
- 11.11.2.4. Teams shall initially self-assess their own performance, while the SBU Manager/Assistant Manager or supervisor moderates, ensuring independent validation of scores, and facilitate discussion based on evidence of progress.
- 11.11.2.5. Team members shall carry out peer evaluations to assess each other's strengths and weaknesses, and collectively discuss how team performance can be improved.
- 11.11.2.6. SBU Manager/Assistant Manager or supervisor must identify learning areas that will be associated with team goals.
- 11.11.2.7. SBU Manager/Assistant Manager or supervisor when they assess team work must focus on team goals, quality of work and successful work standard.

12. PERFORMANCE IMPLEMENTATION, MONITORING, COACHING AND FEEDBACK

12.1. What is performance review?

- 12.1.1. Review is part of monitoring and evaluation. In this case, performance of the entire municipality, department, or its divisions as well as each employee shall be reviewed in relation to its SDBIP and the employee's performance plan.

12.2. Frequency of the assessment

- 12.2.1. The performance of the staff member shall be assessed/evaluated at the end of each quarter to assess the staff member's progress towards meeting performance target, to identify challenges and agree on solutions and to consider reviewing targets resulting from workplace changes beyond the staff member of teams' control. Performance Assessments are to be done as per the schedule in the table below:

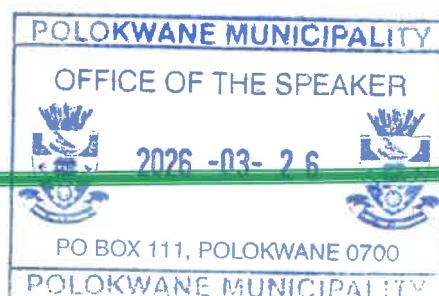


Table 3: Frequency of the assessment

Quarter	Period	Review date
1	July – September	Before the end of October (Informal)
2	October – December	Before the end of January (Midyear review) (formal)
3	January – March	Before the end of April (Informal)
4	April – June	By 29 August each year (Annual Review) (formal)

12.3. Procedure for assessment and evaluation

12.3.1. The assessment/evaluation of the performance of the staff member shall be conducted by that staff member's immediate supervisor or his/ her delegate.

12.3.2. Every employee shall do self-assessment and rate him/herself prior to the final assessment which will be concluded by the employees and their immediate supervisor.

12.3.3. The performance reviewing process shall involve the following key tasks:

12.3.3.1. Manager/ Supervisor request Employee to prepare for formal assessment/ appraisal by scoring him/herself against the agreed objectives.

12.3.3.2. An employee will do self-assessment and rate him/herself prior to the assessment by the supervisor.

12.3.3.3. Manager/ Supervisor and Employee meet to conduct formal performance appraisal and agree on final scores.

12.3.3.4. Employee provide documented evidence of results achieved or partially achieved;

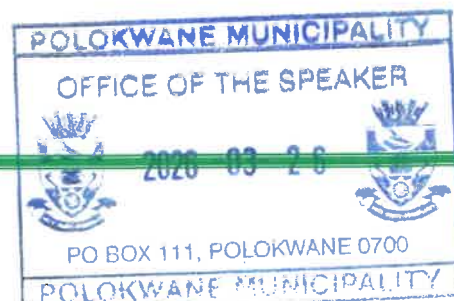
12.3.3.5. Both parties sign the performance assessment/appraisal and submit to HRD section for record keeping.

12.3.3.6. No unauthorized parties may have access to the evaluation results of an employee, without the written permission of the official concerned.

12.3.3.7. Employees shall keep records (minutes) of all informal progress meetings for their own developmental use.

12.4. Link between performance assessment and performance plan

12.4.1. Assessment are done in relation to the performance plans concluded and agreed upon by employee and their immediate supervisor.



13. PERFORMANCE REVIEW AND EVALUATION

13.1. Mid-Year Performance Review

13.1.1. The mid-year performance review –

13.1.1.1. Is a formal bi-annual performance appraisal where a staff member or team is given feedback on his or her performance.

13.1.1.2. Must be recorded.

13.1.1.3. Offers an opportunity between the supervisor and staff member to assess the performance against set performance objectives, for the supervisor to monitor, coach and provide feedback to ensure effective performance, for the supervisor and staff member to –

13.1.1.3.1. Jointly identify performance challenges and agree on solution to overcome identified challenges.

13.1.1.3.2. Agree on the developmental needs of the staff member and address such needs.

13.1.1.3.3. Review the performance targets resulting from workplace changes beyond the staff member or team's control and reinforce good performance.

13.1.2. The mid-year performance review will be based on the existing performance agreement.

13.1.3. The staff member's supervisor must keep record of all assessments.

13.1.4. The supervisor or staff member must submit the final a Mid-Year performance assessment to PMDS Unit within one month after end of quarter 2.

13.2. Annual Performance Evaluation

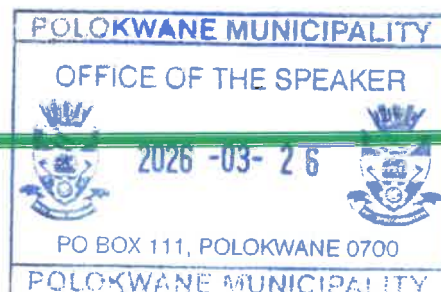
13.2.1. Annual performance evaluations shall be conducted at the end of the financial year for the performance cycle under review, 01 July to 30 June, wherein each supervisor shall conduct annual performance evaluations to evaluate performance of their employees against the planned targets. Thereafter, the results of the performance evaluations shall be subjected to performance moderation committees.

