Circular 03/2015  
Date: 21 May 2015

**Topic**

Implementation of the Performance Management and Development System for PS Staff on Salary Levels 1 to 12

**Enclosures**

- Annexure B: Performance Evaluation Form  
  Grade 1 – 6  
- Annexure C: Performance Evaluation Form  
  Grade 7 – 10  
- Annexure D: Performance Evaluation Form  
  Grade 11 – 12  
- Annexure E: Quarterly Review  
  Salary level 1 – 6  
- Annexure F: Quarterly Review  
  Salary level 7 – 10  
- Annexure G: Quarterly Review  
  Salary level 11 - 12

**Distribution**

- Deputy Directors General, Chief Directors and Directors at Head Office and District Offices  
- Principals of all Public Schools and FET Colleges  
- Unions and Labour Organisations

**Enquiries**

PMD unit at Relevant District Office and Head Office, PMD Directorate

On request, this circular will be made available in Afrikaans, IsiZulu or Sepedi within 21 days  
Also available on the GDE website at: [www.education.gpg.gov.za](http://www.education.gpg.gov.za)
IMPLEMENTATION OF THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM FOR PS STAFF ON SALARY LEVELS 1 TO 12.

1. PURPOSE

1.1 This circular regulates the Performance Management and Development System for all officials employed under the Public Service Act (PS staff).

1.2 This circular replaces GDE Circular 64/2007.

2 LEGAL FRAMEWORK

The applicable legislative framework includes, and not limited to:

2.1 Gauteng Provincial Government Policy on Performance Management and Development
2.2 PSCBC Resolution 1 of 2004
2.3 PSCBC Resolution 1 of 2012, as amended

3. BACKGROUND

3.1 Managers/supervisors in all offices are kindly requested to make the contents of this circular available to all PS staff and their supervisors.

3.2 The Performance Management and Development System (PMDS-PS) Policy applies to all staff (permanent, temporary or on a fixed term contract) employed on salary levels 1 – 12 in terms of the Public Service Act, including PS staff at Head Office, district offices and institutions.

3.3 The role of senior management (as spelt out by the Gauteng Provincial Government Policy on Performance Management and Development Policy of 6 December 2002) shall be to:

- ensure consistent and objective application of the performance management policy;
- attempt to resolve grievances resulting from performance reviews, wherever possible and as speedily as possible.

3.4 The performance cycle for the management of an official's/employee's performance shall commence on 1 April of each year in respect of officials/employees on salary levels 1 – 12 and will end on 31 March of the following year.
3.5 PSCBC Resolution 1 of 2012 (paragraph 4) dictates that the qualifying period for pay progression for first time participants will be extended from 12 to 24 months.

4. PERFORMANCE MANAGEMENT AND DEVELOPMENT

4.1 AIM

To provide a uniform Performance Management and Development System for the Gauteng Department of Education.

4.2 OBJECTIVES

4.2.1 Performance will be managed on a continuous and consistent basis, in order to ensure that strategic objectives are met by:

- reviewing past performance;
- assessing current performance;
- setting performance objectives;
- improving current performance;
- assisting in career planning; and
- determining recognition and reward.

4.2.2 Staff can be encouraged to align their individual aspirations with departmental objectives in order to enhance a sense of ownership of the objectives.

4.2.3 Staff members, who render exceptional performance, can be identified and rewarded.

Staff members who render unsatisfactory performance can be identified and remedial action can be taken in as short a time frame as possible.

4.2.4 Training needs can be identified.

4.2.5 Service Excellence is pursued.

4.2.6 The Performance Management and Development System should focus on being developmental rather than punitive.

5. PERFORMANCE AGREEMENTS

A Performance Agreement can be defined as an agreement between the supervisor and official/employee to achieve objectives (which serve to identify the official's major responsibilities and outputs for the year) according to standards (measures), which are aligned with the Department's strategic plan.
5.1 It is stated in the Performance Management and Development Policy that a supervisor (in the case of an institution the Principal is the supervisor and the Cluster Leaders the next level Manager) shall within the month preceding the commencement of the performance period or within 1 (one) month after assumption of duty of newly appointed and promoted employees:

- explain the performance management system to the official/employee;
- inform the official/employee of the criteria used for her/his evaluation; and
- develop a performance agreement.

5.2 All parties initial all pages and duly sign and date at the start of each cycle, which will not be before 1 April but no later than 30 April of each year.

