



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT
OF
PUBLIC WORKS

Policy Name	Performance Management and Development System Policy
The revision/ version of the Policy	02
Domain	Human Resource Development

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ACRONYMS AND ABBREVIATIONS

PMDS	-	Performance Management and Development System
LPA	-	Limpopo Provincial Administration
DPSA	-	Department of Public Service and Administration
APP	-	Annual Performance Plan
EWP	-	Employee Wellness Programme
KRA	-	Key Result Area
KRI	-	Key Result Indicator
MEC	-	Member of the Executive Council
PI	-	Performance Instrument
HOD	-	Head of Department
PRD	-	Progress Review Discussion
PSCBC	-	Public Service Coordinating Bargaining Council
LPDPW	-	Limpopo Province Department of Public Works

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1. INTRODUCTION

Chapter 1, Part VIII of the Public Service Regulations, 2001, requires each Executive Authority to determine a system for performance management and development for employees in her/his Department other than employees who are members of Senior Management Service (SMS).

The Limpopo Provincial Administration has in accordance with the above directive, developed a Performance Management and Development System (PMDS) whose main objective is to enable the Provincial Administration to address and measure performance at departmental level ,(from both a strategic and operational perspective) as well as at directorate and individuals. Departments are further instructed to develop their own policies which are aligned to the Provincial one but suite their own operational requirements

2. PURPOSE AND OBJECTIVES

2.1. The aim of the policy is to harness individual and group performance towards the realisation of the departmental strategic and operational goals and objectives.

2.2. The main objectives of the policy are to:

2.2.1. Enhance performance at strategic and operational levels of the department by programmes, teams and individuals to achieve desired results.

2.2.2. Identify individual's potential, strengths, and weaknesses and align them to departmental priorities and strategies.

2.2.3. Identify and remedy poor work performance

2.2.4. Provide a framework for recognising and rewarding good performance.

2.2.5. Provide clear linkages between performance and recognition.

2.2.6. Ensure that performance assessment is fair and promotes equity.

2.2.7. Comply with the requirements of the Public Service Regulations.

3. AUTHORISATION

The policy is authorised and issued by the Executive Authority for the LPDPW to the employees and delegated employees who are managers and supervisors for proper management of PMDS.

The legal framework includes any other Collective agreement and amendments to the existing legislation and any other subsequent relevant legislation that may be promulgated. The directives of the Office of the Premier also form part of any amendment to the policy.



4. LEGAL FRAMEWORK

The policy framework is informed by *inter alia*, the following legal mandates:

- 4.1. Legislation (Constitution, Public Service Act 1994 as amended
- 4.2. Labour Relations Act, 1995 as amended
- 4.3. South African Qualifications Act,
- 4.4. Skills Development Act, 1998,
- 4.5 Skills Levies Act,
- 4.6. Employment Equity Act)
- 4.7. White Paper on Transformation of Public Service,
- 4.8. Public Service Regulations, 2001 as amended
- 4.9. Relevant Collective Agreement of Bargaining Councils in the Public Service.

5. SCOPE OF APPLICATION

All employees in the LPDPW on salary level 1 – 12

6. DEFINITIONS

- 6.1. **The Department** means LPDPW.
- 6.2. **Employer** means any individual representing the Department delegated with the function of supervising and or overseeing the performance and conduct of the new employee.
- 6.3. **Overseer** means Manager one level up including HoDs)

7. POLICY PRONOUNCEMENTS

7.1. Performance is managed in a manner that:

- 7.1.1. Improves departmental service delivery mandates.
- 7.1.2. Is developmental and not punitive.
- 7.1.3. Is supportive, consultative, transparent, honest, equitable, and consistent.
- 7.1.4. Provides clear performance areas and measures
- 7.1.5. Does not create unnecessary administrative burden on managers and supervisors.
- 7.1.6. Provide feedback to individuals and teams.
Is consistent with government policy directives and mandates

7.2. Planning and Contracting



7.2.1 Every individual within the Department must develop a relevant PI in conjunction with the supervisor/manager concerned. The PI should be filed in the PMDS File by the 30th April each financial year. Employees who do not meet the submission deadline will not be considered for performance incentives

7.2.2 The Departmental Strategic Plan, Departmental Operational Plan (Business plan), and Directorate's Operational Plan should inform Individuals/teams Performance Instrument (PI).