13.2.2. Step-by-step annual performance evaluation process:

13.2.2.1. Staff member/team compile annual performance assessment in line with the signed performance agreement;

13.2.2.2. Staff member/team completes self-rating on each KPA using five-point rating scale and provide evidence to support ratings;

13.2.2.3. Supervisor and staff member/team must formally confirm the staff members'



- outcomes against agreed KPAs, KPIs and JSCs.
- 13.2.2.4. Supervisor and staff member/ team sign the final annual performance assessment; and
- 13.2.2.5. The supervisor or staff member must submit the final annual performance assessment to PMDS Unit by 29 August each year.
- 13.2.3. The annual performance evaluation shall involve: -
- 13.2.3.1. An assessment of the extent to which employees achieved the performance objectives and targets outlined in the performance plan, which comprises: -
- 13.2.3.1.1. Each KPA assessed to determine the extent to which the specified standards or KPIs have been met, with due regards to ad hoc tasks that had to be performed under that KPA;
- 13.2.3.1.2. An indicative rating on the five-point scale set out in the table below provided for each KPA; and
- 13.2.3.1.3. The rating assigned to each KPA multiplied by the weight given to that KPA to provide a weight score for that KPA.
- 13.2.3.2. An assessment of the extent to which employees achieved the job specific competencies outlined in the performance plan, which comprises: -
- 13.2.3.2.1. Each competency assessed to determine the extent to which the specified standards of KPIs have been met.
- 13.2.3.2.2. An indicative rating on the five –point scale set out in the table below provided for each job competency;
- 13.2.3.2.3. The rating assigned to each job specific competency multiplied by the weight given to that competency to provide a score for that competency.
- 13.2.4. An overall rating shall be calculated by using the assessment rating calculator as provided in **Annexure C** to this policy. Such overall rating represents the outcome of the performance appraisal.
- 13.2.5. A staff member shall be assessed against KPAs and the JSCs with a weight of 80:20 allocated to KPAs and JSCs respectively.
- 13.2.6. KPAs covering the main area of work will account for 80% and the JSCs will account for 20% of the final assessment.
- 13.2.7. The annual performance evaluation shall determine a performance rating for the performance cycle.
- 13.2.8. Staff member shall provide supervisor with portfolio of evidence relating to his/ her KPIs for the entire performance cycle.
- 13.2.9. The maintenance and provision of the portfolio of evidence to support the

decision on the final score to each KPI and competency (if any), shall be the responsibility of the staff member.

13.2.10. The City Manager may exempt categories of staff from maintaining a portfolio of evidence in which case the municipality must determine alternative mechanisms or designate a staff member who will maintain the portfolio of evidence of those staff members.

13.2.11. No rounding of calculations is allowed and 2 decimal points must be used.

13.3. Five Point Rating Scale

The final performance should be assessed according to the extent to which the specified standard or performance indicator have been met and with due regard to ad hoc tasks that have to be performed under the KPA/JSC. The five-point rating scale as set out in the table below shall for purposes of implementation of performance management, apply to all employees.

Table 4: five-point rating scale

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of a staff member at this level. The appraisal indicates that the staff member has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year. An employee met the target, whereby the actual performance is more than the target (151% and above).
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the staff member has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year. An employee met the target, whereby the actual performance is more than the target (101% - 150%).
3	Fully effective performance	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the staff member has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan. An employee met the target, whereby the actual performance is equal to the target (100%).



Level	Terminology	Description
2	Performance not fully effective	<p>Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the staff member has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan.</p> <p>An employee has not met the target, whereby the actual performance is more than half of the target but less than set target (51% - 99%).</p>
1	Unacceptable performance	<p>Performance does not meet the standard expected for the job. The review/ assessment indicates that the staff member has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement and Performance Plan. The staff member has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.</p> <p>An employee has not met the target, whereby the actual performance is zero or less than half of the target (0% - 50%).</p> <p>The following KPIs and JSCs shall be rated 1:</p> <ul style="list-style-type: none"> a) <i>KPIs not reported or rated,</i> b) <i>JSC not reported or rated,</i> c) <i>Actual performance reported in performance measures other than the one on performance agreement.</i> d) <i>Reported performance not scored by supervisor and without agreed rating.</i> e) <i>KPIs reported without indicating Portfolio of evidence available to substantiate reported performance.</i>

How to calculate % Actual performance:

$$\frac{\text{Actual performance}}{\text{Performance target}} \times 100 = \% \text{ Actual performance}$$



13.4. Performance Management of Staff Members Acting in Posts

- 13.4.1. If a staff member is required to act in a post for a period that exceeds three months, the supervisor to whom the acting staff member is reporting, must and therefore shall review the KPAs and KPIs in consultation with the acting staff member, and include the KPAs and KPIs in the staff member's amended performance agreement.
- 13.4.2. If a staff member is appointed to act in a Section 56 position: the staff member shall be assessed based on the performance of the acting position.

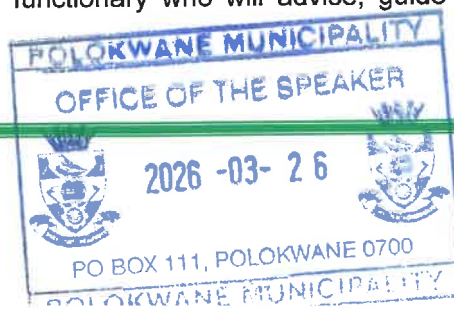
13.5. Performance reviews of seconded employees

- 13.5.1. If a staff member is seconded to assist in another position: the seconded employee shall be assessed based on the performance of the seconded position.
- 13.5.2. If a staff member is seconded from another municipality to Polokwane Municipality. The seconded employee shall be assessed on the seconded position, for the period served in Polokwane Municipality.
- 13.5.3. If a staff member is seconded from Polokwane Municipality to another municipality, the staff member shall only be assessed for the period served in Polokwane Municipality during the applicable performance cycle.

