

BACKGROUND

It is imperative that the Performance Management System as adopted by Council is cascaded to all section of our municipality's employees. **The Performance Management System must be seen as a positive and constructive tool to appraise performance, provide mechanisms for learning, growth increase productivity and reinforce accountability at each workstation. It shall not be used as a punitive system to punish and be used as misconduct tool by management.**

The system shall be implemented as follows:

- That the policy for employees shall include all employees from post grade level 11 to 18 in the staff establishments in 2011-2012.
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- Application of the Performance Appraisal Systems
- The system is not linked to financial reward

All Heads of departments and managers from level one to six conclude a **Performance Appraisal System.**

The Performance Evaluation of the Head of departments shall be done in terms of the Okhahlamba Local Municipality's Implementation Procedure and Management of Individual Performance Policy as adopted by council. Every manager as outlined above shall sign a performance scorecard.

Managers at level 11 to 18 performance shall be evaluated in terms of the policy in terms of line function. Heads of Departments will review performance of their respective managers using a performance scorecard on a regular basis. It is suggested that formal evaluation shall be done on quarterly basis.

The evaluation process shall be transparent, consultative, and fair and aims at developing the capacity of the manager to meet the objectives and the goals of the organization.

A formal report of quarterly evaluation shall be submitted to the Municipal Manager for purposes of performance evaluation of the manager's performance.

General

The Okhahlamba Local Municipality will establish and maintain a formalized system of appraisal and documentation of classified employee job performance including recognition of and response to individual developmental needs. This process is designated as the Performance Management System. The objectives of the System are to:

- Provide employees with a sense of their work accomplishments relative to expectations and predefined performance indicators.
- Support employee development through discussion of assigned opportunities and training.
- Emphasize the Municipality's commitment to continuous improvement and learning.

- Encourage an appropriate relationship between pay levels and work performance.
- Avoid surprises; keep lines of communication open.
- Provide the option to document performance in a written format relative to specific accomplishments during the review period.

Procedures

Performance Communication Responsibilities

The Departmental Performance Evaluation Committee and with the support of the Performance Manager will be responsible for:

- Coordinating the design and modification of the system, including procedures, instructions and form design, consistent with overall program parameters and subject to the approval of management.
- Establishing the schedule for the process and notifying supervisors and managers of same.
- Performing periodic quality control checks of completed evaluations including compilation and reporting of rating distribution, to ensure that the process is being properly applied.
- In consultation with the corporate services, provide counsel and guidance to management regarding performance communication administration and related employee performance issues and, ensuring that the system is being administered in accordance with all applicable laws and regulations.

Rating Scale

The process involves assessing the employee's work performance during the review period relative to specific indicators and an overall rating. The following rating categories are employed:

Definitions associated with the above rating categories are applied based on the following performance indicators:

Level	Terminology	Description	Rating			
			1	2	3	4
4	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.				

Level	Terminology	Description	Rating			
			1	2	3	4
3	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.				
2	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.				
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee 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.				

PERFORMANCE APPRAISAL STANDARDS:

1. Planning, Organizing & Controlling

How effectively does the employee perform advance preparation for and carry out assignments?

Outstanding Performance – Demonstrates the ability to anticipate what might otherwise be overlooked in the planning process. Sets up innovative monitoring and control systems to ensure comprehensive approach. Is well versed in the details of assignment execution while maintaining an accurate overview of “the big picture.” Ensures that all facets of the assignment are completed as planned, often ahead of schedule.

Performance Significantly Above Expectation – Identifies resources required to complete assignment. Prepares either formally or informally, an effective work plan. Monitors progress and follow up to make sure assignment is accomplished as scheduled. Makes efficient use of resources available.

Fully Effective - Is learning to effectively apply planning and organizational skills in management settings. In most cases assignments are well planned and accomplished in a fully acceptable manner.

Unacceptable Performance - Plans often do not include all pertinent elements. Does not always monitor plan execution effectively resulting in backtracking and delays. Spends an inordinate amount of time responding to unanticipated events.

2. Job Knowledge

How well does the employee demonstrate sufficient understanding of the technical, managerial and organizational aspect of the job?

Outstanding Performance - Is regarded as a subject matter expert from a technical perspective. Both organizational and functional knowledge extend well beyond the employee's immediate organization. Peers and superiors often seek advice. Demonstrates an advanced understanding of the principles of management.

