

RUSTENBURG LOCAL MUNICIPALITY



PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM (PMDS) POLICY FRAMEWORK

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PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM

1. Legislative and Regulatory Framework

This policy framework is in accordance with applicable legislation and the most important of which are the following:

The Constitution of the Republic of South Africa, Act No. 108 of 1996 stipulates in section 195 (b) that “efficient, economic and effective use of resources must be promoted”. It further states in section 195 (h) that “good human resource management and career development practices, to maximize human potential, must be cultivated”.

Chapter 4 of the Local Government: Municipal Staff Regulations

The Regulations provide for the cascading of performance management system to all employees of the Rustenburg Local Municipality.

Chapter 6 of the ***Local Government: Municipal Systems Act, Act No. 32 of 2000 (MSA)*** places specific emphasis on performance management. Section 38 obliges Municipalities, especially as employers, to implement a PMS that is in line with the priorities, objectives, indicators and targets contained in its IDP.

The Local Government: Municipal Planning and Performance Management Regulations No. R. 796 published in Government Gazette No. 22605 dated 24 August 2001 stipulates in more detail what is expected from municipalities in implementing its PMS, inter alia, requiring this policy to clarify all processes and the roles and responsibilities of each role-player, including the local community, in the functioning of the system. It also regulates the establishment, composition and functioning of a Performance Audit Committee.

The ***Local Government: Municipal Finance Management Act, Act No. 56 of 2003 (MFMA)*** requires a service delivery and budget implementation plan (SDBIP) based on specific targets and performance indicators derived from the IDP thus linking the IDP, the PMS and the budget. administrative executive on, amongst others, matters pertaining to performance management and performance evaluation.

The ***Skills Development Act, Act 97 of 1998*** is also an essential part of the legislative framework for this Policy but in an indirect manner. The Act aims to develop the skills of the South African workforce to improve the quality of life of workers and their prospects of work and perceives skills development as contributing to the improvement of performance and productivity in the workplace as well as the competitiveness of employers. The Act and specifically the Workplace Skills Plan provides a valuable vehicle for the training of staff.

2. Background and Introduction

Performance Management is a strategic approach to management. It is a process which measures the implementation of the organisation's development and growth strategy. It equips leaders, managers, employees and stakeholders at different levels with a set of tools and techniques for regularly plan, continuously monitoring, and periodically measure and review the performance of the Rustenburg Local Municipality in terms of indicators and targets for efficiency, effectiveness and economy.

Performance Management is aimed at ensuring that the Rustenburg Local Municipality's monitor their Integrated Development Plan's and continuously improve their operations and in terms of Section 19 of the Local Government: Municipal Structures Act No. 117 of 1998 that they annually review their overall performance in achieving their constitutional objectives.

It also forms the basis for aligning the Integrated Development Plan (IDP) with the Service Delivery and Budget Implementation Plan (SDBIP), performance areas and performance indicators of the various directorates of the Rustenburg Local Municipality. Performance Management provides the vital link to determine whether the Municipality is delivering on its objective and to alert managers to areas where corrective action is required.

The Performance Management and Development Policy describe and represents how the Rustenburg Local Municipality's cycle and processes of performance planning, monitoring, measuring, reviewing, reporting and improvement will be conducted, organised and managed.

3. Aim/objective of performance management and development policy

The aim of the Performance Management and Development Policy is to ensure the following, within the Rustenburg Local Municipality:

- a) provide a clear overview and description of the Performance Management and Development system;
- b) clarify the role of the Performance Management and Development system within the Rustenburg Local Municipality;
- c) guide the implementation and functioning of both the Organisational and Individual Performance Management and Development system;
- d) assign responsibility to individuals with regards to Performance Management;
- e) give effect to the legislative obligations of the Rustenburg Local Municipality in an transparent and focused manner;
- f) incorporate the performance management processes applicable to Directors

and how these relate to and link with the system in a holistic, institution wide, policy;

- g) provide a firm foundation from which to steer the process of performance management through all phases of implementation and devolvement; and
- h) link the IDP, the Budget and a Performance Management and Development system in a cycle of prioritised, affordable and accountable municipal planning and effective service delivery involving all staff and the local community.