13.6. Performance Moderation Committees

13.6.1. Departmental Performance Moderation Committee

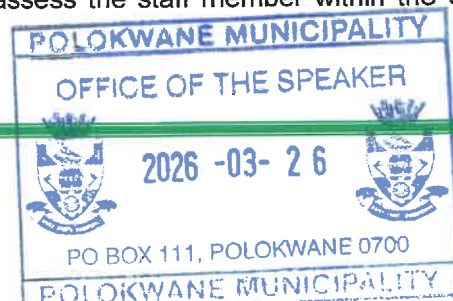
- 13.6.1.1. The Municipal Manager must establish departmental performance moderation committee, which must be convened annually.
- 13.6.1.2. The moderation process for each Directorate for all the employees within the municipality shall take place by the 31st October of each year.
- 13.6.1.3. The Office of the Municipal Manager shall form part of the Chief Operations Office Moderation Committee.
- 13.6.1.4. A quorum for the Departmental Moderation Committees shall constitute of at least sixty percent (60%) of its members present.
- 13.6.2. The **departmental moderation committee shall** comprise of the following:
- 13.6.2.1. The relevant Executive Director/ Acting Executive Director, who must act as chairpersons in the committees.
- 13.6.2.2. All managers/ Acting Manager directly accountable to the heads of departments, who must be recused from the committee before their assessments are considered by the committee; and
- 13.6.2.3. Senior human resource functionary who will advise, guide and provide



support, including arrangements for secretariat services.

13.6.3. The **purpose of the departmental performance moderation committee** is to:-

- 13.6.3.1. Conduct moderation of annual staff performance results to ensure that norms and standards for performance management and development systems are applied in a fair, realistic and consistent manner across the department.
- 13.6.3.2. Assess and compare the performance contribution of each staff member with his or her peers towards the achievement of departmental goals.
- 13.6.3.3. Ensure fairness, consistency, and objectivity with regards to dispersal of performance recognition and ratings achieved for a common understanding amongst supervisors of the performance standards required at each level of the performance rating scale.
- 13.6.3.4. Determine the cost implications for recognition of performance of all staff members within the department.
- 13.6.3.5. Recommend the moderated performance scores for all staff members to the municipal moderating committee for approval.
- 13.6.3.6. Ensure that performance rewards are based on affordability.
- 13.6.3.7. Consider the impact of the performance assessments on financial rewards and options for various forms of recognition.
- 13.6.3.8. Recommend performance rewards as well as remedial actions for performance considered to be below effective performance; and
- 13.6.3.9. Ensure that the integrity of the performance management and development system is protected.
- 13.6.3.10. Recommend remedial actions for employees that are non-compliant.
- 13.6.3.11. If the departmental moderation committee has reason to believe that any performance assessment by the supervisor does not conform to performance norms and standards or that there is no evidence or information to support the performance ratings, the departmental moderation committee may not reassess, amend or adjust the performance ratings of a staff member, but may refer the assessment back to the relevant supervisor for reassessment in consultation with the affected staff member.
- 13.6.3.12. Upon conclusion of the reassessment, the departmental moderation committee may reconvene to moderate the assessment of the staff member concerned
- 13.6.3.13. If the supervisor fails to reassess the staff member within the stipulated



timeframe, despite the request by the relevant authority or the departmental moderation committee still has reason to believe that the performance ratings are not substantiated, the moderation committee may request the higher level supervisor to reassess the relevant staff member.

13.6.3.14. The affected staff member must be consulted and be offered an opportunity to respond.

13.6.4. Municipal Performance Moderation Committee

13.6.4.1. Council must establish a municipal moderation committee comprising of the following:

- 13.6.4.1.1. City Manager or his/her delegate who will act as the chairperson;
- 13.6.4.1.2. All Executive Directors/ Acting Executive Directors;
- 13.6.4.1.3. Manager responsible for PMDS;
- 13.6.4.1.4. Manager responsible for organizational development;
- 13.6.4.1.5. Manager responsible for organizational performance;
- 13.6.4.1.6. A representative from finance, where applicable;
- 13.6.4.1.7. A representative from governance, where applicable;
- 13.6.4.1.8. A representative from audit, where applicable; and
- 13.6.4.1.9. Two members of organized labour (IMATU and SAMWU) as observers.

13.6.4.2. The **purpose of the municipal performance moderation** committee is to:-

- 13.6.4.2.1. Provide oversight over the staff performance management and development system to ensure the performance management is valid, fair, and objective.
- 13.6.4.2.2. Moderate the overall performance assessment score for staff determined after the departmental moderation processes.
- 13.6.4.2.3. Ensure that final individuals' performance ratings are fair across each grade and department.
- 13.6.4.2.4. Ensure that each individual assessment outcome corresponds with the performance of the municipality and the relevant department aligned to the staff member's job description or directorate before any recognition of performance is considered.
- 13.6.4.2.5. Determine the percentages for the merit based rewards subject to affordability and approved annual budget.
- 13.6.4.2.6. Recommend appropriate recognitions for different levels of



- performance
- 13.6.4.2.7. Recommend appropriate remedial actions for performance believed to be substandard
- 13.6.4.2.8. Advise the municipality on recognition of performance including financial and non-financial rewards, where applicable.
- 13.6.4.2.9. Identify potential challenges in the performance management system and recommend appropriate solutions to the Municipal Manager
- 13.6.4.2.10. Identify developmental needs for supervisors to improve the integrity of performance management and development system; and
- 13.6.4.2.11. Consider any other matter that may be considered relevant.

