

MARULENG LOCAL MUNICIPALITY



INDIVIDUAL PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM POLICY 2026/2027

PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM POLICY

1.1.1 Table of Contents

- 1. PREAMBLE**
- 2. PURPOSE**
- 3. SCOPE OF APPLICATION**
- 4. LEGISLATIVE AND POLICY FRAMEWORK**
- 5. DEFINITIONS**
- 6. PROBLEM STATEMENT**
- 7. POLICY PROVISIONS**
 - 7.1 Performance management and development principles
 - 7.2 Determination of performance management and development system
 - 7.3 Performance management and development system
 - 7.4 Performance agreement
 - 7.5 Team-based performance
 - 7.6 Performance monitoring and review
 - 7.7 Performance evaluation
 - 7.8 Performance moderation
 - 7.9 Performance rewards
 - 7.10 Disputes about performance agreements and ratings
 - 7.11 Managing substandard performance
 - 7.12 Performance management of staff members who are acting in posts
 - 7.13 Roles and responsibilities
- 8. POLICY MONITORING AND EVALUATION**
- 9. POLICY APPROVAL**

PERFORMANCE MANAGEMENT POLICY

1. PREAMBLE

Municipality places performance by all staff members at the forefront of service delivery, and has thus developed a policy to drive performance management across all levels and in synchronization with other human resource management systems and processes.

2. PURPOSE

The purpose of this policy is to provide a standard framework for planning and continuous assessment of and optimization of performance of all staff members in the Municipality.

3. SCOPE OF APPLICATION

This policy applies to all staff members of the Municipality, except a staff member who is:

- 3.1 appointed on a fixed term contract with a duration of less than 12 months;
- 3.2 serving notice –
 - 3.2.1 of termination of his or her contract of employment; or
 - 3.2.2 to retire on reaching the statutory retirement age; and
- 3.3 appointed on an internship programme or participating in the national public works programme or any similar scheme; and
- 3.4 Appointed in terms of sections 54A and 56 of the Municipal Systems Act.

4. LEGISLATIVE AND POLICY FRAMEWORK

- 1. Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996)
- 2. Municipal Systems Act, 2000 (Act No. 32 of 2000)
- 3. Municipal Structures Act, 1998 (Act No. 117 of 1998)
- 4. Municipal Finance Management Act, 2003 (Act No. 56 of 2003)
- 5. Labour Relations Act, 1995 (Act No. 66 of 1995)
- 6. Employment Equity, 1998 (Act No. 55 of 1998)
- 7. Skills Development Act, (Act No. 97 of 1998)
- 8. Local Government: Regulations on appointment and conditions of employment of senior managers, 2014
- 9. Local Government: Municipal Staff Regulations, 2021
- 10. Local Government: Guidelines for the Implementation of the Municipal Staff Regulations, 2021
- 11. Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- 12. Municipal Planning and Performance Management Regulations, 2001
- 13. National Skills Development Strategy
- 14. National Qualifications Framework

5. DEFINITIONS

All terminology used in this policy shall bear the same meaning as in the Regulations or applicable legislation, or as defined and / or explained in the Glossary of Terminology in the Human Resources Policies Manual.

6. PROBLEM STATEMENT

To promote a sound working environment, and relations between managers and employees through development of agreed objectives, provision of feedback, counselling and coaching and Improve organisational performance through team and individual performance

7. POLICY PROVISIONS

7.1 Performance management and development principles

- 7.1.1 The performance management and development system shall be collaborative, transparent, and fair.
- 7.1.2 The municipality shall apply the performance management and development system in a consultative, supportive and non-discriminatory manner in order to enhance organisational efficiency, effectiveness and accountability.
- 7.1.3 The performance management and development system shall be underpinned by an open, constructive and on-going communication between the supervisor and the staff member.
- 7.1.4 The performance management and development system shall, where reasonably practicable, link to –
 - (a) the Municipality's strategic objectives and Integrated Development Plan, the SDBIP of the relevant Municipal department; and
 - (b) the senior manager's performance plan and the performance plans of the staff members falling under that senior manager's department.
- 7.1.5 The performance management and development system shall be developmental, while allowing for –
 - (a) an effective response and relevant measures to manage substandard performance; and
 - (b) recognition and reinforcement of fully effective performance, performance significantly above expectations and outstanding performance.

7.1.6 The performance management and development system shall be integrated with other human resource policies and practices, as well as any other organisational development initiatives of the Municipality.

7.1.7 The performance management and development system shall promote productivity and optimise skills development targets.

7.1.8 The performance management and development system shall ensure that realistic and achievable outputs are set for staff members.

7.2 Determination of performance management and development system

The objective of the performance management and development system is to –

7.2.1 promote the objects and developmental duties of the Municipality as set out in Sections 152 and 153 of the Constitution;

7.2.2 promote a culture of service to the public, accountability, mutual co-operation and assistance amongst staff members;

7.2.3 institutionalise performance planning, monitoring and evaluation in the Municipality;

7.2.4 maximise the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents by aligning municipal-wide, departmental and individual performance;

7.2.5 build a common understanding among staff members of the Municipality's objectives contained in the Integrated Development Plan (IDP) and annual performance plan;

7.2.6 set clear performance indicators and performance targets by communicating to staff members how their roles contribute to the success of the Municipality;

7.2.7 build individual capability, skills, competencies that are key to the Municipality achieving its mandate and objectives and encourage commitment among staff members;

7.2.8 create an enabling environment to plan, monitor and measure performance against set targets or outputs;

7.2.9 encourage desired behaviours as articulated in the Code of Conduct for Municipal Staff Members, as contained in Schedule 2 to the Municipal Systems Act;

7.2.10 identify and improve substandard performance of staff members;

7.2.11 recognise performance of staff that have achieved a rating of performance significantly above expectations and outstanding performance.



7.3 Performance management and development system

7.3.1 A staff member of the municipality is a public servant in a developmental local government system, and therefore shall –

- (a) be committed to serve the public and to a collective sense of responsibility for performance in terms of standards and targets; and
- (b) participate in the overall performance management system of the municipality, as well as the staff members' individual performance evaluation and reward system to maximise the ability of the municipality, to achieve its objectives.

7.3.2 The Municipality, as represented by the relevant supervisor, and staff member shall, during the planning phase, agree on –

- (a) the performance objectives and targets that the staff member is expected to achieve during a performance cycle;
- (b) specific performance standards, weightings for targets and performance indicators for measuring achievement of performance against set targets; and
- (c) job specific competencies to be assessed in the performance cycle.

7.3.3 The supervisor and staff member shall ensure that performance management is aligned to the staff member's job, and KPAs relevant to the post that the staff member holds.

7.3.4 The KPIs shall relate to the staff member's functional area and shall consist of not less than 5 and not more than 7 KPAs.

7.3.5 The KPIs—

- (a) include the input, quality or impact of an output by which performance in respect of a KPA is measured; and
- (b) shall be measurable and verifiable.

7.3.6 The performance standard for each KPI may be qualitative or quantitative, but shall also satisfy the criteria set out in 7.3.5 above.

7.3.7 The KPA weighting demonstrates the relative weight of each KPA.

7.3.8 The job specific competencies, as derived from Annexure A of the Municipal Staff Regulations, shall include the name and definition of the specific competency, the expected level of capability, the relevant weightings, be specific and applicable to the job of the staff member.