4. Establishment of performance management and development system

The Rustenburg Local Municipality must adopt a performance management and development system that complies with the provisions of chapter 4 of the Municipal Staff Regulations 2021.

5. Application

- (1) The performance management and development system policy shall apply to all staff members excluding a staff member-
 - (a) appointed on an internship or learnership programme or participating in the national public works programme or any similar scheme.
- (2) The performance management and development system must be collaborative, transparent and fair.
- (3) The Rustenburg Local Municipality will apply the performance management and development system in a consultative, supportive and non-discriminatory manner in order to enhance organizational efficiency, effectiveness and accountability.
- (4) The performance management and development system must be underpinned by an open, constructive and on-going communication between the supervisor and the staff member.
- (5) The performance management and development system must, where reasonably practicable, link to-
 - (a) the Rustenburg Local Municipality's strategic objectives as entailed in the integrated development plan; and
 - (b) the senior manager's performance plans linked to the Top-Layer SDBIP, and the performance plans of the staff members with that of the senior manager in the Directorate.
- (6) The performance management and development system must 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) The performance management and development system must be integrated with other human resource policies and practices contemplated in section 67 of the Act as well as any other organizational development initiatives of the Rustenburg Local Municipality.

6. Determination of performance management and development system

The objectives of the performance management and development system is to-

- (a) promote the objectives and developmental duties of local government, as set out in sections 152 and 153 of the Constitution;
- (b) promote a culture of service to the public, accountability, mutual co-operation and assistance amongst staff members;
- (c) institutionalize performance planning, monitoring and evaluation in the Rustenburg Local Municipality;
- (d) maximize the ability of the Rustenburg Local 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;
- (e) build a common understanding among staff members of the Rustenburg Local Municipality's objectives as contained in its integrated development plan and annual performance plan;
- (f) set clear performance indicators and performance targets by communicating to staff members how their roles contribute to the success of the Rustenburg Local Municipality;
- (g) build individual capability, skills and competencies that are key to the Rustenburg Local Municipality achieving its mandate and objectives and encourage commitment among staff;
- (h) create an enabling environment to plan, monitor and measure performance against set targets or outputs;
- (i) encourage desired behaviors as articulated in the Code of Conduct for Municipal Staff Members, as contained in Schedule 2 to the Act;
- (j) identify and improve substandard performance of staff; and
- (k) recognize performance of staff that have achieved a rating of performance significantly above expectations and outstanding performance.

7. Performance management and development system

(1) A staff member of the Rustenburg Local Municipality is a public servant in a developmental local government system, and therefore must-

(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 Rustenburg Local Municipality, as well as the staff members' individual performance evaluation and reward system in order to maximise the ability of the Rustenburg Local Municipality as a whole, to achieve its objectives.

(2) The Rustenburg Local Municipality, as represented by the relevant supervisor, and staff member must, during the planning phase, agree on-

(a) 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.

(3) The supervisor and staff member must ensure that performance management is aligned to the staff member's job, and KPAs relevant to the post that the staff member holds.

(4) The KPAs must relate to the staff member's functional area and must consist of not less than 5 and not more than 7 KPAs.

(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) must be measurable and verifiable.

(6) The performance standard for each KPI may be qualitative or quantitative but must also satisfy the criteria set out in sub-regulation (5).

(7) The KPA weighting demonstrates the relative weight of each KPA.

(8) The job specific competencies, as derived from Annexure A, must 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.

(9) The staff member's job specific competencies should not exceed six competencies within a performance cycle.

(10) The supervisor must, during the performance cycle, monitor, coach and provide feedback to the staff member.

(11) The supervisor and staff member must undertake a formal mid-year performance review. The review must be recorded as a formal engagement between the supervisor and staff member.

(12) The supervisor and staff member must undertake an annual performance assessment for each performance cycle based on the performance agreement.

(13) The criteria upon which the performance of the staff member must be assessed consist of two components: KPAs and job specific competencies. The staff member's performance must 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.