14. PERFORMANCE REWARD AND RECOGNITION

14.1. Performance Incentive System

- 14.1.1. Based on financial viability (affordability) and approval by Council, the municipality shall reward and recognize outstanding performance.
- 14.1.2. Annual performance achievement scores are used to determine eligibility for a performance reward.
- 14.1.3. A performance bonus ranging from 5% to 8% of the annual remuneration package shall be paid to an employee in recognition of outstanding performance.
- 14.1.4. The KPI score is calculated based on the rating achieved on targets multiplied by the weighting. In determining the performance bonus, the relevant percentage shall be based on the overall rating, calculated by using the applicable assessment-rating calculator, attached hereto as **Annexure C**.
- 14.1.5. No rounding of calculations is allowed and 2 decimal points will be used.
- 14.1.6. The municipality shall not spend more than 1.5% of its annual salary and wage bill for staff performance rewards.
- 14.1.7. If the total performance bonus expenditure exceeds 1.5% of the annual salary and wage bill, the excess amount shall be deducted from all qualifying employees' bonuses. i.e.:

$$\frac{\text{Number of eligible employees}}{\text{the excess amount}} \times 100 = \% \text{ to be deducted from individual bonuses}$$

- 14.1.8. Employee performance incentive (performance bonus) will be awarded to employees who qualify, who received a performance rating significantly above

expectation or outstanding (101,00% and above) during a performance cycle after moderation of performance results. The table below outlines the performance threshold upon which a performance bonus shall be payable:

Table 5: Threshold for payment of Performance bonuses

Achievement percentage (Overall rating)	Percentage of Performance Bonus
151,00% and above	8% of the all-inclusive remuneration package
130,00% - 150%	7% of the all-inclusive remuneration package
120,00% - 129,99%	6% of the all-inclusive remuneration package
101,00% - 119,99%	5% of the all-inclusive remuneration package
100,00%	No performance bonus
50% - 99,99%	No performance bonus
0%-49%	No performance bonus

14.2. A performance related reward **shall be awarded** to an employee:-

- 14.2.1. Who has served the full assessment period of 12 months (1 July to 30 June of each financial year)
- 14.2.2. Transferred or seconded horizontally during the performance cycle within the municipality.
- 14.2.3. Who is on uninterrupted approved leave for 3 months or longer
- 14.2.4. Who is on approved maternity leave for more than 3 months; and
- 14.2.5. Whose service was terminated for various reasons (e.g. resignation, death, retirement, etc.) from Polokwane Municipality after meeting the qualifying criteria indicated in this policy.

14.3. A performance related **reward shall not be awarded** to an employee:

- 14.3.1. Appointed after July of performance cycle
- 14.3.2. Who is serving probation (newly appointed)
- 14.3.3. Whose performance period is less than 12 months
- 14.3.4. Whose employment is for a fixed term duration of less than 12 months
- 14.3.5. Whose post was upgraded without a change in performance agreement.

15. MANAGING SUBSTANDARD PERFORMANCE

15.1. A staff member who receives a performance rating below 3 (Performance not fully



effective) in terms of the five-point rating table must be assisted as follows:

- 15.1.1. The supervisor shall assist an employee with developing his/her competencies through training and close supervision.
- 15.1.2. Develop a revised personal development plan outlining the behavior and skills that require improvement; and a description of the actions that will be undertaken to improve the identified behavior and skills that require improvement.
- 15.1.3. A revised personal development plan shall include the deadline for improvement and a schedule of meetings to assess improvements and provide feedback. Meetings shall be recorded in writing and filed in the employee's file.
- 15.1.4. A personal development plan to manage performance improvement shall cover a maximum period of six months at the end of which, a formal performance evaluation must take place.
- 15.2. The following alternatives must and shall apply in respect of a staff member whose performance has not improved to at least a performance that is fully effective:
 - 15.2.1. Continuation of the actions in the personal development plan.
 - 15.2.2. Other measures as recommended by the performance moderation committee to improve performance.
 - 15.2.3. Offering a staff member alternative job within the municipality which is equivalent to his/her behavior and skills.
 - 15.2.4. Dismissal owing to incapacity in terms of the provisions of the Labour Relations Act.

16. DISPUTES ABOUT PERFORMANCE AGREEMENTS

- 16.1. Any disputes about the performance objectives and targets must be mediated by the relevant head of department of the staff member to whom this function is delegated. If the dispute is not resolved to the staff member's satisfaction, the staff member may lodge a grievance in terms of the applicable procedures.
- 16.2. Any dispute relating to the conclusion of the performance agreement or an amendment to the performance agreement or assessment, must be referred to the head of the relevant department or directorate not later than five days of lodging the grievance in terms of the applicable procedures.
- 16.3. A dispute must be resolved within one month of receipt of the dispute by the head of the department, after considering the representation from the staff member concerned and his or her supervisor and in consultation with the head of human resources.



16.4. A staff member who is not satisfied with the outcome of the procedure, the staff member may lodge a dispute in terms of the resolution mechanisms of the bargaining council.

17. DISPUTES ABOUT ANNUAL PERFORMANCE ASSESSMENTS RESULTS

17.1. In a case of dispute relating to the annual performance assessment results, a staff member must apply in writing for reconsideration of the performance review. A formal letter addressed to the City Manager.

17.2. The application for appeals must be submitted to PMDS Unit within five working days from the receipt of performance results.

17.3. Upon receipt of the appeals, the City Manager must appoint chairpersons of appeals committee per Directorate to consider the appeals for each Directorate, who will be the Executive Director from another Directorate.

17.4. The Appeals Committee for a Directorate shall consist of the following:

17.4.1. An Executive Director from another Directorate, to serve as a chairperson.

17.4.2. Executive Director Corporate and Shared Services.

17.4.3. Relevant Executive Director.

17.4.4. SBU Manager to whom the appealing staff member reports to.

17.4.5. Manager HRD.

17.4.6. PMDS official.

17.4.7. One representative from SAMWU.

17.4.8. One representative from IMATU.

17.5. The Appeals Committee must present its findings and recommendations to the City Manager within ten working days after the sitting of the committee. The City Manager will make the final verdict.

17.6. The final outcome must be communicated in writing to the employee who submitted the appeal.

18. Performance Auditing

18.1. For the performance management and development system to enjoy credibility and legitimacy from the public and other stakeholders, performance reports shall be audited to ascertain that reported performance information is accurate, valid and reliable and to assess the effectiveness of the PMDS.