Performance Significantly Above Expectations - Demonstrates a firm grasp of all elements of know-how as they relate to the job. Serves as a reliable resource for others regarding technical processes and how they relate to the organizational structure he or she manages. Is well versed in how to get things done through other people.

Fully Effective - Is fully competent in most areas of job knowledge. Sufficient progress is being made in those areas where improvement is required.

Unacceptable Performance - Gaps in technical and organizational knowledge are evident. Often fails to recognize problems that are obvious to others.

How well does the employee present ideas, concepts and plans for courses of action? Does the employee communicate in a clear and concise manner? Does the employee listen well and ask appropriate questions?

Outstanding Performance - Translates highly complex technical or organizational issues into easily understood terms. Can effectively communicate on multiple levels so that each audience receives understanding of the issue at hand. Asks and answers questions in a comfortable and highly informed manner.

Performance Significantly Above Expectations - Presents ideas, concepts, new policies, etc. in group and one to one settings in a clear, concise manner. Keeps supervisor informed of pertinent issues. Uses proper grammar in both speaking and writing. Listens and provides meaningful feedback effectively.

Fully Effective - Is learning to better communicate thoughts and ideas to others, both orally and in writing. The same is applicable to listening skills. What may have been communications problem areas or potential problem areas are in the process of being eliminated.

Unacceptable Performance - Tends to rush through presentations and general oral and written communications. This often results in skipping

pertinent information and less than thorough understanding by audience. May be inclined to hold on to information that should be shared with others.

4. Achievement Orientation

How well is the employee attuned to the importance of accomplishing goals and objectives?

Outstanding performance - Pushes the limits of his or her job toward the achievement of goals. Makes sound judgments about when and where to take risks in order to obtain results. Impacts and influences others in promoting his or her point of view. Reacts immediately and effectively to changes in plans and priorities. Shows exceptional ability when required to manage through a crisis situation.

Performance Significantly Above Expectations – Always has a comprehensive picture of the end results desired. Is goal orientated and effectively prioritizes the channeling of available resources. Keeps supervisor informed of progress and results on a regular basis. Effectively follows up to ensure objectives are met.

Fully Effective – Is learning to appreciate the significance of goal setting and achievement. Is beginning to show understanding of scope of strategic initiatives and the relationship to shorter term goals.

Unacceptable Performance - May tend to lose sight of desired end results by becoming too immersed in project or process detail. Often loses track of and therefore is unable to communicate progress or lack thereof. Tends to lose sight of the “big picture.”

5. Development and Empowerment

How effectively does the employee recognize the need for, plan and achieve professional development of subordinate employees?

Outstanding Performance - Has acquired the reputation of a “people developer” as reflected by the competence and versatility of staff. Results of development efforts are clearly observable and measurable. Usually more than one staff member is capable of filling in during supervisor’s absence. Devises and applies unique and challenging means for employees to learn new skills and to demonstrate acquired ones. Advice on development issues is sought by peers.

Performance Significantly Above Expectations – Can identify specific strengths and needs of each subordinate. Manages work load so that subordinates are given the opportunity to improve in required areas. Constructs and continually updates a comprehensive development plan for each subordinate. Understands the concept of and applies constructive discipline where warranted.

Fully Effective – Is coming to learn the importance of people development in supervision. Efforts are becoming more concentrated on seeking out developmental opportunities for subordinate personnel. Performance in this area may be characterized as transitioning from individual achiever to

management of the activities and actions of others.

Unacceptable Performance - Subordinate development plans are inadequately constructed and are normally seen as an afterthought, characterized only by superficial efforts on the part of the supervisor. Subordinate staff may complain of the lack of opportunity to expand their purview as it relates to their job.

6. Problem Solving & Decision Making

How effectively does the employee confront and resolve problems and take action?

Outstanding Performance -. Displays creativity in seeking solutions to problems and in making decisions. Is able to integrate new ideas with current approaches. Effectively identifies potential problems before they arise and acts on problems in the early stages. Once solved, problems do not arise again and solutions do not create new problems. Makes good decisions with limited information while working within schedule.