(14) The supervisor and staff member must conclude the annual performance assessment process as a formal engagement co-signed by the supervisor and staff member. The annual performance assessment must be recorded and signed by the supervisor and staff member.

(15) The supervisor must ensure that any relevant personal development and career incidents are deliberated upon with the staff member during the performance appraisal or assessment.

8. Performance management and development system phases

- (1) Performance management and development is the systematic process of—
- a) planning work and setting expectations of the Rustenburg Local Municipality from staff members;
 - 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 the Rustenburg Local 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.
(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;

Phase	Timeframe	Activities
		<p>(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</p> <p>(cc) A staff member or team may request feedback and support at any time during the performance cycle.</p>
c) Review and evaluation	<p>(i) Mid-year review must occur at the end of the second quarter. The details of the engagement must be in writing; and</p> <p>(ii) Annual performance evaluation must occur at the end of the fourth quarter (after the end of performance cycle); and</p> <p>(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</p>	<p>(aa) The supervisor must set up a formal midyear 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 targets achieved to date of a staff member or team;</p> <p>(bb) At mid-year review, interventions and corrective actions must be identified in relation to achievement /under-achievement of performance outputs/ outcomes;</p> <p>(cc) During annual performance evaluation, each staff member must be afforded an opportunity to complete self-rating and provide evidence to support ratings;</p> <p>(dd) The supervisor must set up the formal final performance evaluation with a staff member or team after the end of the fourth quarter;</p> <p>(ee) The final performance evaluation scores must be recorded as a formal engagement between the staff member and supervisor; and</p> <p>(ff) The supervisor must formally provide verbal and written performance feedback to the staff member or team.</p>
(d) Reward and recognition	<p>(i) After the formal annual performance assessment; and</p> <p>(ii) After moderation by the Municipal Moderation Committee and approval by municipal manager.</p>	<p>Rewards shall be dealt with as stipulated in chapter 4 of the Regulations.</p>

9. Performance agreement

- (1) A supervisor and staff member must enter into a performance agreement for each performance cycle of the Rustenburg Local Municipality.
- (2) The performance agreement of a-
- (a) serving staff member must be concluded within 30 days of the commencement of the new financial year of the Rustenburg Local Municipality; and
 - (b) staff member must 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.
- (3) If at any time during the performance cycle, the responsibilities of the staff member change to the extent that the performance plan in the performance agreement is no longer appropriate, the parties must revise the performance agreement.
- (4) The performance agreement may not diminish the obligations and duties of a staff member in terms of the staff members employment contract, or any applicable regulations or municipal policy.
- (5) The performance agreement must include a performance plan that contains-
 - (a) the name, job title and the department of the staff member;
 - (b) the objectives or targets;
 - (c) KPAs, their weightings and the target date for meeting the KPA;
 - (d) the KPIs and the performance standard for each KPI;
 - (e) the name and definition of the job specific competencies, their weightings and the expected level of capability for each competency;
 - (f) a personal development plan prepared in compliance with regulation 51; and
 - (g) the process of monitoring and assessing performance, including the planned dates of assessment.

10. **Process flow for performance assessments**

- (1) **The first step** in the assessment allows for self-evaluation by the employee. Employees that do not have access to computers at the workplace must be provided with a hardcopy of their performance development plans to facilitate the process of manual assessment. The signed self-assessment must be submitted to the respective supervisor for capturing.
- (2) **The second step** in the assessment is the official rating of performance by the relevant Supervisor / Manager or Senior Manager. The outcome of the assessment should be discussed between the Employee/ Supervisor / Manager or Senior Manager in order to clarify gaps between the self- assessment and the rating scored.
- (3) **The third step** in the assessment constitutes the moderation of performance outcomes to ensure objectivity and fairness in the application of scores throughout the organisation.
- (4) **The final step** in the assessment proses is rewarding performance and dealing with substandard performance where applicable.