- 7.3.9 The staff member's job specific competencies shall not exceed six competencies within a performance cycle.
- 7.3.10 The supervisor shall, during the performance cycle, monitor, coach and provide feedback to the staff member.
- 7.3.11 The supervisor and staff member shall undertake a formal mid-year performance review. The review shall be recorded as a formal engagement between the supervisor and staff member.
- 7.3.12 The supervisor and staff member shall undertake an annual performance assessment for each performance cycle based on the performance agreement.
- 7.3.13 The criteria upon which the performance of the staff member shall be assessed consist of two components: KPAs and job specific competencies. The staff member's performance shall be assessed against both components. KPAs covering the main areas of the work will account for 80% of the weight while the job specific competencies will constitute 20% of the overall assessment result as per the weightings agreed in terms of the performance agreement.
- 7.3.14 The supervisor and staff member shall conclude the annual performance assessment process as a formal engagement co-signed by the supervisor and staff member. The annual performance assessment shall be recorded and signed by the supervisor and staff member.
- 7.3.15 The supervisor shall ensure that any relevant personal development and career incidents are deliberated upon with the staff member during the performance appraisal or assessment.

7.4 Performance Agreement

- 7.4.1 A supervisor and staff member shall enter into a performance agreement for each performance cycle of the municipality.
- 7.4.2 The performance agreement of –
- (a) a serving staff member shall be concluded within 30 days of the commencement of the new financial year of the municipality; and
 - (b) a staff member shall be concluded within 60 days of—
 - (i) his or her appointment after probation as from 1 July of the new financial year;
 - (ii) his or her transfer or promotion to a new post; or
 - (iii) his or her return from prolonged leave that is more than three months.

- 7.4.3 If at any time during the period of the performance agreement, the responsibilities of the staff member change to the extent that the performance plan in the performance agreement is no longer appropriate, the parties shall revise the performance agreement.
- 7.4.4 The performance agreement shall not diminish the obligations and duties of a staff member in terms of the staff member's employment contract, or any applicable regulations or municipal policy.
- 7.4.5 The performance agreement shall include a performance plan that contains–
- (a) the name, job title and the department of the staff member;
 - (b) the objectives or targets;
 - (c) the 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 prepared as prescribed in terms of the skills development policy; Personal development plan (PDP) for each employee be aligned with their current job or post, reflection relevant skills and growth opportunities.
 - (g)
 - (h) the process of monitoring and assessing performance, including the planned dates of assessment.
 - (i) the reports shall be submitted on e-PMS within 10 days after the end of each quarter, this will apply to All the Department except Budget and Treasury
 - (j) Submission of all reports related to Budget and Treasury must be within 14 days after the end of each quarter, ensuring timely and accurate completion.

7.5 Team-based performance

- 7.5.1 The Municipality shall establish a team-based performance management and development system for a category of staff below the level of a supervisor that will assist the municipality in managing probation, rewards, and skills development of staff members, which is consistent with the principles under clause 7.1.
- 7.5.2 Before implementing the team-based performance management and development

system, the Municipality shall –

- (a) pilot the system on a team of staff members in all affected occupational streams; and
- (b) Consult the system with recognised trade unions within the Local Labour Forum.
- (c) The following will be assessed as a team-based Water & Sanitation Teams; Roads, Building and Maintenance; General Workers which is in consistent with clause 7.5.1
- (d) Team- based assessment must be compulsory for all members. Nonattendance will not qualify for any performance reward as per (c)

7.6 Performance monitoring and review

- 7.6.1 The monitoring process shall involve a manager consistently measuring performance on the job and providing ongoing feedback to staff members and teams on progress towards reaching staff member and team goals.
- 7.6.2 The monitoring of performance shall include conducting progress assessment with staff member and teams through one-on-one or team engagement sessions during which their performance is compared against predetermined performance standards.
- 7.6.3 The supervisor shall offer coaching when required in order to reinforce effective performance or bring the performance of the staff member closer to the expected standards.
- 7.6.4 The performance of the staff member shall be reviewed at mid-year to assess the staff member or teams' progress towards meeting performance targets, to identify challenges and agree to solutions and to consider reviewing targets resulting from workplace changes beyond the staff member or team's control.
- 7.6.5 Mid-year assessment must be completed by the end of February of each financial year, ensuring the timely review of performance by relevant stakeholders.
- 7.6.6 Employees who fail to undertake and submit mid-year reviews should be disqualified from the year-end assessment. (Sub reg 34 (11))
- 7.6.7 The municipality may review the performance of a staff member at any other time and on an ongoing basis to offer coaching and feedback.

7.7 Performance evaluation

- 7.7.1 The annual performance evaluation shall involve –

- (a) an assessment of the extent to which the staff member achieved the performance objectives and targets as outlined in the performance plan, which comprises:
 - (i) each KPA assessed to determine the extent to which the specified standards or KPI have been met, with due regard to ad hoc tasks that had to be performed under that KPA;
 - (ii) an indicative rating on the prescribed five-point scale under 7.7.2 below provided for each KPA; and
 - (iii) the rating assigned to each KPA multiplied by the weight given to that KPA to provide a weighted score for that KPA.
- (b) an assessment of the extent to which the staff member achieved the job specific competencies outlined in the performance plan, which comprises:
 - (i) each competency assessed to determine the extent to which the specified standards or KPIs have been met;
 - (ii) an indicative rating on the prescribed five-point scale under 7.7.2 below provided for each job specific competency; and
 - (iii) the rating assigned to each job specific competency is multiplied by the weight given to that competency to provide a score for that competency.

7.7.2 The prescribed five-point rating scale below shall 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 expectation	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 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.
--	--	--

- 7.7.3 An overall rating shall be calculated by using the assessment rating calculator as provided in Annexure F to this policy. Such overall rating represents the outcome of the performance appraisal.
- 7.7.4 The annual performance evaluation shall determine a performance rating for the performance cycle.
- 7.7.5 The staff member assessed or the person designated in terms of 7.7.7 below shall provide the supervisor with a portfolio of evidence relating to his or her KPAs for the entire performance cycle.
- 7.7.6 The maintenance and provision of the portfolio of evidence to support the decision on the final score to each KPA and competency, shall be the responsibility of the staff member.
- 7.7.7 Despite 7.7.6 above, the municipal manager may exempt categories of staff from maintaining a portfolio of evidence in which case the municipality shall determine alternative mechanisms, or designate a staff member who will maintain the portfolio of evidence of those staff members.
- 7.7.8 The evaluation of the performance of the staff member shall be conducted by that staff member's supervisor or his or her delegate.
- 7.7.9 The staff member's supervisor shall keep a record of all assessment meetings.
- 7.7.10 Personal growth and career development needs identified during any performance review or assessment, together with the actions and timeframes agreed to, shall be recorded in the staff member's personal development plan.
- 7.7.11 Once the annual performance evaluation has been concluded, the performance assessment reports and outcomes shall be subjected to departmental moderation processes in terms of this policy.

7.8 Performance moderation

- 7.8.1 The municipal manager shall establish departmental performance moderation committees, which shall be convened annually.

- 7.8.2 Performance moderation processes shall take place within a reasonable timeframe after the end of the performance cycle, but not later than six months after the end of the financial year.
- 7.8.3 The departmental performance moderation committees shall be constituted as follows:
- (a) The relevant heads of departments, who shall act as chairpersons in the committees;
 - (b) all managers directly accountable to the heads of departments, who shall be recused from the committee before their assessments are considered by the committee; and
 - (c) A senior human resource functionary who will advise, guide and provide support, including arrangements for secretariat services.
- 7.8.4 The purpose of the departmental performance moderation committee is to—
- (a) conduct moderation of annual staff member performance results in order to ensure that the norms and standards for performance management and development systems are applied in a fair, realistic and consistent manner across the department;
 - (b) assess and compare the performance and contribution of each staff member with his or her peers towards the achievement of departmental goals;
 - (c) ensure fairness, consistency and objectivity with regard 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;
 - (d) determine the cost implications for recognition of performance of all staff members within the department;
 - (e) recommend the moderated performance scores for all staff members to the municipal moderating committee for approval;
 - (f) ensure that performance rewards are based on affordability;
 - (g) consider the impact of the performance assessments on financial rewards and options for various forms of recognition;
 - (h) recommend performance rewards as well as remedial actions for performance considered to be below effective performance; and

- (i) ensure that the integrity of the performance management and development system is protected.