19. Communication of the policy

19.1. This policy will be communicated to municipal employees using the full range of communication methods available to the municipality.



20. Implementation and review of the policy

20.1. The policy will be implemented once approved by Council and shall be reviewed every three years from date of approval to ensure its alignment with the Municipality's strategic objectives and/ or as and when there are changes in applicable legislation.

APPROVED BY COUNCIL

Council Resolution No. Item No.



POLOKWANE MUNICIPALITY



PERFORMANCE AGREEMENT (INDIVIDUALS)

Name and Surname: _____

Pay Number : _____

SBU Name : _____

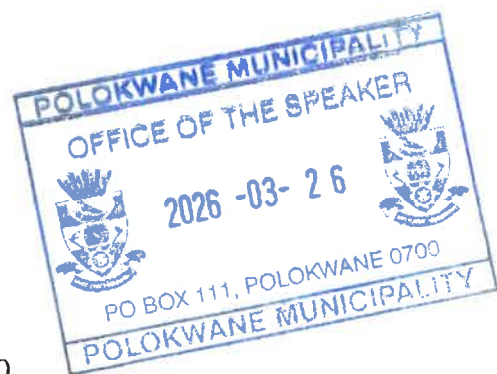
This document defines the Council's expectation of the employee in accordance with the directorates business plan and employees Job Description. The document provides the Key Performance Areas (KPAs) and targets that are based on the Key Performance Indicators (KPIs) set out in the employees Job Description that aid towards the attainment of the Municipality's Integrated Development Plan and the Service Delivery Budget Implementation Plan.

There are 4 parts to this document:

1. Performance agreement detailing department, unit and the brief functions of the employee;
2. Performance plan/scorecard detailing key objectives and their related performance indicators, weightings and target dates;
3. Job Specific Competencies;
4. Personal Development Plan (PDP); and
5. Performance Monitoring and Assessment schedule.



Performance Agreement			
Performance cycle		01 July 20..... to 30 June 20.....	
Department:			
Strategic Business Unit (SBU):			
Staff member name and surname:			
Staff member designation, payroll number and level	Designation	Payroll number	Level
Functions			
Staff member signature			Date
Supervisor Name and Surname:			
Supervisor's Signature:			Date



1. PERFORMANCE PLAN

Key Performance Area (KPA) / Programme	Key Performance Indicator (KPI)	Weighting	Baseline	Annual Target	Portfolio of Evidence	Qtr. 1 Target	Portfolio of Evidence	Qtr. 2 Target	Portfolio of Evidence	Qtr. 3 Target	Portfolio of Evidence	Qtr. 4 Target	Portfolio of Evidence
KPA 1:													
KPA 2:													
KPA 3:													
KPA 4:													
KPA 5:													
Total		100											

2. JOB SPECIFIC COMPETENCIES (JSC)

Job Specific Competencies (JSC)			
No.	Competency	Definitions	Weighting
1.			
2.			
3.			
4.			
5.			
6.			
	Total		100
	Supervisor Signature:		Staff member Signature:
	Date:		Date



3. ANNEXURE A: PERSONAL DEVELOPMENT PLAN 20...../20.....

NB: The following should be aligned with the Work Skills Plan.

Skills performance gap (in order of priority)	Outcomes expected (measurable indicators, quantity, quality and time frames)	Suggested training and/or development activity

Employee's name and surname:

Signature: Date

Supervisor's name and surname:

Signature: Date

4. ANNEXURE B: PERFORMANCE MONITORING AND ASSESSMENT

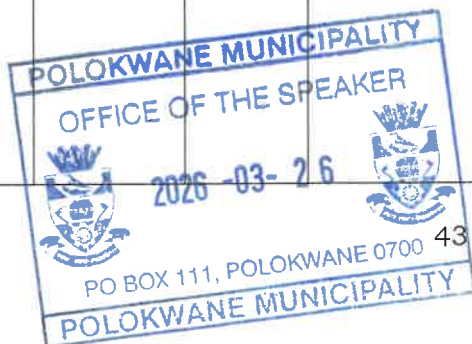
Planned dates of quarterly and annual assessment for 20...../20..... financial year.

The individual must complete the Quarterly Review before the due date. The due dates will be as follows:

Review Term	Term Description	Type of Review	Activities	Due date	Responsible Person
First Quarter	July to September	Informal reviews (one-one)	<ol style="list-style-type: none"> 1. Submission of performance assessment and POE by the employee to supervisor for supervisor's rating and record keeping. 2. Assessment by supervisor. 3. Supervisor keeps record of assessment. 	30 October 20.....	Employee & Supervisor
Second Quarter (Midyear)	October to December	Formal review	<ol style="list-style-type: none"> 1. Submission of performance assessment and POE by the employee to supervisor 2. Assessment by supervisor 	30 January 20.....	Employee & Supervisor



Review Term	Term Description	Type of Review	Activities	Due date	Responsible Person
			3. Submission of mid-year (combination of First and second Quarter) performance assessment PMDS.		
Third Quarter	January to March	Informal reviews (one-one)	<ol style="list-style-type: none"> 1. Submission of performance assessment and POE by the employee to supervisor for supervisor's rating and record keeping. 2. Assessment by supervisor. 3. Supervisor keeps record of assessment. 	30 April 20.....	Employee & Supervisor
Fourth Quarter (20...../20..... Annual)	July to June	Formal review	<ol style="list-style-type: none"> 1. Submission of performance assessment and POE by the employee 2. Assessment by supervisor 3. Submission of Annual (combination of first, second, third and fourth Quarter) signed performance assessment PMDS. 	29 August 20.....	Employee & Supervisor
			4. Departmental moderation	31 October 20...	<ul style="list-style-type: none"> • Executive Director/ Acting Executive Director; • Managers in the SBU/ Acting Managers; • Supervisor • PMDS unit
			5. Municipal Moderation Committee Meeting	31 December 20.....	<ul style="list-style-type: none"> • City Manager or his/her delegate who will act as the chairperson; • All Executive Directors/ Acting Executive Directors; • Manager responsible for PMDS/ Acting Managers; • Manager responsible for organizational development; • Manager responsible for organizational performance;



Review Term	Term Description	Type of Review	Activities	Due date	Responsible Person
					<ul style="list-style-type: none"> • A representative from finance, where applicable; • A representative from governance, where applicable; and • A representative from audit, where applicable. • Two members of organized labour (IMATU and SAMWU) as observers.