7.2.3. Each individual's activities must support the departmental plans outlined above.

7.2.4. Each PI should reflect *inter alia*, Key Performance Areas (KPA's), Key Performance Indicators (KPIs), Time-lines, Enablers Resource requirements, Competences required, Developmental requirements and should be signed off by contracting parties.

7.3. Performance Reviews and Evaluation.

7.3.1. Performance of individuals/teams is monitored four times a year (quarterly) through progress reviews starting from first of April every year. The reviews are filed by the end of each month subsequent to the end of each quarter. Employees who do not meet the submission deadline will not be considered for performance incentives

7.3.2. A final assessment is the average performance of all four quarters of the financial year (during end of March the following year) through Performance Evaluation to determine overall performance for the year using the relevant rating system.

7.3.3. Evaluations involve rating of stated objectives and deliverables in the PI and the Competency Profile. The means of verification must be provided for all ratings awarded.

7.3.4. Employee undertakes self-evaluation before performance review/evaluation discussion with the supervisor/manager.

7.3.5. An employee, who is transferred or employed by the Department towards the end of a review period, shall have his or her performance reviewed by the previous supervisor/manager. Should the employee be transferred or employed at the beginning of a review period, his or her performance shall be reviewed by the present manager/supervisor.

7.4. OUTCOMES OF PERFORMANCE MANAGEMENT & DEVELOPMENT SYSTEM (PMDS)

7.4.1. Unsatisfactory/Poor Performance.

Poor performance is managed through identifying areas of weakness and reasons for the shortfalls. Cause of action required to remedy the shortfalls is

discussed and agreed upon. The action is resourced through training coaching, guidance, counselling, etc.

7.4.2. Excellent/ Good performance

Measures to reward good/excellent performance.

The Executing Authority may, on recommendation by the Head of Department and subject to the agreed criteria approved by the Head of Department and the availability of funds, reward good performance consistent with Policy Directives issued by the Department of Public Service and Administration (DPSA), Provincial Policy, Public Service Regulation and relevant Collective Agreements.

7.4.3. Performance rewards:

7.4.3.1. Pay (Notch) Progression

7.4.3.1.1 All employees who meet the requirements shall be eligible for a notch up pay progression in a performance cycle until the maximum notch of the salary level attached to their posts.

7.4.3.1.2. An employee must have completed 12 months of continuous period on his/her notch on the 31st March of each year and must have at least obtained a rating of 3,4 or 5 in the final evaluation.

7.4.3.1.3. Pay progression cycle will run over a continuous cycle of 12 months commencing on 1 April of a particular year and takes effect on 1 July of each year.

7.4.3.1.4. The wage bill of the Department may not grow by more than 2% per year as a result of pay progression. (Maximum capped budget for pay progression is 2% of the personnel expenditure)

7.4.3.1.5. Employees on personal salary notches shall not qualify for pay progression.

7.4.3.2. Performance bonuses.

7.4.3.2.1. The payment of cash awards shall be based on the salary notch of an employee at the time of the performance management cycle.

7.4.3.2.2. The budget spent on cash awards shall not exceed 1.5% of the payroll of the Department. Should the budget prove to be insufficient for awarding deserving employees, the department will have to manage the situation by scaling down on the percentages.

7.4.3.2.3. The deserving employee should have performed duties that are beyond the scope of his or her Performance Instrument and not as a result of under contracting.

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7.5. ROLE PLAYERS IN THE PERFORMANCE MANAGEMENT PROCESS

7.5.1. Executive Authority

7.5.1.1 Shall determine a Performance Management Policy for the Department.

7.5.1.2. Approve recommendations for reward or reprimand in terms of the system. (This function may be delegated to the HOD)

7.5.2. Head of Department

7.5.2.1. Ensure that performance management system is fully functional in the department.

7.5.2.2. Take appropriate steps to ensure responsible, accountable, transparent and equitable implementation of the system.