7.8.5 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 lack of evidence or information to support

the performance ratings, the departmental moderation committee shall not reassess, amend or adjust the performance ratings of a staff member, but shall refer the assessment back to the relevant supervisor for reassessment in consultation with the affected staff member.

7.8.6 Upon conclusion of the reassessment, the departmental moderation committee may reconvene to moderate the assessment of the staff member concerned.

7.8.7 If the supervisor fails to reassess the staff member within the stipulated timeframe despite the request to do so 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.

7.8.8 The affected staff member shall be consulted and be offered an opportunity to respond.

7.8.9 The municipal council shall establish a municipal moderation committee, which shall be convened annually.

7.8.10 The municipal moderation committee shall be constituted as follows:

- (a) The municipal manager, who shall act as the chairperson of the committee;
- (b) all heads of departments;
- (c) head of municipal planning and organisational performance;
- (d) head of the municipal internal audit;
- (e) a senior human resource functionary to guide, advise and provide support, including arrangements for secretariat services; and
- (f) a performance specialist, where applicable.

7.8.11 The purpose of the municipal moderation committee is to—

- (a) provide oversight over the staff member performance management and development system to ensure the performance management process is valid, fair and objective;
- (b) moderate the overall performance assessment score for staff members determined after the departmental moderation processes;
- (c) ensure that the final individual performance ratings are fair across each grade and department or directorate;

- (d) ensure that the final 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;
- (e) determine the percentages for the merit based rewards subject to affordability and the annual approved municipal budget in terms of section 16 of the Municipal Finance Management Act;
- (f) recommend appropriate recognitions for different levels of performance;
- (g) recommend appropriate remedial actions for performance believed to be substandard;
- (h) advise the municipality on recognition of performance, including financial and non-financial rewards, where applicable;
- (i) identify potential challenges in the performance management system and recommend appropriate solutions to the municipal manager;
- (j) identify developmental needs for supervisors to improve the integrity of the performance management and development system; and
- (k) consider any other matter that may be considered relevant.

7.9 Performance Rewards

7.9.1 A performance related reward –

- (a) is at the discretion of the municipality, and as the municipality will pay 1.5% to staff members who performs 50%+ overall score during the assessments
- (b) may be awarded to a staff member—
 - (i) who has served the full assessment period of 12 months on 30 June of each financial year of a municipality;
 - (ii) transferred or seconded horizontally during the performance cycle within the municipality;
 - (iii) who is on uninterrupted approved leave for 3 months or longer;
 - (iv) who is on approved maternity leave for more than 3 months; and
 - (v) who received a performance rating of fully effective and above expectations or outstanding performance during a performance cycle after moderation of performance results.

- (vi) Who has been promoted within a financial year; and will be paid on a pro-rata basis for the two positions they hold/held ensuring equitable and accurate compensation.
 - (vii) Suspended employees should be qualified for assessment and reward on the same basis as 7.4.2(iii)
 - (viii) Suspended employees will only be assessed if they have signed Performance Agreement and submitted POE and Mid-Year Assessment.
 - (ix) Prolonged ill-health will not be assessed if they didn't work for 12 months.
 - (xi) None performance due to disaster -In the event of a disaster of any form performance shall be calculated on the average of the period that the employees were at work.
 - (XII) Long service award be introduced to recognise employees.
- (c) may not be awarded to a staff member—

- (i) appointed after 1 July of that performance cycle;
- (ii) who is serving probation as stipulated in this policy;
- (iii) whose performance period is less than 12 months;
- (iv) whose employment is for a fixed term duration of less than 12 months;
or
- (v) Whose post was upgraded without a change in performance agreement?
- (vi) Who fail to undertake and submit mid-year reviews. In terms of 7.6.6.
- (vii) Who performed less the 50%+ overall score

7.9.2 The municipality shall limit it's spending on staff member performance rewards to 1.5% of the annual salary and wage bill.

Below is the rating and performance reward scales for employees other senior managers:

Table 2: Rating Indication

Rating	Description	% Score
1	Unacceptable performance where performance does not meet the standard expected for the job	0-29
2	Performance not fully effective and below standard as required for key areas of the job	30- 49
3	Fully effective performance where performance meets the standard expected in all areas of the job	50-60
4	Performance significantly above expectation and higher than the standard expected of the job	61-79
5	Outstanding performance where performance far exceeds the standard expected of an employee at that specific level	80-100

Table 3: Assessment Bonus Sliding Scale

% Rating over performance	% Bonus
0-29	0%
30- 49	0% No bonus
50-60	1.5%
61-79	1.5%
80-100	1.5%

7.10 Disputes about performance agreements and ratings

7.10.1 Any dispute about performance objectives or targets shall be mediated by the relevant head of department or directorate 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.

7.10.2 A dispute relating to the conclusion of the performance agreement or an amendment to the performance agreement, shall 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.

7.10.3 A dispute contemplated in clause 7.10.2 shall be resolved within one month of receipt of the dispute by the head of the department, after –

(a) considering the representation from the staff member and his or her supervisor; and

(b) Consulting the head of human resources.

7.10.4 A staff member who is not satisfied with the outcome of the procedure may lodge a dispute in terms of the dispute resolution mechanisms of the SALGBC.

7.11 Managing substandard performance

7.11.1 A staff member who receives a performance rating below three in terms of the prescribed five-point rating scale shall –

(a) be assisted in developing his or her competencies through training, and supervision; coaching and employee assistance programme

(b) Develop a revised personal development plan with his or her supervisor.

7.11.2 The personal development plan shall contain at least –

- (a) a description of the behaviour and skills that require improvement;
- (b) a description of the actions that will be undertaken to improve the identified behaviour and skills that require improvement;
- (c) the deadlines for improvement
- (d) a schedule of meetings to assess improvements and provide feedback; and
- (e) Details of the potential consequences in the event that there is no improvement in performance.

7.11.3 The meetings to assess improvements and provide feedback shall be recorded in writing.

7.11.4 The personal development plan to manage performance improvement shall cover a maximum period of six months, at the end of which, a formal evaluation of performance shall take place.

7.11.5 The following alternatives shall be considered in respect of a staff member whose performance has not improved to at least a performance that is fully effective:

- (a) continuation of the actions referred to in the personal development plan
- (b) alternative actions to improve performance
- (c) offering the staff member an alternative job within the Municipality that is better suited to the staff member's behaviour and skills; or
- (d) Dismissal owing to incapacity in terms of the provisions of the Labour Relations Act.

7.11.6 Poor work performance shall be dealt with in accordance with item 9 of Schedule 8 to the Labour Relations Act.

7.12 Performance management of staff members who are acting in posts

If a staff member is required to act in a post for a period that exceed three months, the supervisor to whom the acting staff member is reporting, 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.

7.13. Roles and responsibilities

7.12.1 The Municipality shall –

- (a) create an enabling environment to facilitate effective performance by the staff member;
- (b) within the available resources, provide access to skills development and capacity building opportunities;
- (c) work with the staff member to solve problems and generate solutions to common problems that may impact on the performance of the staff member;
- (d) on the request of the staff member delegate such powers reasonably required by the staff member to enable him or her to meet the performance objectives and targets established in terms of the performance agreement;
- (e) within the available resources of the Municipality, make available to the staff member such resources as that staff member may reasonably require from time to time to assist the staff member to meet the performance objectives and targets established in terms of the performance agreement;
- (f) consult the staff member timeously where the exercising of the powers will have, amongst others—
 - (i) a direct effect on the performance of any of the staff member's functions;
 - (ii) commit the staff member to implement or to give effect to a decision made by the Municipality; and
 - (iii) A substantial financial effect on the Municipality.