Performance Significantly Above Expectations – Approaches problem solving in a systematic manner. Identifies all resources available for help and involves peers and subordinates as necessary. Assures proper documentation and follows up to ensure problem does not reoccur. Decisions are well thought out and made in a timely and logical manner.

Fully Effective – Is transitioning in the area of problem solving and decision-making. Has come to understand the need for a more comprehensive approach to reaching solutions and recommending outcomes or taking action.

Unacceptable Performance - At times, decisions are hastily made without fully considering the possible consequences. Problem solving efforts are erratic and often not totally effective. Tends to work alone on problems, not soliciting the input of peers or subordinates. The same or similar problems seem to reoccur on a regular basis.

7. Work Habits

How well does the employee organize and execute assignments? To what degree is ongoing supervision/monitoring required to ensure that work is properly completed? How well does the employee demonstrate self-discipline and reliability relative to work to be performed?

Outstanding Performance – Always performs assigned tasks as directed. Often completes tasks ahead of schedule and provides assistance to others. Understands and demonstrates the ability to effectively prioritize assignments to make the most efficient use of time and resources.

Performance Significantly Above Expectations – Consistently accepts responsibility for assigned work and performs tasks as directed. Ensures that results are complete and meet expectations prior to beginning a new assignment.

Fully Effective– Becoming more familiar with work environment and available resources. While not fully adept at all aspects of work routines and processes. is progressing at an acceptable or better rate.

Unacceptable Performance - Work performed is often not acceptable and must be redone by employee and/or others. Employee is generally perceived as unreliable and requires almost constant supervisory monitoring of work in progress and checking of results.

8. Attendance/Punctuality

How consistently does the employee report for work on schedule and prepared?

Outstanding Performance – Consistently observes regular work schedule and makes self-available to work both scheduled and unscheduled overtime. These actions are typified by volunteering to remain at work in emergencies or promptly responding to recalls received at home. Readily accepts scheduled overtime assignments. Volunteers to work overtime in areas outside normal work area when opportunities present themselves.

Performance Significantly Above Expectations – Consistently adheres to assigned work schedule by arriving, beginning work, stopping work and departing as scheduled. During the work period, arrives at meetings, work sites, etc. on time or slightly before the scheduled time. Makes appropriate notification when delays to arriving to work on time is unavoidable. Is consistently regarded as a reliable employee.

Fully Effective – On occasion may arrive late for the scheduled start of the work day or for meetings or assignments. Is showing genuine efforts to correct this condition by making such occurrences less frequent.

Unacceptable Performance - Demonstrates a pattern of disregard for assigned work schedule by arriving late and/or leaving early. Is often late for appointments during the work day and may attempt to extend rest and meal periods beyond scheduled times.

9. Team Work

How well does the employee work effectively with others and display an appropriate balance between individual and group efforts?

Outstanding Performance – Offers ideas for improvement that contribute to group work effort that are well received and normally result in process improvements and productivity. Consistently volunteers to help others within work group as work schedule permits. Contributes positively to resolution of conflict or problems encountered.

Performance Significantly Above Expectation – Contributes meaningfully to work group efforts by offering new ideas for improvement, sharing knowledge and otherwise demonstrating a cooperative manner in dealing with supervisors and coworkers. Does his or her part toward group efforts.

Fully Effective – Is making a conscious effort to become a team player. On a more frequent basis, is sharing job knowledge and ideas in an effort to improve overall group performance.

Unacceptable Performance - Shows little or no interest in group efforts. Rarely demonstrates active participation in group interaction. Not perceived as a team player.

10. Productivity

To what degree do the employee's work efforts result in desired outcomes to include quality, quantity and timeliness?

Outstanding Performance – Assignments are always completed as scheduled and at the desired level of output. Often they are completed ahead of schedule and at a level of quality and/or quantity well beyond expectations. Ideas and suggestions to improve productivity are offered and frequently generate positive results.

Performance Significantly Above Expectations – Assignments are consistently completed on or at times ahead of schedule and at the desired level of output both in terms of quality and quantity. If conditions impacting productivity are outside the control of the employee, he or she notifies the supervisor in a timely manner.

Fully Effective – Assignments are usually completed on time and as specified. Only occasionally is delivery not on time or at the desired level of quality and quantity. Sufficient progress toward eliminating these situations is being made.