THE CONTENTS OF THIS AGREEMENT HAVE BEEN DISCUSSED BY THE FOLLOWING PARTIES:

Employee's name and surname:					
signature:		Date signed:		Contact details:	

Supervisor's name and surname:					
signature:		Date signed:		Contact details:	

VERIFIED BY ASSISTANT MANAGER:

Signature: Date

COMMENTS BY THE STRATEGIC BUSINESS UNIT (SBU) MANAGER:

.....

SBU Manager Initial And Surname:.....

Signature: Date

COMMENTS BY THE EXECUTIVE DIRECTOR:

.....

Executive Director Initial And Surname:.....

Signature: Date



POLOKWANE MUNICIPALITY



**PERFORMANCE AGREEMENT
(TEAM)**

Name and Surname: _____

Pay Number : _____

SBU Name : _____

This document defines the Council's expectation of the employee in accordance with the directorates business plan and employees Job Description. The document provides the Key Performance Areas (KPA's) and targets that are based on the Key Performance Indicators (KPIs) set out in the employees Job Description that aid towards the attainment of the Municipality's Integrated Development Plan and the Service Delivery Budget Implementation Plan.

There are 4 parts to this document:

1. Performance agreement detailing department, unit and the brief functions of the employee;
2. Performance plan/scorecard detailing key objectives and their related performance indicators, weightings and target dates;
3. Job Specific Competencies;
4. Personal Development Plan (PDP); and
5. Performance Monitoring and Assessment schedule.

1. PERFORMANCE PLAN FOR TEAMS

Key Performance Area (KPA) / Programme (Min. 6 & max. 7)	Key Performance Indicator (KPI)	Weighting	Base line	Annual Target	Portfolio of Evidence	Qtr. 1 Target	Portfolio of Evidence	Qtr. 2 Target	Portfolio of Evidence	Qtr. 3 Target	Portfolio of Evidence	Qtr. 4 Target	Portfolio of Evidence
KPA 1:													
KPA 2:													
KPA 3:													
KPA 4:													
KPA 5:													
Total		100											



2. JOB SPECIFIC COMPETENCIES (JSC)

Job Specific Competencies (JSC)		
No.	Competency	Weighting
7.	Definitions	
8.		
9.		
10.		
11.		
12.		
	Total	100



3. ANNEXURE A: PERSONAL DEVELOPMENT PLAN 20...../20.....

NB: The following should be aligned with the Work Skills Plan.

Team members 1: (Type full names and surname)

Skills performance gap (in order of priority)	Outcomes expected (measurable indicators, quantity, quality and time frames)	Suggested training and/or development activity

Team members 2: (Type full names and surname)

Skills performance gap (in order of priority)	Outcomes expected (measurable indicators, quantity, quality and time frames)	Suggested training and/or development activity

Team members 3: (Type full names and surname)

Skills performance gap (in order of priority)	Outcomes expected (measurable indicators, quantity, quality and time frames)	Suggested training and/or development activity



Team members 4: (Type full names and surname)

Skills performance gap (in order of priority)	Outcomes expected (measurable indicators, quantity, quality and time frames)	Suggested training and/or development activity

Team members 5: (Type full names and surname)

Skills performance gap (in order of priority)	Outcomes expected (measurable indicators, quantity, quality and time frames)	Suggested training and/or development activity

Team members 6: (Type full names and surname)

Skills performance gap (in order of priority)	Outcomes expected (measurable indicators, quantity, quality and time frames)	Suggested training and/or development activity

Team members 7: (Type full names and surname)

Skills performance gap (in order of priority)	Outcomes expected (measurable indicators, quantity, quality and time frames)	Suggested training and/or development activity



Team members 8: (Type full names and surname)

Skills performance gap (in order of priority)	Outcomes expected (measurable indicators, quantity, quality and time frames)	Suggested training and/or development activity

Team members 9: (Type full names and surname)

Skills performance gap (in order of priority)	Outcomes expected (measurable indicators, quantity, quality and time frames)	Suggested training and/or development activity

4. ANNEXURE B: PERFORMANCE MONITORING AND ASSESSMENT

Planned dates of quarterly and annual assessment for 20...../20..... financial year.

The individual must complete the Quarterly Review before the due date. The due dates will be as follows:

Review Term	Term Description	Type of Review	Activities	Due date	Responsible Person
First Quarter	July to September	Informal reviews (one-one)	4. Submission of performance assessment and POE by the employee to supervisor for supervisor's rating and record keeping.	30 October 20.....	Employee & Supervisor