11. Performance monitoring and review

- (1) The monitoring process involves a manager consistently measuring performance on the job and providing ongoing feedback to staff and teams on progress towards reaching staff member and team goals.
- (2) The monitoring of performance includes 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.
- (3) The supervisor must offer coaching when required in order to reinforce effective performance or bring the performance of the staff member closer to the expected standards.
- (4) The performance of the staff member must 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.
- (5) The Rustenburg Local Municipality may review the performance of a staff member at any other time and on an ongoing basis to offer coaching and feedback.

12. Mid-year performance evaluation

- (1) The mid-year performance appraisal shall involve –
 - (a) An assessment of the extent to which the employee achieved the performance objectives and targets as outlined in the performance plan, which involves the following:
 - (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 for each KPA; and
 - (iii) the rating assigned to each KPA multiplied by the weighting given to that KPA to provide a weighted score for that KPA.
 - (b) An assessment of the extent to which the employee achieved the job specific competencies outlined in the performance plan, which involves the following:
 - (i) each competency assessed to determine the extent to which the specified standards have been met;
 - (ii) an indicative rating on the prescribed five-point scale provided for each job specific competency;
 - (iii) the rating assigned to each job specific competency is multiplied by the weighting given to that competency to provide a score for that competency; and

- (iv) The assessment rating calculator is used to add the scores and calculate a final competency score, based upon the weightings allocated to the job specific competencies;
- (2) The mid-year performance assessment must be recorded and co-signed the supervisor and employee.
- (3) The mid-year performance evaluations must occur within one month after the end of the mid-year performance cycle.
- (4) The mid-year performance review will be based on the existing performance agreement.
- (5) Interventions and corrective actions must be identified in relation to under achievement of performance outputs or outcomes and clearly outlined in writing and co-signed by the relevant parties for inclusion in the personal development plan.
- (6) The amended performance agreement or addendum must be co-signed by the supervisor and employee; and
- (7) Personal growth and career development needs identified during the performance assessment and all actions and timeframes agreed to must be recorded in the employee's personal development plan in compliance with Section 50, Chapter 5 of the Municipal Staff Regulations (Gazette no. 45181).
- (8) A record of the amendments must be kept for purposes of annual performance assessment

13. Annual performance evaluation

- (1) The annual performance evaluation must 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 KPIs have been met, with due regard to *ad hoc* tasks that had to be performed under that KPA;
 - (ii) an indicative rating on the five-point scale set out in the table 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 as 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 five-point scale set out in the table below provided for each job specific competency;
 - (iii) the rating assigned to each job specific competency multiplied by the weight given to that competency to provide a score for that competency.
- (2) The annual performance assessment must be recorded and co-signed by the supervisor and employee.
- (3) The annual performance evaluations must occur within 60 days after the end of performance cycle.

(4) The details of the performance evaluation must be in writing clearly outlining the employee career development needs.

(5) The five point rating scale as set out in the table below shall for purposes of implementation of this chapter, 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
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
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
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
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

(3) An overall rating is calculated by using the assessment rating calculator as provided in Annexure E. Such overall rating represents the outcome of the performance appraisal.

(4) The annual performance evaluation must determine a performance rating for the performance cycle.

(5) The staff member assessed must provide the supervisor with a portfolio of evidence relating to his or her KPAs for the entire performance cycle.

(6) The maintenance and provision of the portfolio of evidence to support the decision on the final score to each KPA and competency, is the responsibility of the staff member.

(7) The municipal manager may exempt categories of staff from maintaining a portfolio of evidence in which case the Rustenburg Local Municipality must determine alternative mechanisms, or designate a staff member who will maintain the portfolio of evidence of those staff members.

(8) The evaluation of the performance of the staff member must be conducted by that member's supervisor or his or her delegate.

(9) The staff member's supervisor must keep a record of all assessment meetings.

(10) Personal growth and career development needs identified during any performance review or assessment, together with the actions and timeframes agreed to, must be recorded in the staff member's personal development plan.

(11) Once the annual performance evaluation has been concluded, the performance assessment reports and outcomes must be subjected to departmental moderation processes.

14. 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.