Unacceptable Performance - Assignments are often not completed as scheduled and/or the desired level of work output are not met. Work must often be redone by the employee or others, resulting in delays.

11. Customer Service

How effectively does the employee interact with customers in serving their needs? For purposes of this exercise, "customer" is defined as anyone (either internal or external to the Ladysmith Community) requiring information or service related to the employee's job duties, knowledge and experiences.

Outstanding Performance– Goes out of his or her way to ensure customer satisfaction. Processes both routine and non-routine customer requests and concerns in ways that result in a high degree of customer satisfaction. Goes beyond basic inquiry to learn of and respond to relevant issues that may not necessarily be apparent initially

Performance Significantly Above Expectations – Responds in a timely, courteous and informed manner to customer inquiries and concerns. When an immediate response is not possible, provides necessary follow-up and keeps customer informed.

Fully Effective – Attempts to meet customer demands in a fully acceptable manner. Occasionally may not fully deliver desired level of satisfaction due to lack of experience or job knowledge. Progress is being made to overcome this situation.

Unacceptable Performance - Often appears indifferent to customer concerns. Provides minimal response to customers. While not necessarily discourteous, displays only the basics in the way of consideration for customer needs.

Performance Appraisal Process

In order to effectively administer the performance appraisal process, it is imperative that employees understand their job expectations and the way in which those expectations relate to the performance indicators outlined above. This can be accomplished through direct, ongoing communication between supervisor and subordinate.

Performance expectations should be communicated at the beginning of the review period and reinforced periodically during that period. Additionally, it is encouraged that the supervisor review the performance indicators used in the appraisal process and they ways in which they relate to job expectations. In this way, the employee will have an ongoing perception of the level of performance he or she is delivering and the basis upon which that performance will be rated. This will avoid the "surprise" factor often associated with a performance appraisal process.

There are no standard time intervals established as to when or how frequently the ongoing communication relative to expectations should occur. This can be influenced by several factors including the level and type of job, the nature of the work performed, etc. However, it is encouraged that discussions regarding performance expectations occur as a minimum at the beginning of the review period and at least one other time during the review period. The performance evaluation interview (see below) often presents an ideal time to discuss future expectations as well as past performance.

Schedule for performance reviews

(1) The performance of the employee in relation to his or her performance agreement must be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September (Informal)	
Second quarter	:	October – December	(formal Mid-Year Assessment)
Third quarter	:	January – March (Informal)	
Fourth quarter	:	April – June	(Formal End-of the Year Assessment)

(2) The Head of Department must keep a record of the mid-year review and annual assessment meetings.

(3) Performance feedback must be based on the employer's assessment of the employee's performance.

(4) The employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement between both parties.

(5) The employer may amend the provisions of the performance plan whenever the performance management system is adopted, implemented and/or amended as the case may be on agreement between both parties.

(6) **For purposes of evaluating the Mid-Year and End Of the Year performance of the Employee, an evaluation panel constituted of the following persons must be established -**

- (i) The Head of Department/Senior Manager delegated by the head of Department (**Chairperson**)
- (ii) Peer, of the Head of Department's Choice
- (iii) Union Representative of the Employee's Choice

The Head of Department responsible must provide secretariat services to the evaluation panels referred to above.

(7) Submit a detailed report (Midyear and End of the Year) to the office of the Municipal Manager, Manager Performance Management.

Consultation

(1) The employer agrees to consult the employee timeously where the exercising of the powers will have, amongst others, –

A direct effect on the performance of any of the employee's functions;

Commit the employee to implement or to give effect to a decision made by the employer, and a substantial financial effect on the employer.

(2) The employer agrees to inform the employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in sub-regulation (1) as soon as is practicable to enable the employee to take any necessary action without delay.

Management of Evaluation Outcomes

(1) The evaluation of the employee's performance will form the basis for recognizing outstanding performance or correcting unacceptable performance.

Each department shall use a computerized Assessment Rating Calculator to determine the score set below:

- (a) A score of 50-70% is an Acceptable Performance
- (b) A score of 70-100% and above is an Outstanding Performance

In the case of unacceptable performance, the employer through the HR section shall –

Provide systematic remedial or developmental support to assist the employee to improve his or her performance; and after appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties.