Review Term	Term Description	Type of Review	Activities	Due date	Responsible Person
Second Quarter (Midyear)	October to December	Formal review	<ol style="list-style-type: none"> 5. Assessment by supervisor. 6. Supervisor keeps record of assessment. 4. Submission of performance assessment and POE by the employee to supervisor 5. Assessment by supervisor 6. Submission of mid-year (combination of First and second Quarter) performance assessment PMDS. 	30 January 20.....	Employee & Supervisor
Third Quarter	January to March	Informal reviews (one-one)	<ol style="list-style-type: none"> 4. Submission of performance assessment and POE by the employee to supervisor for supervisor's rating and record keeping. 5. Assessment by supervisor. 6. Supervisor keeps record of assessment. 	30 April 20.....	Employee & Supervisor
Fourth Quarter (20...../20..... Annual)	July to June	Formal review	<ol style="list-style-type: none"> 7. Submission of performance assessment and POE by the employee 8. Assessment by supervisor 9. Submission of Annual (combination of first, second, third and fourth Quarter) signed performance assessment PMDS. 10. Departmental moderation 	29 August 20.....	Employee & Supervisor
				31 October 20...	<ul style="list-style-type: none"> • Executive Director/ Acting Executive Director; • Managers in the SBU/ Acting Managers; • Supervisor • PMDS unit
			11. Municipal Committee Meeting	31 December 20.....	<ul style="list-style-type: none"> • City Manager or his/her delegate who will act as the chairperson;



Review Term	Term Description	Type of Review	Activities	Due date	Responsible Person
					<ul style="list-style-type: none"> All Executive Directors/ Acting Executive Directors; Manager responsible for PMDS/ Acting Managers; Manager responsible for organizational development; Manager responsible for organizational performance; A representative from finance, where applicable; A representative from governance, where applicable; and A representative from audit, where applicable. Two members of organized labour (IMATU and SAMWU) as observers.

5. THE CONTENTS OF THIS AGREEMENT HAVE BEEN DISCUSSED BY THE FOLLOWING PARTIES:

No.	Team member's name and surname	Designation	Staff Signature	Date
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				



Supervisor's signature:	Date:	
Supervisor's contact details:		

VERIFIED BY ASSISTANT MANAGER:

Signature:

Date

COMMENTS BY THE STRATEGIC BUSINESS UNIT (SBU) MANAGER:

.....

SBU Manager Initial And Surname:

Signature:

Date

COMMENTS BY THE EXECUTIVE DIRECTOR:

.....

Executive Director Initial And Surname:

Signature:

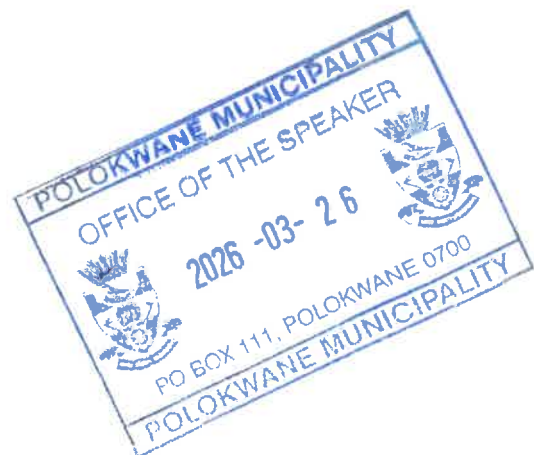
Date



ANNEXURE C

PERFORMANCE ASSESSMENT RATING CALCULATOR

Polokwane Municipality							
Annual Performance Assessment							
Assessment Rating Calculator							
Employee Surname & Initials:				Employee number:			
Performance cycle:							
KPA/KPI	Weight	Rating	Score	JSC	Weight	Rating	Score
1				1			
2				2			
3				3			
4				4			
5				5			
6							
7							
	100%		0		100%		0
KPA weight			80%	JSC weight			20%
KPA SCORE			0%	JSC SCORE			0%
FINAL SCORE							0,00%



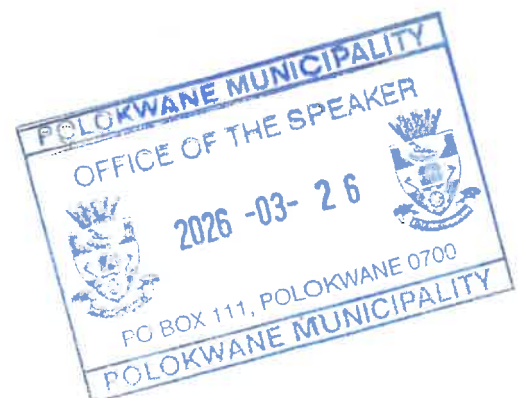
ANNEXURE D

POLOKWANE MUNICIPALITY



20..../20.... MID-YEAR/ ANNUAL PERFORMANCE ASSESSMENT (INDIVIDUAL)

STAFF MEMBER SURNAME AND INITIALS:			
DESIGNATION:			
PAYROLL NUMBER:		LEVEL	
IMMEDIATE SUPERVISORS' SURNAME AND INITIALS:			
DIRECTORATE:			
STRATEGIC BUSINESS UNIT (SBU):			
PERFORMANCE CYCLE			



PART A: RATING SCALE

The five-point rating scale as set out in the table below apply to all staff members:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of a staff member at this level. The appraisal indicates that the staff member has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the staff member has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective performance	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the staff member has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan.
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the staff member has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/ assessment indicates that the staff member has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement and Performance Plan. The staff member has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.



PART B: ASSESSMENT SCORECARD

Key Performance Area (KPA) / Programme	Key Performance Indicator (KPI)	Weighting	Midyear / Annual Target	Midyear / Annual Actual Performance	Portfolio of Evidence	Own rating score (1-5 rating)	Supervisor Score (1-5 rating)	Agreed score (1-5 rating)	Supervisors' intervention in case of under performance
KPA 1:									
KPA 2:									
KPA 3:									
KPA 4:									
KPA 5:									
Total		100							



PART C: JOB SPECIFIC COMPETENCIES (JSC)

No.	Competency	Weighting	Own score (1-5 rating)	Supervisor Score (1-5 rating)	Agreed score (1-5 rating)
13.					
14.					
15.					
16.					
17.					
18.					