7.12.2A supervisor shall ensure that –

- (a) the annual performance plan's KPIs with regard to the Municipality's Development priorities and objectives are –
 - (i) linked to each department's objectives; and
 - (ii) The KPAs in the performance agreements of the staff member.
- (b) the KPAs of staff members in a department serve to achieve all the Department's objectives;
- (c) performance standards are specific, measurable, attainable, relevant, linked to specific time periods and in line with the ability of the staff member;
- (d) a staff member signs a performance agreement as prescribed or as determined in accordance with the applicable procedure;

- (e)** he or she monitors progress and measure performance of staff member;
- (f)** he or she provides regular constructive feedback to the staff member; and
- (g)** He or she are available to support the staff member through the performance period.

7.12.3 The manager responsible for human resources or the staff member to whom this responsibility is delegated shall –

- (a)** provide support to the annual performance management process;
- (b)** provide guidelines on how to set KPAs and KPIs and their related targets;
- (c)** communicate to all staff members the performance calendar for the forthcoming financial year;
- (d)** facilitate training on performance management for new and existing staff members;
- (e)** provide guidance on setting development plans;
- (f)** consolidate the results of the performance management process and ensure that the identified development needs are incorporated into the annual training and development plan;
- (g)** Prepare reports on performance ratings and salary budgets and expenditure for consideration by the Municipal Moderation Committee as appointed by the municipal council.

7.12.4 A staff member shall –

- (a)** participate in setting his or her annual KPAs and KPIs;
- (b)** enter into a performance agreement annually with the Municipality;
- (c)** remain committed to the KPAs and KPIs throughout the performance period and be accountable for his or her performance;
- (d)** take responsibility for his or her personal development and learning opportunities;
- (e)** where applicable, maintain a portfolio of evidence if required;

(f) Actively seek out and be open to feedback; and

(g) Know what is expected of him or her.

8. POLICY MONITORING AND EVALUATION

8.1 This policy shall be implemented and effective once recommended by the Local Labour Forum and approved by Council.

8.2 Non-compliance to the stipulations contained in this policy shall be regarded as breach of Code of Conduct, which shall be dealt with in terms of the Code of Conduct.

8.3 Head of Corporate Services shall carry out the monitoring and evaluation of the policy's implementation.

9. POLICY APPROVAL

Resolution Number	SC07/05/2026
Version	04
Compiled by	Human Resources
Date approved	28/05/2026
Effective date	01/07/2026
Signature	

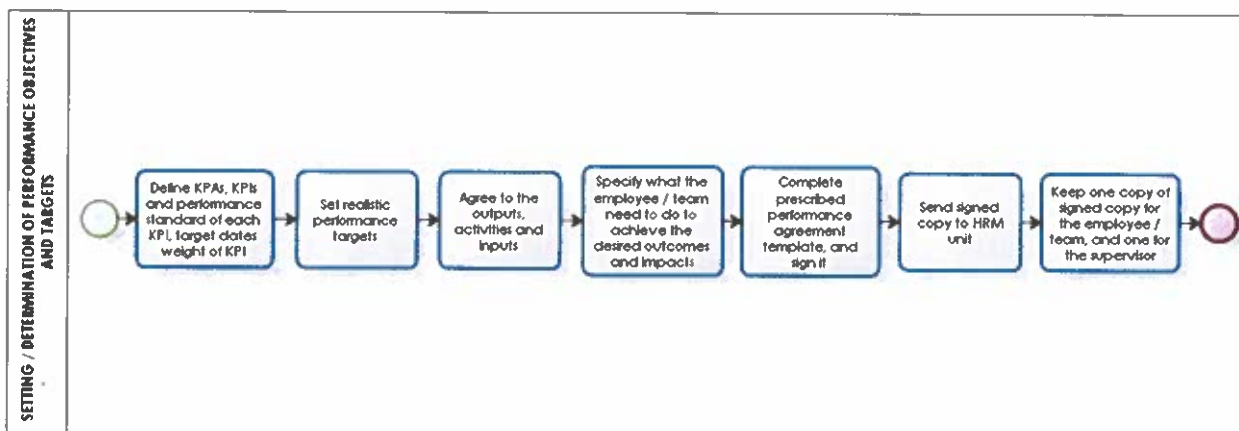
ANNEXURES:

- 1.1.2 ANNEXURE A: PERFORMANCE MANAGEMENT SYSTEM**
- 1.1.3 ANNEXURE B: SETTING / DETERMINATION OF PERFORMANCE OBJECTIVES AND TARGETS**
- 1.1.4 ANNEXURE C: MANAGEMENT OF PERFORMANCE REVIEWS (QUARTERLY, OR HALF-YEARLY) FOR INDIVIDUALS & TEAMS**
- 1.1.5 ANNEXURE D: MANAGEMENT OF ANNUAL PERFORMANCE APPRAISALS FOR INDIVIDUALS & TEAMS**
- 1.1.6 ANNEXURE E: PERFORMANCE MODERATION**
- 1.1.7 ANNEXURE F: PERFORMANCE ASSESMENT RATING CALCULATOR**
- 1.1.8 ANNEXURE G: PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM PHASES**
- 1.1.9 ANNEXURE H: TEAM BASED PERFORMANCE**
- 1.1.10 ANNEXURE I: PERFORMANCE EVIDENCE**
- 1.1.11 ANNEXURE J: PERFORMANCE MODERATION COMMITTEE**
- 1.1.12 ANNEXURE K: MANAGING SUBSTANDARD PERFORMANCE**
- 1.1.13 ANNEXURE L: PERFORMANCE AGREEMENT FOR INDIVIDUALS**
- 1.1.14 ANNEXURE M: COACHING AND REVIEW**
- 1.1.15 ANNEXURE N: TEAM REGISTRATION**
- 1.1.16 ANNEXURE O: PERFORMANCE AGREEMENT FOR TEAMS**
- 1.1.17 ANNEXURE P: SECRECY OATH**
- 1.1.18 ANNEXURE R :IPMS PROCESS PLAN**

ANNEXURE B: SETTING / DETERMINATION OF PERFORMANCE OBJECTIVES AND TARGETS

SETTING / DETERMINATION OF PERFORMANCE OBJECTIVES AND TARGETS				
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	Define KPAs, KPIs and performance standard of each KPI, target dates weight of KPI			
2.	Set realistic performance targets			
3.	Agree to the outputs, activities and inputs			
4.	Specify what the staff member / team need to do to achieve the desired outcomes and impacts			
5.	Complete prescribed performance agreement template, and sign it			
6.	Send signed copy to HRM unit			
7.	Keep one copy of signed copy for the staff member / team, and one for the supervisor			

mm

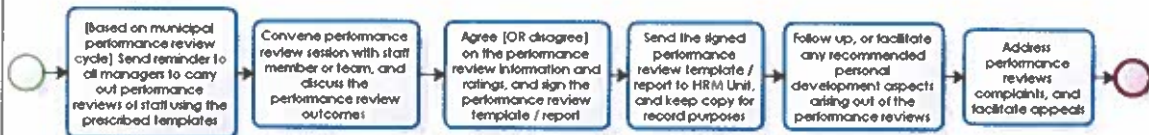


W

ANNEXURE C: MANAGEMENT OF PERFORMANCE REVIEWS (QUARTERLY, OR HALF-YEARLY) FOR INDIVIDUALS & TEAMS

MANAGEMENT OF PERFORMANCE REVIEWS (QUARTERLY, OR HALF-YEARLY) FOR INDIVIDUALS & TEAMS				
NO	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	<i>[Based on municipal performance review cycle]</i> Send reminder to all managers to carry out performance reviews of staff using the prescribed templates			
2.	Convene performance review session with staff member or team, and discuss the performance review outcomes			
3.	Agree <i>[OR disagree]</i> on the performance review information and ratings, and sign the performance review template / report			
4.	Send the signed performance review template / report to HRM Unit, and keep copy for record purposes			
5.	Follow up, or facilitate any recommended personal development aspects arising out of the performance reviews			
6.	Address performance reviews complaints, and facilitate appeals			