Dispute resolution

(1) Any disputes about the nature of the employee's performance scorecard, whether it relates to key responsibilities, priorities, methods of assessment and/ or salary increment in the agreement, must be mediated by –

In the case of the employee, the Head of Department within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the Municipal Manager, and

In the case of unsatisfactory from the employee the Municipal Manager within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

(2) Any disputes about the outcome of the employee's performance evaluation, must be mediated by –

In the case of level one employee, the Municipal Manager within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the Municipal manager; and

In the case of level two to six, the Head of Department within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

Performance Appraisal Instruments

To provide for consistency in documentation of employee performance, a single template form has been developed: Classified as Individual Performance Management Scorecard for Supervisory/Managerial. Form is attached as annexure "A", **Performance Assessment Criteria, Annexure "B", Composite Score sheet, annexure "C" and the Annexure "D", Professional Development Plan.**

Heading - Space to record identifying data (employee name, job title, review period, etc.).

Performance Indicators with Rating Categories and Definitions – Outlined above.

Comments on Ratings – Space for entering rater observations or clarifications on any aspect of the appraisal. Also, for any indicators rated as "" or "Unsatisfactory," an explanation as to the specific cause of that rating

should be entered in this area.

Development Plans - Space for entering developmental needs the employee may have and the ways in which those needs will be met.

Employee Comments - Space in which the employee may enter any comments regarding his or her reaction to the appraisal or any other comments relative to the appraisal.

Signatures - Acknowledgement/Approvals.

Form Completion

The Performance Scorecard form has been designed to be user-friendly without sacrificing either quality or comprehensiveness of the evaluation process.

The reviewer should first complete the identifying information required in the heading (name, job title, unit, dates, etc.).

Next, review each performance indicator and corresponding performance level definitions. It should be emphasized that the definitions are intended to convey, in broad terms, a "snapshot" description of conditions which typically exist at a performance level. They are not meant to be all inclusive of conditions which must exist in order to legitimately rate an employee's performance at a given level.

The definitions for each performance indicator should then be reviewed and a rating assigned (Outstanding performance, Performance Significantly Above Expectations, Fully Effective, Unacceptable Performance) by checking the appropriate block.

Next, consider the employee's developmental needs and ways in which those needs can be met. A professional development plan consists of identifying an activity or activities that will improve performance in an existing area or areas of responsibility and/or prepare the employee for assuming new responsibilities. Plans can also contain activities designed to enhance existing strengths.

Developmental plans may center around attendance at internal or external training sessions or seminars which are directly related to fulfilling a development need. However, meeting developmental needs through on-the-job experiences or self study are, in many cases, also effective.

A summary description of the developmental activities should be entered in the space provided on the form.

Communicating Results of Appraisal

Employees are to be informed, through face-to-face communication as well as documentation, of how their performance has been rated. Additionally they should be informed of perceived developmental needs and plans for ways to

meet those needs.

The performance discussion should be scheduled approximately one week in advance. The purpose of the meeting should be explained to the employee to allow him or her time to prepare.

Prior to the discussion the Manager should have:

- Completed and signed the Appraisal Record form.
- Reviewed the results with his or her immediate supervisor and obtained approval.
- Developed a discussion outline to follow during the interview.
- Reserved a location where the discussion can be conducted in private without interruption.

The performance evaluation discussion should be structured as a two-way means of communication between the employee and the evaluation panel. The employee should be encouraged at the beginning to feel free to comment on any of the topics that will be discussed.

During the discussion, each performance indicator should be covered. This normally begins with a review of the indicator and the rating that was assigned. Wherever possible, actual occurrences that influenced the rating should be offered.

The employee should be encouraged throughout the discussion to participate and cite occurrences also.

At the conclusion of the discussion, the employee should sign the form in the space provided. This verifies only that the employee and the panel have participated in a formal review of performance and development needs. It should not be construed as either agreement with or objection to the results of the appraisal.

The employee should be provided with a copy of the completed and signed performance Appraisal Record form at the end of the interview. The panel should also keep a copy of the completed form for his or her records. The original should be sent to the Office of the Municipal Manager, Manager Performance Management.