15. Schedule of formal assessments

Assessments are done formally on a bi-annual basis and should be concluded as follows;

Mid- year Performance Evaluation (1 July- 31 December) Due end January annually

Annual Performance Evaluation (1 July – 30 June) : Due end August annually

Evaluation panel for municipal manager

- i. Executive Mayor or Mayor
- ii. Chairperson of the performance audit committee of the audit committee in the absence of performance audit committee
- iii. Member of the mayoral or executive committee or in respect of plenary type municipal, another member of council
- iv. Mayor and/or municipal manager from another the Rustenburg Local Municipality and
- v. Member of ward committee as nominated by executive mayor or mayor and
- vi. The manager responsible for human resources of the Rustenburg Local Municipality must provide secretariat services to the evaluation panel

Evaluation panel for senior manager/directors

- i. Municipal manager
- ii. Chairperson of the performance audit committee of the audit committee in the absence of performance audit committee
- iii. Member of the mayoral or executive committee or in respect of plenary type municipal, another member of council
- iv. Municipal manager from another the Rustenburg Local Municipality and
- v. The manager responsible for human resources of the Rustenburg Local Municipality must provide secretariat services to the evaluation panel

16. Departmental Performance Moderation (Staff below senior managers)

(1) The municipal manager must establish departmental performance moderation committees, which must be convened annually.

(2) Performance moderation processes must 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.

The departmental performance moderation committees(Staff below esc 56)

(3) **The departmental performance moderation committees** shall be constituted as follows:

(a) The relevant heads of directorates, who must act as chairpersons in the committees;

(b) all managers directly accountable to the heads of directorates, who must 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.

(4) The purpose of the departmental performance moderation committee is to-

(a) conduct moderation of annual staff 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.

(5) (a) 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 evidence or information to support the performance ratings, the departmental moderation committee may not reassess, amend or adjust the performance ratings of a staff member, but may refer the assessment back to the relevant supervisor for reassessment in consultation with the affected staff member. **The reassessment must be conducted within 14 days, after being referred back**

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

(c) 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.

(d) The affected staff member must be consulted and be offered an opportunity to respond.

Municipal Moderation Committee (Staff below senior managers)

(6) The municipal council must establish a municipal moderation committee, which must be convened annually.

(7) The municipal moderation committee shall be constituted as follows:

- (a) The municipal manager or delegated director, who must act as the chairperson of the committee;
- (b) all heads of directorates;
- (c) head/manager of organizational performance management system;
- (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.

(8) The purpose of the municipal moderation committee is to-

- (a) provide oversight over the staff 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 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 Rustenburg Local 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 Rustenburg Local 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.

17. Performance rewards

- (1) A performance related reward-
 - (a) is at the discretion of the Rustenburg Local Municipality; and
 - (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 the Rustenburg Local Municipality;
 - (ii) transferred or seconded horizontally during the performance cycle within the Rustenburg Local 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 performance significantly above expectations or outstanding performance during a performance cycle after moderation of performance results.
 - (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 regulation 23;
 - (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.
- (2) A the Rustenburg Local Municipality may not spend more than 1.5% of its annual salary and wage bill for staff performance rewards.

18. Disputes about performance agreements and assessment

- (1) Any dispute about performance objectives or targets must 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.
- (2) Any dispute relating to the conclusion of the performance agreement or an amendment to the performance agreement, must be referred to the head of the relevant

department or directorate not later than five days of lodging the grievance in terms of the applicable procedures.

- (3) A dispute contemplated in sub-regulation (2) must 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 concerned and his or her supervisor; and
 - (b) consultation with the head of human resources.
- (4) A staff member who is not satisfied with the outcome of the procedure in sub-regulation (3), may lodge a dispute in terms of the dispute resolution mechanisms of the bargaining council.