MANAGEMENT OF PERFORMANCE REVIEWS (QUARTERLY /
OR HALF-YEARLY) FOR INDIVIDUALS & TEAMS

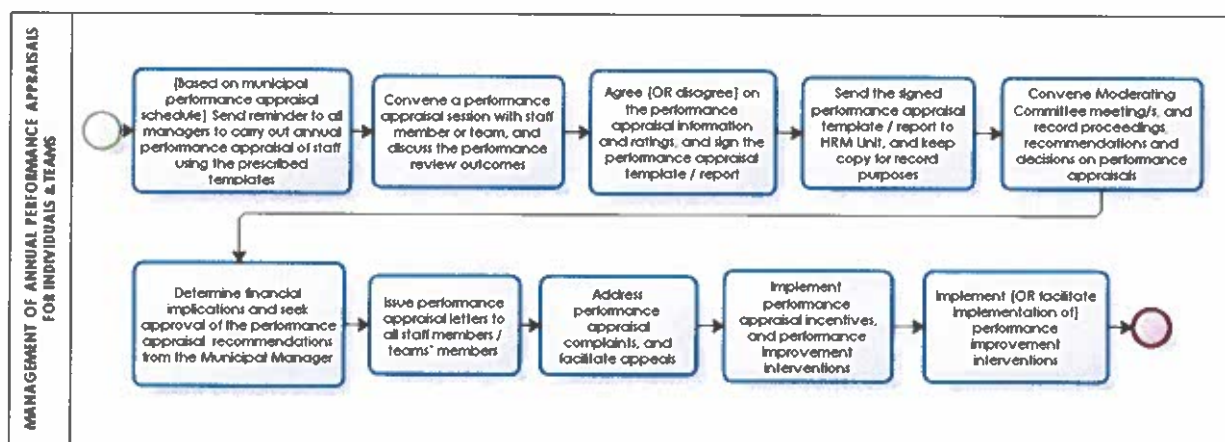


ml

ANNEXURE D: MANAGEMENT OF ANNUAL PERFORMANCE APPRAISALS FOR INDIVIDUALS & TEAMS

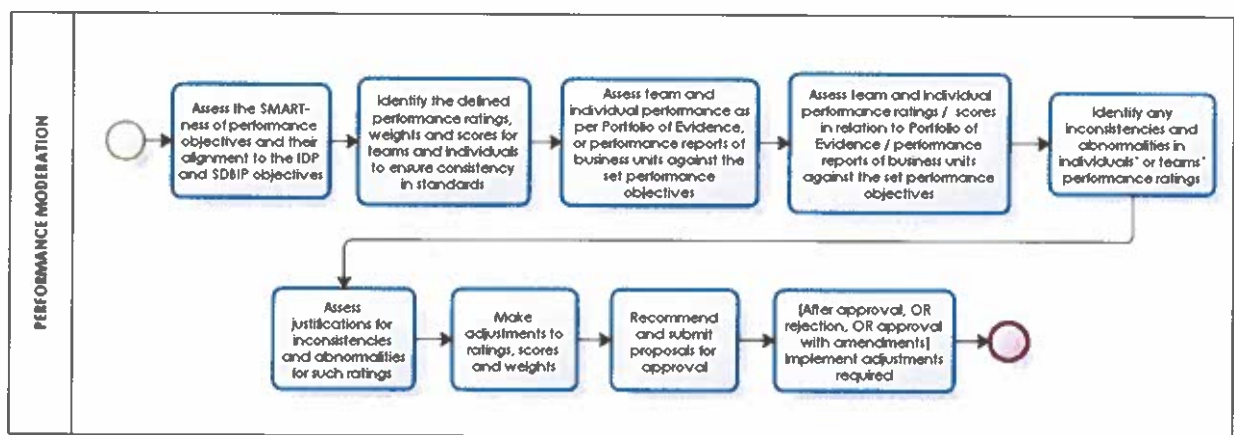
MANAGEMENT OF ANNUAL PERFORMANCE APPRAISALS FOR INDIVIDUALS & TEAMS				
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	<i>(Based on municipal performance appraisal schedule)</i> Send reminder to all managers to carry out annual performance appraisal of staff using the prescribed templates			
2.	Convene a performance appraisal session with staff member or team, and discuss the performance review outcomes			
3.	Agree <i>[OR disagree]</i> on the performance appraisal information and ratings, and sign the performance appraisal template / report			
4.	Send the signed performance appraisal template / report to HRM Unit, and keep copy for record purposes			
5.	Convene Moderating Committee meeting/s, and record proceedings, recommendations and decisions on performance appraisals			
6.	Determine financial implications and seek approval of the performance appraisal recommendations from the Municipal Manager			
7.	Issue performance appraisal letters to all staff members / teams' members			
8.	Address performance appraisal complaints, and facilitate appeals			
9.	Implement performance appraisal incentives, and performance improvement interventions			
10.	Implement <i>[OR facilitate implementation of]</i> performance improvement interventions			

mu



ANNEXURE E: PERFORMANCE MODERATION

PERFORMANCE MODERATION				
NO.	PROCEDURE STEPS	ACTORS	AVERAGE TIME TAKEN PER TRANSACTION	AVERAGE TRANSACTIONS PER MONTH (OR YEAR)
1.	Assess the SMART-ness of performance objectives and their alignment to the IDP and SDBIP objectives			
2.	Identify the defined performance ratings, weights and scores for teams and individuals to ensure consistency in standards			
3.	Assess team and individual performance as per Portfolio of Evidence, or performance reports of business units against the set performance objectives			
4.	Assess team and individual performance ratings / scores in relation to Portfolio of Evidence / performance reports of business units against the set performance objectives			
5.	Identify any inconsistencies and abnormalities in individuals' or teams' performance Ratings			
6.	Assess justifications for inconsistencies and abnormalities for such ratings			
7.	Make adjustments to ratings, scores and weights			
8.	Recommend and submit proposals for approval			
9.	[After approval, OR rejection, OR approval with amendments] Implement adjustments required			



mu

ANNEXURE F: PERFORMANCE ASSESMENT RATING CALCULATOR

Staff member								
Municipality: Maruleng Local Municipality								
Mid-year / Annual Performance Assessment								
Assessment Rating Calculator								
Name								
Cycle:								
KRA	Weight	Rating	Score		CMC	Weight	Rating	Score
1					1			
2					2			
3					3			
4					4			
5					5			
6					6			
7					7			
	100%		100			100%		100
KPA weight			80%		CCR weight			20%
KPA SCORE			80%		CCR SCORE			20%
FINAL SCORE								100%

ml

ANNEXURE G: PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM PHASES

Performance management and development system phases

1. (1) Performance management and development is the systematic process of—
 - (a) planning work and setting expectations of the municipality from staff members or teams;
 - (b) continually monitoring performance of staff members or teams;
 - (c) developing the capacity of staff members or teams to perform optimally;
 - (d) periodically rating performance of staff members and teams; and
 - (e) rewarding outstanding performance.
- (2) The performance management and development system of a municipality must consist of different phases relating to performance planning, coaching, review and reward as provided in these guidelines.
- (3) The performance management and development system must consist of the following phases:

Phase	Timeframe	Activities
(a) Planning	(i) Occurs annually at the start of the financial year or the starting date in a specific post	(aa) Supervisor schedules a meeting with a staff member or team to discuss and agree on the performance objectives for the year; (bb) Supervisor and a staff member or team are required to prepare for this meeting; and (cc) Performance agreement must be signed or processed electronically where applicable by the supervisor and a staff member or team within sixty (60) days after the commencement of the performance cycle.

mm

(b) Monitoring, coaching and feedback	(i) Occurs formally; and (ii) Informally throughout the year	(aa) The supervisor will complete on-the-job monitoring of the performance of a staff member or team; (bb) The supervisor may create formal and informal opportunities to provide feedback or coaching support to a staff member or team in relation to progress made towards agreed performance objectives and on areas requiring implementation; and (cc) A staff member or team may request feedback and support at any time during the performance cycle.
(c) Review and evaluation	(i) Mid-year review must occur at the end of the second quarter. The details of the engagement	(aa) The supervisor must set up a formal mid-year evaluation with a staff member or team within one (1) month after the end of quarter two (2), inclusive of formal documented engagement to provide feedback on

mu

Phase	Timeframe	Activities
	must be in writing; and (ii) Annual performance evaluation must occur at the end of the fourth quarter (after the end of performance cycle); and (iii) Annual performance must occur within 60 days after the end of performance cycle. The details of the performance evaluation must be in writing clearly outlining the staff member's career development needs.	targets achieved to date of a staff member or team; (bb) At mid-year review, interventions and corrective actions must be identified in relation to achievement /under-achievement of performance outputs/outcomes; (cc) During annual performance evaluation, each staff member must be afforded an opportunity to complete self-rating and provide evidence to support ratings; (dd) The supervisor must set up the formal final performance evaluation with a staff member or team after the end of the fourth quarter; (ee) The final performance evaluation scores must be recorded as a formal engagement between the staff member and supervisor; and (ff) The supervisor must formally provide verbal and written performance feedback to the staff member or team.

MM

(d) Reward and recognition	(i) After the formal annual performance assessment; and (ii) After moderation by the Municipal Moderation Committee and approval by municipal manager.	Rewards shall be dealt with as stipulated in chapter 4 of the Regulations.
----------------------------	---	--

Planning

2. (1) During the planning phase-
 - (a) the supervisor and staff member must jointly identify organisational, departmental as well as the performance expectations of a staff member or team and secure the staff member or team's commitment to achieve the performance expectations;
 - (b) the supervisor must explain to the staff member how the performance agreement and PMDS operates;

mm

- (c) all staff members, including management, must be capacitated through training on—
- (i) what the process entails;
 - (ii) why the municipality uses the PMDS process;
 - (iii) how the PMDS works, including the phases, purpose of linkage with the competency framework and how performance of competencies are measured;
 - (iv) the expectation from a staff member in a specific role; and
 - (v) when performance will be evaluated and reviewed;
- (d) the municipality must ensure that every supervisor has undergone training to acquire the relevant coaching skills needed for ongoing implementation of the PMDS;
- (e) the supervisor and staff member must develop a performance agreement wherein the performance standards will be defined in terms of quality, quantity, time and process. The following documents can assist—
- (i) the staff member's job description;
 - (ii) the IDP and departmental SDBIP;
 - (iii) the supervisor's performance agreement, where applicable;
 - (iv) the staff member's previous year performance assessment, where applicable; and
 - (v) any other document considered relevant to the process;
- (f) planned KPAs, KPIs and targets as contained in the performance agreement must meet the SMART criteria as outlined in the table below—

S	Specific, clear and understandable.
M	Measurable in terms of quantity, and, if possible, quality, money, and time. It must be possible to determine whether the activity took place and to decide how well it was done.
A	Attainable in that the activities to be performed have been agreed upon and must be within the capabilities and under control of the staff member.
R	Relevant in that each task should be related directly to the functional areas or specific projects assigned to the staff member.
T	Time-based in that the supervisor and staff member should be able to track progress against specified target dates and timeframes and assessment can take place within the annual reporting cycle of the performance agreement.

- (g) Job specific competencies can be selected from the relevant occupational streams as prescribed in the Local Government: Competency Framework attached to the Regulations as Annexure A, including any other specific functional competency requirements as may be identified;
- (2) The following documents will assist in the performance planning process—
 - (a) performance agreement (Annexure A); and
 - (b) monitoring, coaching, feedback and review (Annexure B).

Monitoring, coaching and feedback

3. (1) Effective performance monitoring, coaching and feedback must be monitored continuously throughout the performance cycle.
- (2) Performance monitoring, coaching and feedback involve ongoing collaborative engagements between the supervisor and staff member or team aimed at improving a staff member's skills and competencies to meet or exceed the set standards of performance through—
 - (a) observation, motivating and encouraging the staff member;
 - (b) frequent and infrequent exchanges of feedback about the staff member's performance;
 - (c) regular evaluation of whether the staff member performs according to the set objectives as outlined in the performance agreement;
 - (d) formal coaching and informal performance evaluation sessions;
 - (e) reinforcing the discussions that took place during the planning phase culminating in the performance agreement;
 - (f) affording the supervisor the opportunity to encourage the development of the staff member or team;
 - (g) proactive identification of challenges and solutions to enable achievement;
 - (h) identification of accomplishments or challenges by the staff member or team that have been resolved, which otherwise may not have come to the supervisor's attention;
 - (i) coaching that reinforces effective performance or brings the performance of the staff member closer to the expected standards; and
 - (j) a staff member or team who participated in several coaching sessions being aware of what is required of him or her to meet performance outcomes.
- (3) A municipality must ensure that every supervisor has received adequate training in performance coaching processes and is capable of effectively assessing progress and evaluating the performance of staff or team.
- (4) Development needs of staff identified during performance monitoring and coaching processes must be evaluated and addressed to encourage good performance, improves job-related skills and competencies that support staff to keep up with changes in the workplace.

Mid-year performance review

4. (1) The mid-year performance review-
- (a) is a formal bi-annual performance appraisal where a staff member or a team is given feedback on his or her performance;
 - (b) must be recorded;
 - (c) offers an opportunity—
 - (i) between the supervisor and staff member to assess the staff member or team's performance against set performance objectives;
 - (ii) for the supervisor to monitor, coach and provide feedback to ensure effective performance;
 - (iii) for the supervisor and staff member to—
 - (aa) jointly identify performance challenges and agree on solutions to overcome identified challenges;
 - (bb) agree on developmental needs of the staff member and address such needs;

- (cc) review the performance targets resulting from workplace changes beyond the staff member or team's control; and
 - (iv) to reinforce good performance.
- (2) If the review of the performance agreement is warranted—
- (a) the Regulations and item 2 of these Guidelines apply;
 - (b) the mid-year performance review will be based on the existing performance agreement;
 - (c) the amended performance agreement or addendum must be co-signed by the supervisor and staff member; and
 - (d) a record of the amendments must be kept for purposes of annual performance assessment.

Annual performance evaluation

5. (1) The objectives of the performance evaluation are to —
- (a) formally discuss the performance outcome achieved by the staff member against agreed performance indicators and targets based on the work performed during performance cycle of 12 months;
 - (b) rate the performance of a staff member or team against each measurable KPI using the five-point rating scale;
 - (c) recognise positive achievements and provide feedback on unsatisfactory performance; and
 - (d) identify areas of improvement and develop action plans to be included in personal development plans to address identified areas for improvement.
- (2) Every staff member or team must be subjected to annual performance assessment at the end of the performance cycle of a municipality.
- (3) The annual performance evaluation must be preceded by the staff member's self-rating against predetermined objectives, and where necessary supported by portfolio of evidence.
- (4) Rating entail evaluating the staff member or team's performance against performance standards in a staff member's performance plan and assigning a numeric rating for each KPI.
- (5) The supervisor and staff member must—
- (a) formally and objectively confirm the staff member's performance outcomes against agreed KPAs, KPIs and job specific competencies;
 - (b) rate the performance of each staff member or team against each measurable KPI and job specific competencies using the 5-point rating scale;
 - (c) recognise positive achievements;
 - (d) identify deficient performance;
 - (e) identify the staff member's developmental needs, which will inform the Personal Development Plan of the staff member; and
 - (f) sign the final annual performance assessment.