PART D: PERSONAL DEVELOPMENT PLAN (PDP) IMPLEMENTATION PROGRESS

SUGGESTED TRAINING AS PER SIGNED PERFORMANCE AGREEMENT	IMPLEMENTATION STATUS

PART E: QUARTERLY PERFORMANCE INTERVENTION PROGRESS

QUARTERLY PERFORMANCE INTERVENTION (IF ANY)	IMPLEMENTATION STATUS



PART F: DECLARATION BY STAFF MEMBER

1. EMPLOYEE'S COMMENTS

I declare that all **KPAs, KPIs, Weight, Target, Portfolio of Evidence** and **JSCs** reported in the Midyear Performance Evaluation are consistent with those approved at the commencement of the performance period, in the signed **Performance Agreement**.

My performance and rating have been discussed with me

YES

NO

If not, give reasons. Comments regarding the review process and outcome may also be indicated below

Employee's Signature:

Date Signed:

Contact details:

PART G: DECLARATION BY SUPERVISOR

The rating and assessment are based on my personal knowledge and observation of the employee's performance.

I declare that the Midyear Performance Evaluation was based on **KPAs, KPIs, Weight, Target, Portfolio of Evidence** and **JSCs** that are consistent with those approved at the commencement of the performance period, in the signed **Performance Agreement**.

2. SUPERVISOR'S GENERAL COMMENTS (if any):



signature:				Date signed:				Contact details:	

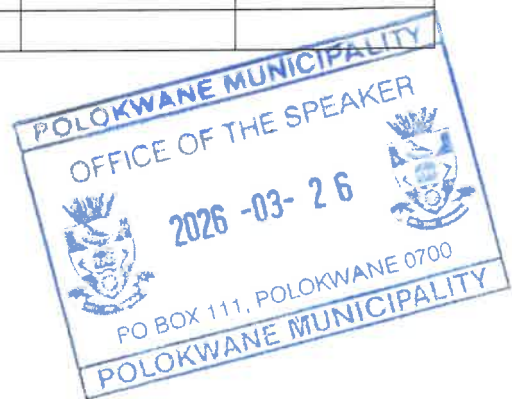


ANNEXURE E



20.../20... MID-YEAR/ ANNUAL PERFORMANCE ASSESSMENT

Team Registration			
Performance Mid-year Performance Cycle			
Directorate:			
Strategic Business Unit (SBU):			
Supervisor Name and Surname			
Team Members			
Team Member Surname and Initials	Payroll Number	Designation	Level



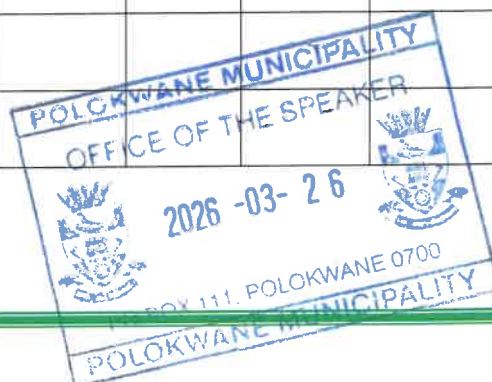
PART A: RATING SCALE

The five-point rating scale as set out in the table below apply to all staff members:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of a staff member at this level. The appraisal indicates that the staff member has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the staff member has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective performance	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the staff member has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan.
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the staff member has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the staff member has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement and Performance Plan. The staff member has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

PART B: ASSESSMENT SCORECARD

Key Performance Area (KPA) / Programme	Key Performance Indicator (KPI)	Weighting	Midyear Target	Midyear Actual Performance	Portfolio of Evidence	Own rating score (1-5 rating)	Supervisor Score (1-5 rating)	Agreed score (1-5 rating)	Supervisors' intervention in case of under performance
KPA 1:									
KPA 2:									
KPA 3:									
KPA 4:									



Key Performance Area (KPA) / Programme	Key Performance Indicator (KPI)	Weighting	Midyear Target	Midyear Actual Performance	Portfolio of Evidence	Own rating score (1-5 rating)	Supervisor Score (1-5 rating)	Agreed score (1-5 rating)	Supervisors' intervention in case of under performance
KPA 5:									
Total		100							

PART C: JOB SPECIFIC COMPETENCIES (JSC)

No.	Competency	Weighting	Own rating score (1-5 rating)	Supervisor Score (1-5 rating)	Agreed score (1-5 rating)
19.					
20.					
21.					
22.					
23.					
24.					

PART D: PERSONAL DEVELOPMENT PLAN (PDP) IMPLEMENTATION PROGRESS

TEAM MEMBER SURNAME & INITIALS	SUGGESTED TRAINING AS PER SIGNED PERFORMANCE AGREEMENT	IMPLEMENTATION STATUS

PART E: QUARTERLY PERFORMANCE INTERVENTION PROGRESS

QUARTERLY PERFORMANCE INTERVENTION (IF ANY)	IMPLEMENTATION STATUS



PART E: DECLARATION BY TEAM MEMBERS

3. TEAM'S COMMENTS

We, the team members below mentioned, declare that all KPAs, KPIs, Weight, Target, Portfolio of Evidence and JSCs reported in the Midyear Performance Evaluation are consistent with those approved at the commencement of the performance period, in the signed Performance Agreement.

Our performance and rating have been discussed with us

YES		NO	
-----	--	----	--

If not, give reasons. Comments regarding the review process and outcome may also be indicated below

--	--	--	--

No.	Team member's surname and initials	Designation	Staff Signature	Date
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				

PART F: DECLARATION BY SUPERVISOR

The rating and assessment are based on my personal knowledge and observation of the employee's performance.

I declare that the Midyear Performance Evaluation was based on KPAs, KPIs, Weight, Target, Portfolio of Evidence and JSCs that are consistent with those approved at the commencement of the performance period, in the signed Performance Agreement.



4. SUPERVISOR'S GENERAL COMMENTS (If any):

signature:		Date signed:		Contact details:	