7.5.2.3. Ensure that the policy is properly managed

7.5.2.4. Approve or disapprove recommendations for reward or reprimand by senior management.

7.5.3. General Managers, Senior Managers, Project Managers and supervisors.

7.5.3.1. Ensure that all staff in their components have Performance Instruments

7.5.3.2. Quarterly reviews and annual appraisals are carried out in time.

7.5.3.3. Feedback is provided during reviews and corrective measures are taken to improve areas of weaknesses in line with the principles outlined in the policy.

7.5.3.4 To perform quality assurance on the PMDS documents.

7.5.4. Individual Employees.

7.5.4.1. Each an every employee has an obligation to ensure that he/she has Performance Instrument and that he/she is reviewed quarterly and assessed annually.

7.5.4.2. Each employee has a responsibility to ensure that his/her PMDS documents are submitted to the respective supervisors fifteen (15) working days before the deadline to allow supervisors to perform proper assessment and to avoid late submissions.

7.5.4.3. Each employee has a responsibility to ensure that his/her PMDS documents are submitted to the PMDS Unit before or by the deadline.

7.5.4.4. Make efforts to perform in pursuit of the programmes' goals.

7.5.4.5. Bring any shortcomings and developmental needs to the attention of responsible manager /supervisor.

7.5.4.6. To perform quality assurance on the PMDS documents.



7.5.5. Performance Management Committees

7.5.5.1. Performance management Committees are appointed in all Districts and Head office. The chairperson of the committee is the General Manager responsible for the PMDS.

7.5.5.2. Union representatives in the Department are part of the Committee.

7.5.5.3. They should agree on criteria for rewarding good performance and making recommendations to the relevant authority.

7.5.5.4. Oversee the general implementation of PMDS

7.5.6. Moderating Committees

The Head of Department must constitute Moderating Committees from Programmes. The role of the Moderating Committees is to:

7.5.6.1. Identify deviations or discrepancies in the PMDS documents, namely, PIs, PRDs and annual assessment reports.

7.5.6.2. Ensure the correlation between PIs, PRDs and annual assessment reports that informs consistency with regard to the ratings.

7.5.6.3. Ensure that ratings obtained are confirmed.

If the Moderating Committees identify deviations or discrepancies with regard to the above listed roles, such deviations should be referred back to the supervisors. This should be accompanied by a request for reconsideration of the rating.

7.5.7. The Overseer

7.5.7.1. The overseer exercises proper oversight in ensuring that all Managers under her / his Programme / directorate/ and or whole department as the case may be, properly implement PMDS, with respect to:

7.5.7.2. Signing-off of correct PIs meeting department's strategic objectives

7.5.7.3. Ensuring that the individual scores of employees reflect the performance of the Programme/ Directorate or component. Taking into consideration the fact that there may be areas of excellence in components which are not doing well.

7.5.7.4. To perform quality assurance on the PMDS documents.

8. PENALTY

Failure to comply with the provisions of this policy will be dealt with in terms of the Public Service Disciplinary Code and procedures as amended. Exclusion for incentives will be preferred for non compliance to paragraph 7.2 & 7.3 of this policy. Exclusion will also be preferred to late submission to PMDS office as a result of non compliance with 7.5.4.2(15 working days clause)



9. GRIEVANCE/DISPUTE RESOLUTION

Any grievance or dispute arising out of the implementation of the system should be dealt with by:

Following grievance procedures in terms of the relevant Collective Agreement or dispute resolution mechanism of the Public Service Co-ordinating Bargaining Council (PSCBC).

10. INCEPTION DATE

The inception date of this policy is after the approval by the Executive Authority.

11. POLICY REVIEW

This Policy is subject to review as and when required by relevant regulations or Legislation and in line with best practice.

12. ENQUIRIES

Enquiries with regard to any matter relating to this policy will be directed to the Human Resource Development directorate

APPROVED BY:



EXECUTIVE AUTHORITY

29/07/13
DATE