(6) At the end of the performance cycle a rating scale is used which has a bearing on rewarding and recognising performance above fully effective.

(7) The supervisor must submit the final annual performance assessment, performance scores and any related evidence supporting performance to Human Resources.

Handwritten signature

(8) Performance ratings for KPAs and competencies are calculated using the 5- point rating scale —

- (a) KPA ratings are calculated where individual ratings have been assigned to each KPI using the five-point rating scale;
- (b) No rounding of calculations is allowed and 2 decimal points must be used;
- (c) The table below reiterates the 5-point rating scale applied to score overall performance—

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.
---	---------------------------------	---



ANNEXURE : TEAM BASED PERFORMANCE

- (1) A supervisor working in collaboration with individual team members must—
 - (a) rate the performance of a staff member working within a team-based performance arrangement; and
 - (b) identify challenges relating to individual staff member(s) working within a team and identify appropriate interventions aimed at improving the staff member's performance.
- (2) The following templates will assist in the PMDS process —
 - (a) team registration Annexure N; and
 - (b) team performance agreement Annexure O.

ANNEXURE : PERFORMANCE EVIDENCE

- (1) The submission of evidence is subject to the following—
 - (a) during the planning phase, agreement must be reached on what evidence is to be used with the aim of minimising time and effort; and
 - (b) evidence must be gathered during the course of the performance cycle as this will inform and substantiate the scores according to the rating scale.
- (2) The staff member or team must gather, collate and present evidence against the measurable KPIs and, where applicable, job specific competencies as contained in the performance agreement—
 - (a) it is particularly important to ensure that evidence is gathered during the performance cycle in preparation for the mid-year performance review and annual performance evaluation, as it will be used to substantiate scores related to achievement of KPIs and job specific competencies; and
 - (b) the ultimate accountability for the submission of the portfolio of evidence rests with the staff member or team being evaluated.
- (3) The nature of work must determine the type of evidence that should be provided. This may, inter alia, include—
 - (a) official records;
 - (b) confirmation by a supervisor;
 - (c) confirmation by other stakeholders such as letter from a government department; and
 - (d) inspection or viewing of evidence by supervisor such as filing system, memorandums, reports, etc.
- (4) A supervisor may, at the latest by mid-year review,—
 - (a) accept other evidence that substantiate achievement of KPIs or competencies and
 - (b) assist the staff member or team to obtain such evidence.

ANNEXURE : PERFORMANCE MODERATION COMMITTEE

- (1) The Municipal Performance Moderation Committee—
 - (a) must be duly constituted by the municipal council;
 - (b) may, to the extent possible, be constituted as follows—
 - (i) municipal manager or his or her delegate who will act as the chairperson;
 - (ii) all heads of departments of a municipality;
 - (iii) manager responsible for PMDS;
 - (iv) manager responsible for organisational development;
 - (v) manager responsible for organisational performance;
 - (vi) a representative from finance, where applicable;
 - (vii) a representative from governance, where applicable; and
 - (viii) a representative from audit, where applicable.
- (2) Departmental representatives—
 - (a) will be invited to attend the performance moderation committee to present on the results of their respective departments;
 - (b) must be on senior management level; and
 - (c) may request a specialist on the departmental performance management to provide technical advice where needed.
- (3) Members should collectively possess the necessary expertise and must demonstrate knowledge and competencies—
 - (a) local government;
 - (b) municipal human resource environment;
 - (c) corporate governance practices;
 - (d) corporate strategy;
 - (e) performance management and development system;
 - (f) human capital management;
 - (g) organisational development;
 - (h) financial management;
 - (i) business management;
 - (j) operations management; and
 - (k) leadership
- (4) The main objectives of the committee are to—
 - (a) ensure fair and consistent application of the PMDS;
 - (b) ensure that the integrity of the PMDS is protected;
 - (c) ensure that performance is evaluated consistently;
 - (d) ensure that individual ratings reflect the overall performance of the department;
 - (e) advise on financial affordability for the municipality; and

- (f) Recommend performance rewards to the municipal manager for approval.
- (5) The committee may—
 - (a) develop and approve the terms of reference;
 - (b) review the performance management and development system across the municipality and make recommendations regarding implementation;

- (c) monitor the performance evaluation process by obtaining an overall sense of whether norms and standards are being applied realistically and consistently both horizontally and vertically across the municipality;
- (d) determine the overall performance of departments and align that with summary results based on individual performance;
- (e) moderate scores of a department(s) or a unit;
- (f) recommend reward levels for performance;
- (g) make recommendations regarding actions to be considered where supervisors do not implement the system properly;
- (h) provide oversight in terms of the application of the PMDS;
- (i) prepare a comprehensive report, based on its observations, reflecting performance of staff members or teams and the applicable reward levels; and
- (j) Ensure that the minutes and supporting information on matters dealt with by the panel, shall be available for examination upon authorisation by the municipal manager.

ANNEXURE : MANAGING SUBSTANDARD PERFORMANCE

1.1.19 Purpose

1. (1) These procedures are intended to—
 - (a) create an enabling environment to facilitate effective performance by the staff members;
 - (b) provide the staff members with access to skills development and capacity building opportunities in order to promote efficient and effective performance;
 - (c) provide remedial and developmental support to assist the staff members to deal with substandard performance; and
 - (d) ensure that the municipal council and staff members work collaboratively to generate solutions to problems and improve the performance of staff members.

1.1.20 Policy and principles

2. (1) These procedures must be read in conjunction with the Regulations.
- (2) The Code of Good Practice provided for in Schedule 8 of the Labour Relations Act, 1995, constitutes part of these procedures, in respect of poor work performance.
- (3) The municipality must evaluate the staff member's performance by considering—
 - (a) the extent to which the substandard performance impacts on the work of the municipality and the achievement of municipal goals;
 - (b) the extent to which the staff member fails to meet the required performance standards set by the municipality;
 - (c) the extent to which the staff member lacks the necessary skills, competencies and expertise to meet the performance objectives and targets for his or her post as contained in the performance agreement; and
 - (d) the nature of the staff member's work and responsibilities.

1.1.21 Procedures for dealing with substandard performance

3. (1) If the municipality has reason to believe that a staff member is not performing in accordance with the minimum performance standards of his or her post, the supervisor must—
 - (a) convene a meeting to give feedback to the staff member on his or her performance;
 - (b) furnish the staff member with reasons why it is necessary to initiate this procedure.
- (2) During the meeting contemplated in paragraph (a), the supervisor must—
 - (a) explain the requirements, level, skills and nature of the post;
 - (b) evaluate the staff member's performance in relation to the performance agreement;

- (c) explain the reasons why the performance is considered substandard; and
 - (d) afford the staff member or his or her representative an opportunity to respond to the performance outcomes referred to in paragraph (c); and
- (3) After considering the staff member's reasons, the supervisor may, if necessary—
 - (a) initiate a formal programme of counselling and training to enable the staff member to meet the required standard of performance, which must include—
 - (i) assessing the time that it will take for the staff member to deal with substandard performance;
 - (ii) establishing realistic timeframes within which the staff member is expected to meet the required performance standards; and
 - (iii) identifying and providing appropriate training for the staff member to reach the required standard of performance.
 - (b) establish ways to address any factors that may affect the staff member's performance that lie beyond the staff member's control.
- (4) If the staff member fails to meet the required performance standard for the post after being subjected to a formal programme of counselling and training as contemplated in paragraph (3), the supervisor, may—
 - (a) regularly evaluate the staff member's performance; or
 - (b) provide further remedial or developmental support to assist the staff member to eliminate substandard performance.
- (5) If the staff member's performance does not improve after he or she received appropriate performance counselling and the necessary support and reasonable time to improve his or her performance as contemplated in paragraph (4), or he or she refuses to follow a formal programme of counselling and training contemplated therein—
 - (a) the supervisor, must bring the allegations of substandard performance against the staff member to the attention of the municipal manager in the form of a report.
 - (b) the supervisor, must table the report contemplated in subparagraph (a) before the municipal manager.
- (6) If the municipal manager is satisfied that sufficient evidence exist to institute disciplinary proceedings against the staff member on the basis of the alleged substandard performance the municipal manager, must furnish the staff member with written reasons why it is necessary to initiate this procedure in accordance with applicable procedures.