19. Managing substandard performance

- (1) A staff member who receives a performance rating below 3 in terms of the Five-Point Rating table in regulation 38(2) must-
 - (a) be assisted in developing his or her competencies through training, and supervision; and
 - (b) develop a revised personal development plan with his or her supervisor.
- (2) The personal development plan must contain at least-
 - (a) a description of the behavior and skills that require improvement;
 - (b) a description of the actions that will be undertaken to improve the identified behavior and skills that require improvement;
 - (c) the deadlines for improvement;
 - (d) a schedule of meeting to assess improvements and provide feedback; and
 - (e) details of the potential consequences in the event that there is no improvement in performance.
- (3) The meetings to assess improvements and to provide a feed-back must be recorded in writing.
- (4) The personal development plan to manage performance improvement must cover a maximum period of six months, at the end of which, a formal evaluation of performance must take place.
- (5) The following alternatives must 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 Rustenburg Local Municipality that is better suited to the staff member's behavior and skills; or

- (d) dismissal owing to incapacity in terms of the provisions of the Labour Relations Act.
- (6) Poor work performance must be dealt with in accordance with item 9 of Schedule 8 to the Labour Relations Act.

20. Performance management of staff members who are acting in posts

(1) If a staff member is required to act in a post for a period that exceeds three months, the supervisor to whom the acting staff member is reporting, must review the KPAs and KPIs in consultation with the acting staff member, and include the KPAs and KPIs in the staff members amended agreement.

21. Conclusion

This policy was developed in line with the Local Government Municipal Staff Regulations 2021. The Council will review the policy when the need arises and as and when the regulations have been reviewed.

22. Annexures

- Annexure A: Performance Agreement
- Annexure B: Coaching and Review
- Annexure C: Performance Plan
- Annexure D: Personal Development Plan
- Annexure E: Rating Calculator

23. COMMITTEES, ASSESSMENT PROCESS, MANAGEMENT OF SUBSTANDARD PERFORMANCE AND ANNEXURES FOR SENIOR MANAGERS

ANNEXURE A

Performance Agreement			
Performance cycle		Example: 01 July 2017 to 30 June 2018	
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)	Targets1	Evidence
1. [Insert KPA here]				
30%	1.1 [Insert KPI here]	[Existing or new where applicable]	12 = [insert SMART Targets here] 23 = 34 = 45 = 56 =	
	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)					
	JSCs weighting	JSCs	Baseline (Where applicable)	Targets1	Evidence
1	5%	CORE PROFESSIONAL COMPETENCIES <ol style="list-style-type: none"> 1. Organizational Awareness 2. Ethics and Professionalism 3. Research, Analysis and Interpretation 4. Socio-Economic and Socio-Political Awareness 5. Public Consultation 6. Planning and Organising 7. Mitigating Risks 8. Negotiation 9. Influencing 10. Attention to Detail 		1 = 2 = 3 = 4 = 5 =	Add where applicable for competencies
2	5%	PUBLIC SERVICE ORIENTATION COMPETENCIES <ol style="list-style-type: none"> 1. Interpersonal Relation 2. Communication 3. Service Delivery Orientation 4. Client Orientation and Customer Focus 			
3	5%	FUNCTIONAL COMPETENCIES <ol style="list-style-type: none"> 1. Architectural Design 2. Context and Appropriate Fit 			

		<ul style="list-style-type: none"> 3. Written Communication 4. Oral Communication 5. Graphic Communication 6. Use of Technology 7. Construction Technology 8. Monitoring and Control 			
4	5%	PERSONAL COMPETENCIES <ul style="list-style-type: none"> 1. Action Orientation 2. Resilience 3. Change Readiness 4. Learning Orientation 5. Problem Solving 6. Accountability and Ethical Conduct 			
5	5%	MANAGEMENT / LEADERSHIP COMPETENCIES <ul style="list-style-type: none"> 1. Impact and Influence 2. Team Orientation 3. Direction Setting 4. Coaching and Mentoring 			
20%		Total			
Supervisor Signature:			Staff member Signature:		
Date:			Date:		

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

Target 1 indicate unacceptable performance.

Target 2 indicate performance not fully effective.

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.

Target 4 indicate performance significantly above expectations.

Target 5 indicate outstanding performance.