PERFORMANCE APPRAISAL SCORE CARD

ANNEXURE "A"

A. JOB INFORMATION SUMMARY

NAME OF POST HOLDER	
PERSAL NUMBER	
DEPARTMENT	
SECTION	
JOB TITLE	
SALARY LEVEL	

B. DUTY LIST (JOB DESCRIPTION)

1	
2	
3	
4	
5	

C. ADDITIONAL DUTIES

D. ASSESSMENT RATING SCALE

Level	Terminology	Description	Rating			
			1	2	3	4
4	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.				
3	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.				
2	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.				
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee 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.				

The period of this plan is from to

Signed and Accepted by the Employee	
Signed by the Head of Department	
Date:	

E. INDIVIDUAL PERFORMANCE CRITERIA

RATING FORM

STANDARD 1: Planning, Organizing and Controlling

PERFORMANCE CRITERIA: How effectively does the employee perform advance preparation for and carry out assignment?	ASSESSMENT RATE SCORE	
	MID-YEAR	ANNUAL
Demonstrate the ability to anticipate what might otherwise be overlooked in the planning process		
Develop weekly individual employee work logs		
Set up innovative, monitoring and control system		
Work is completed as planned and often ahead of schedule		
Work within the Budget and effective use of resources		
Prepare work plans, monitors and make follow ups		
Apply organizational Skills and there is minimum disruption		

COMMENTS:

STANDARD 2: Job Knowledge

PERFORMANCE CRITERIA: How well does the employee demonstrate sufficient understanding of the technical, managerial and organizational aspect of the job?	ASSESSMENT RATE SCORE	
	MID-YEAR	ANNUAL
Demonstrate an understanding of the subject matter		
Demonstrate both organizational and functional knowledge		
Always in a position to provide advice and support to superiors and peers		
Serve as a reliable resource for others		
Demonstrate and advanced understanding of the principles of management		
Is well versed to get things done through others		

COMMENTS:

STANDARD 3: Communications

PERFORMANCE CRITERIA: How well does the employee present idea, concepts and plans for courses of action, Does the employee communicate in a clear and concise manner, Does the employee listen well and ask appropriate questions?	ASSESSMENT RATE SCORE	
	MID-YEAR	ANNUAL
Demonstrate an ability to translate high complex technical or organizational issues		
Communicate on multiple levels so that each		
Demonstrate listening skills		
Presents ideas, new policies, etc, in group and one to one in a clear and concise manner		
Keep supervisors informed of pertinent issues		
Provides feedback effectively		

COMMENTS:

STANDARD 4: Achievement and Orientation

PERFORMANCE CRITERIA: How is the employee attuned to the importance of accomplishing goals and objectives?	ASSESSMENT RATE SCORE	
	MID-YEAR	ANNUAL
Pushes the limit of his/her job towards the achievement of goals		
Make Sound Judgements		
Reacts immediately and effectively to changes in plans and priorities		
Shows an ability when required to manage through a crisis situation		
Submit Monthly reports to superiors		
Set realistic Target		
Show understanding of scope of strategic initiatives		

COMMENTS:

STANDARD 5: Development and Empowerment

PERFORMANCE CRITERIA: How effectively does the employee recognize the need for, plan and achieve professional development of subordinates employees?	ASSESSMENT RATE SCORE	
	MID-YEAR	ANNUAL
Initiates staff development efforts are clearly observable and measurable		
Consider delegation capabilities		
Devise and applies unique and challenging means for employee to learn new skills		
Advise on development issues are sought by peers		
Construct a comprehensive development for each subordinates in consultation with HR		
Promote disciple within his/her work station		
Seek out developmental opportunities for subordinate personnel		

COMMENTS:

STANDARD 6: Problem Solving & Decision Making

PERFORMANCE CRITERIA: How effectively does the employee confronts and resolve problems and take action?	ASSESSMENT RATE SCORE	
	MID-YEAR	ANNUAL
Displays creativity in seeking solutions to problems		
Identifies potential problems before they arise and acts on problems at an early stage		
Approaches problems in a systemic manner		
Involves peers and subordinates in problem solving when necessary		
Has come to understand the need for a more comprehensive approach to reaching solutions		

COMMENTS:

STANDARD 7: Work Habits

PERFORMANCE CRITERIA:	ASSESSMENT RATE SCORE	
	MID-YEAR	ANNUAL
How does the employee organize and executes assignments, To what degree is ongoing supervision/monitoring required to ensure that work is properly completed, How well does the employee demonstrate self-discipline and reliability relative to work to be performed?		
Performed Tasks as directed		
Completes tasks ahead of others and provide assistance to others		
Understand and demonstrates the ability to effectively prioritised tasks		
Ensure that results are complete and meet expectation prior to the beginning of new assignment		