ANNEXURE : PERFORMANCE AGREEMENT FOR INDIVIDUALS

Performance Agreement				
Performance cycle		Example: 01 July 2022 to 30 June 2023		
Department:		[add name of department]:		
Section / Unit:		[add name of section / unit]:		
Staff member name and surname:		[add first names and surname for staff member]		
Staff member designation, payroll number and level	Designation Assistant Director	Payroll number 000000000000	Level 5	
Functions	Short description of the staff member's function.			
Staff member signature			Date:	
Supervisor Name and Surname:	[add first names and surname for supervisor]			
Supervisor's Signature:			Date:	
KPA /JSCs Weighting	KPIs/JSCs	Baseline (where applicable)	Targets ¹	Evidence
1. [Insert KPA here]				

¹The targets of every KPI must be expressed as one (1) to five (5).

KPA /JSCs Weighting	KPIs/JSCs	Baseline (where applicable)	Targets ¹	Evidence
30%	1.1 [Insert KPI here]	[Existing or new where applicable]	1 ² = [insert SMART Targets here] 2 ³ = 3 ⁴ = 4 ⁵ = 5 ⁶ =	
	1.2			
	1.3			
2. [Insert KPA here]				
30%	2.1			
	2.2			
	2.3			
	2.4			
3. [Insert KPA here]				
20%	3.1			
	3.2			
80%	Total			
Job Specific Competencies (JSC)				
10%	[Insert here]		1 = 2 = 3 = 4 = 5 =	Add where applicable for competencies
5%	[Insert here]			
5%	[Insert here]			
20%	Total			
Supervisor Signature:			Staff member Signature:	
Date:			Date:	

² Target 1 indicate **unacceptable performance**.

³ Target 2 indicate **performance not fully effective**.

⁴ Target 3 indicate **fully effective performance** i.e. that performance meets the standard expected in all areas of a job and that the KPI has therefore been achieved.

⁵ Target 4 indicate **performance significantly above expectations**.

⁶ Target 5 indicate **outstanding performance**.



ANNEXURE : COACHING AND REVIEW

Coaching and Review									
		Staff member / Team input on progress ⁷		Supervisor's input on progress		Comments	Year-end Review Scores	Signatures	
		Mid-year review	Final review	Interventions	Staff member / Team rating			Staff member's Signature	Managers Signature
KPA 1	KPI								
	1.1								
	1.2								
	1.3								
KPA 2	2.1								
	2.2								
	2.3								
	2.4								
KPA 3	3.1								
	3.2								
JSC	1								
JSC	2								
JSC	3								
Staff member / Team Supervisor Signature:					Date:				
Supervisor Signature:					Date:				

⁷ Formal review must take place mid-year and year-end

W

ANNEXURE : TEAM REGISTRATION

Team Registration					
Performance Cycle	Example: 2017/2018				
Department:	[Add Name of Department]:				
Section / Unit:	[Add Name of Section / Unit]:				
Supervisor Name and Surname:	[Add first Names and Surname for Supervisor]				
Function : ⁸					
Team Members ⁹					
Names	Payroll Number	Designation :	Level	Staff Signature ¹⁰	Date
Example: J Smith	000000	Truck Driver	T1	XXXX	30/07/2017
Supervisor's Signature: ¹¹				Date:	

⁸ Add short description of the team function.

⁹ Team members may include a team supervisor.

¹⁰ All team members will sign on the team scorecard and the supervisor will sign this form on behalf of the employer.

¹¹ If the team includes a team supervisor the supervisor above the team supervisor will sign on behalf of the employer.

W

ANNEXURE: PERFORMANCE AGREEMENT FOR TEAMS

Performance Agreement for Teams				
KPA /JSCs Weighting	KPIs/JSCs	Baseline	Targets ¹²	Evidence
[Insert KPA here]				
30%	3.3 [Insert KPI here]	[Existing or new where applicable]	1 ¹³ = [insert SMART Targets here] 214 = 315 = 416 = 517 =	
	3.4			
	3.5			
4. [Insert KPA here]				
30%	4.1			
	4.2			
	4.3			
	4.4			
5. [Insert KPA here]				
20%	5.1			
	5.2			
80%	Total			
Job Specific Competencies (JSCs)				
10%	[Insert JSC here]		1 = 2 = 3 = 4 = 5 =	Add where applicable for competencies
5%	[Insert JSCs here]			
5%	[Insert JSCs here]			
20%	Total			
Team Members Names:		Example:		Payroll Number:
Supervisor Signature:		Team Supervisor:		
Date:		Date:		

¹² The targets of every KPI must be expressed as one (1) to five (5).

¹³ Target 1 indicate **unacceptable performance**.

¹⁴ Target 2 indicate **performance not fully effective**.

¹⁵ Target 3 indicate **fully effective performance** i.e. that performance meets the standard expected in all areas of a job and that the KPI has therefore been achieved.

¹⁶ Target 4 indicate **performance significantly above expectations**.

¹⁷ Target 5 indicate **outstanding performance**.

ANNEXURE : OATH OF SECRECY



OATH OF SECRECY

INDIVIDUAL PERFORMANNCE ASSESSMENTS

I, _____, in my capacity as Municipal Moderation Committee solemnly and sincerely swear that I will faithfully and honestly fulfil the duties that devolve upon me by the municipality, that I will not, without due authority, disclose or make known any matter that comes to my knowledge during the performance assessment.

Resolutions should remain confidential and should only be disclosed to outside parties in conjunction with applicable legislations.

Name and Surname: _____

Signature: _____

Date: _____ **Time:** _____

mm

ANNEXURE: IPMS PROCESS PLAN

INDIVIDUAL PERFORMANCE MANAGEMENT PHASES AND CYCLE

1. **PLANNING** (what do I want to achieve?)

- ❖ 01st July to 31 July of each FY – 30 days after end of FY or 60 days on new employees appointed after 01st July

2. **IMPLEMENTATION** (actual performance) **and MONITORING** (am I on the right track?)

- ❖ 01st July to 30 September (1st Quarter);
- ❖ 01st October to 31 December (2nd Quarter);
- ❖ 01st January to 31 March (3rd Quarter);
- ❖ 01st April to 30 June (4th Quarter) of each FY.
- ❖ Report Submissions on the ePMS

3. **REVIEWING/EVALUATING** (Did I achieve what I planned? - where must I improve?)

- ❖ February each FY – Midyear assessments
- ❖ October to November each FY – Year end assessment
- ❖ Reviews – Departmental Moderation
- ❖ Dec- each FY – Municipal Moderation Sitting

4. **REWARDING** (Keep up the good work)

- ❖ December of each FY 1.5% performance reward