ANNEXURE B

Staff Member/Team Input on progress			Supervisors Input on progress		Supervisor's rating	Year-end Review Score
	Mid-year review	Final review	Interventions	Staff Member / Team rating		
KPA 1.	KPI					
	1.1					
	1.2					
	1.3					
KPA 2.	KPI					
	2.1					
	2.2					
	2.3					
	2.4					
KPA 3.	KPI					
	3.1					
	3.2					
	3.3					
	3.4					
KPA 4.	KPI					
	4.1					
	4.2					
	4.3					
KPA 5.	KPI					
	5.1					
	5.2					
	5.3					
JSC CORE PROFESSIONAL COMPETENCIES	1.1:					
	1.2:					
JSC PUBLIC SERVICE ORIENTATION COMPETENCIES	2.1:					
	2.2:					
JSC FUNCTIONAL COMPETENCIES	3.1:					
	3.2:					
JSC PERSONAL COMPETENCIES	4.1:					
	4.2:					
JSC MANAGEMENT / LEADERSHIP COMPETENCIES	5.1:					
	5.2:					
Staff Member / Team Supervisor Signature:						
Supervisor Signature:						

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

ANNEXURE C

Team Registration					
Performance Cycle	Example: 2024/2025				
Department:	[Add Name of Department]:				
Section/Unit:	[Add Name of Section]:				
Supervisor Name and Surname:	[Add Names and Surnames for Supervisors]:				
Function:					
Team Members					
Names	Payroll Number	Designation:	Level	Staff Signature:	Date:
Example: J Smith	0000000	Truck Driver	T1	xxxx	30/07/2024
Supervisor Signature:				Date:	

Add short description of the team function.
 Team members may include a team supervisor.
 All team members will sign on the team scorecard and the supervisor will sign this form on behalf of the employer.
 If the team includes a team supervisor the supervisor above the team supervisor will sign on behalf of the employer.

ANNEXURE D

Performance Agreement				
KPA/JSC's Weighting	KPI's/JSC's	Baseline	Target	Evidence
3. (Insert KPA here)				
30%	3.3 (Insert KPI here)	(Existing or new where applicable)	1(13) = [insert SMART Targets here] 2(14) = 3(15) = 4(16) = 5(17) =	
	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 (JSC's)				
1	10%	[Insert JSC here]	1 = 2 = 3 = 4 = 5 =	Add where applicable for competencies
2	5%	[Insert JSC here]		
3	5%	[Insert JSC here]		
20%		Total		
Team Members Names			Example: J Smith	Payroll number: 000000
				0000000
Supervisor Signature:			Team Supervisor/Leader:	
Date:			Date:	

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

Target 1 indicate unacceptable performance.

Target 2 indicate performance not fully effective.

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.

Target 4 indicate performance significantly above expectations.

Target 5 indicate outstanding performance.

ANNEXURE D

PERSONAL DEVELOPMENT PLAN

By completing a Personal Development Plan (PDP), a staff member takes charge of his or her own learning. A Personal Development Plan (PDP) enables learners to identify key areas of learning and development that will enable them to either acquire new or develop existing skills and behavioral attributes

BIOGRAPHICAL INFORMATION

This is the Personal Development Plan of:

Surname	
Name	
Post	
Department	

Personal details:

Identity Number	
Age	
Gender	
Race	
Disability	
Home Language	

Qualifications:

Please specify all formal qualifications obtained, as well as the NQF level of each qualification. Where study is completed, indicate the period of study. Where study is ongoing, indicate the start date of study as well as the possible date of completion.

Qualification	
NQF Level	
Institution	
Period of study	
Degree (s) or Diploma (s) obtained	

Qualification	
NQF Level	
Institution	
Period of study	
Degree (s) or Diploma (s) obtained	

Experience:

Please indicate all relevant work experience within and outside your current organization. Please specify previous employers, positions held and period of employment.

Employer	Dates (from – to)	Position held

Training and Development:

Please list significant other training and development courses or programmes you have attended. Please add any certification awarded if applicable.

Training and Development courses	Dates of training	Certification (if applicable)

ANNEXURE E

PERFORMANCE ASSESMENT RATING CALCULATOR

The Rustenburg Local Municipality: The Rustenburg 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			
	100%		100			100%		100
KPA weight			0%		CCR weight			20%
KPA SCORE			80%		CCR SCORE			20%
FINAL SCORE								100%