COMMENTS:

STANDARD 8: Attendance and Punctuality

PERFORMANCE CRITERIA:	ASSESSMENT RATE SCORE	
	MID-YEAR	ANNUAL
How consistently does the employee report to work on schedule and prepared?		
Consistently observes regular work schedule		
Makes self available to work both scheduled and unscheduled over time (without pay)		
Volunteered to remain at work in emergency or prompt responding to calls received after hours		
Volunteers to work overtime in areas outside normal work area when opportunity present themselves		
Consistently adheres to assigned work schedule by arriving, beginning work, stopping work and departing as scheduled		
Makes appropriate notification when delays to arrive at work on time is unavoidable		
Is consistently regarded as a reliable employee		

COMMENTS:

STANDARD 9: Team Work

PERFORMANCE CRITERIA: How well does the employee work effectively with others and display an appropriate balance between individual and group effort?	ASSESSMENT RATE SCORE	
	MID-YEAR	ANNUAL
Demonstrate an ability to work as a team member		
Offers ideas for improvement that contribute to group work effort		
Consistently volunteer to help others within work group as work schedule permits		
Consistently willing to contribute to the implementation of council resolution		
Does his/her part towards group efforts		
Demonstrate a corporative manner in dealing with supervisors and co-workers		

COMMENTS:

STANDARD 10: Productivity

PERFORMANCE CRITERIA: To what degree do the employee's work efforts result in desired outcomes to include quality, quantity and timeliness?	ASSESSMENT RATE SCORE	
	MID-YEAR	ANNUAL
Tasks are completed as scheduled and at the desired level of output		
Often they are completed ahead of schedule and at a level of quality and quantity beyond expectations.		
Ideas and suggestion to improve productivity are offered and frequently generate positive results		
Notifies Head of department of condition impacting productivity outside the control of the employee		
A work log plan is designed on a weekly basis for each employee		
The is evidence of work inspection and control		
Regular site visits are conducted and monitor tasks progress		

COMMENTS:

STANDARD 11: Customer Service

PERFORMANCE CRITERIA: How effective does the employee interact with customers in serving their needs?	ASSESSMENT RATE SCORE	
	MID-YEAR	ANNUAL
Demonstrate an ability to implement the Batho Pele Principles		
Promote and Implement the Commitment Service Charter		
Organizes training on Batho Pele principle for the subordinate staff		
Goes out of his way to ensure customer satisfaction		
Responds in a timely, courteous and informed manner to customer inquiry and concerns		
Provides follow-up to customer demands and enquiries		

COMMENTS:

ANNEXURE "B"

COMPOSITE SCORE SHEET

Name and Surname: _____

Date: _____ **Persal Number:** _____

Department: _____

PERFORMANCE STANDARDS	MAX	SCORE
PLANNING, ORGANIZING AND CONTROLLING	4	
JOB KNOWLEDGE	4	
COMMUNICATION	4	
ACHIEVEMENT ORIENTATION	4	
DEVELOPMENT AND EMPOWERMENT	4	
PROBLEM SOLVING AND DECISION MAKING	4	
WORK HABITS	4	
PUNCTUALITY AND ATTENDANCE	4	
TEAM WORK	4	
PRODUCTIVITY	4	
CUSTOMER CARE	4	
TOTAL SCORE	44	
% TOTAL	100%	

COMMENTS BY THE PANEL MEMBERS

COMMENTS BY THE APPRAISE

EMPLOYEE SIGNATURE _____

DATE: _____

UNION REPRESENTATIVE: _____

NAME AND SURNAME

PEER MEMBER: _____

NAME AND SURNAME

CHAIRPERSON: _____

NAME AND SURNAME

ANNEXURE "C"

DEPARTMENT: _____
UNIT : RECORDS
WORK LOG BOOK TEMPLATE
EMPLOYEE : _____

WEEK ENDING : _____
 PAY NO : _____

DUTY LIST	SESSION	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY

EMPLOYEE SIGNATURE : _____ **HEAD OF UNIT :** _____ **DATE :** _____