5.3 In signing the Performance Agreement an official/employee will commit her-/himself to:

- delivering the outcomes according to the standards contained in the performance agreement; and
- at all times perform her/his duties in full compliance with the “Code of Conduct”.

5.4 After the final performance appraisal has been completed all parties will sign at the end of the cycle.

6. DEVELOPMENT

Performance Management shall be development-orientated and aimed at cultivating good human resource management and career development.

6.1 Employee Development Plan with linkage to Career Development.

6.2 Once performance dimensions and outputs have been identified, supervisors and staff members must identify the training/development which the staff member must obtain as a matter of urgency, as well as the plan of action by which to address the priority training/development needs. The needs identified must be based on the performance dimensions and outputs, as well as the inherent requirements of the tasks/duties attached to the job.

6.3 These actions must be included in the performance agreement (Performance Evaluation Form), under the section “development activities”. The outcomes of the training/development (increased knowledge/skills, improved quality of work, etc.) must be indicated under the section “measurements” on page 5 of Annexures B and C, or page 6 of Annexure D.
## 7. PERFORMANCE MANAGEMENT CYCLE

The management of performance and development shall be the responsibility of every supervisor/manager. It shall be a **continuous** process of managing (planning, leading, organising and controlling) the efforts/activities and the development of every official in order to ensure that the desired results are achieved.

### 7.1 Performance Management Timeline for an Assessment Cycle

<table>
<thead>
<tr>
<th>MONTH of CYCLE</th>
<th>MONTH/S</th>
<th>ACTIVITY</th>
<th>FORM</th>
</tr>
</thead>
</table>
| Start of cycle | April   | • **Performance Agreement**  
Official and supervisor/manager agree on:  
Job Description; Performance Dimensions; Specific Outputs; Employee Development Plan  
Development needs should be based on previous Cycle Performance Evaluation, as well as inherent requirements of the task/duties attached to the job and to address career progression.  
• **Official and supervisor/manager sign and date** Performance Agreement. | Performance Evaluation Form: Annexure B, C or D |
<p>|                | 30 April | All original Performance Agreements to be submitted to PMD Directorate/unit for verification and capturing onto PERSAL | Performance Evaluation Form: Annexure B, C or D |
|                | 1 – 2 April – May | Training/development. | |
|                | 3 June | First Quarterly Review. | Quarterly Review Form: Annexure E, F or G |
|                | 4 31 July | All original Quarterly Reviews, including evidence for ratings of 1; 2; &amp; 5 to be submitted to the PMD Directorate/unit for verification and capturing onto PERSAL | Quarterly Review Form: Annexure E, F or G |
|                | 4 – 5 July – August | Training/development. | |
|                | 6 September | Second Quarterly Review. (same form that was used in the first quarter) | Quarterly Review Form: Annexure E, F or G |</p>
<table>
<thead>
<tr>
<th>Week</th>
<th>Month</th>
<th>Task</th>
<th>Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>30 October</td>
<td>All original Quarterly Reviews, including evidence for ratings of 1; 2; &amp; 5 to be submitted to the PMD Directorate/unit for verification and capturing onto PERSAL</td>
<td>Quarterly Review Form: Annexure E, F or G</td>
</tr>
<tr>
<td>7–8</td>
<td>October – November</td>
<td>Training/development.</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>December</td>
<td>Third Quarterly Review (same form that was used in the first and second quarter)</td>
<td>Quarterly Review Form: Annexure E, F or G</td>
</tr>
<tr>
<td>10</td>
<td>January</td>
<td>All original Quarterly Reviews, including evidence for ratings of 1; 2; &amp; 5 to be submitted to the PMD Directorate/unit for verification and capturing onto PERSAL</td>
<td>Quarterly Review Form: Annexure E, F or G</td>
</tr>
<tr>
<td>10–11</td>
<td>January – February</td>
<td>Training/development</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>March</td>
<td>Fourth Quarterly Review (same form that was used in the first; second and third quarter)</td>
<td>Quarterly Review Form: Annexure E, F or G</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Final Performance Evaluation (Calculated rating derived from all four quarterly reviews)</td>
<td>Performance Evaluation Form: Annexure B,C or D</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Submission of Final Performance Evaluation documents (including quarterly review form) to the PMD Directorate/Unit on or before 20 March</td>
<td>Performance Evaluation Form: Annexure B,C or D and E, F or G</td>
</tr>
</tbody>
</table>

### 7.2 Quarterly Reviews

7.2.1 Quarterly Reviews are to be completed on Annexure E, F or G.

7.2.1.1 The manager/supervisor and official/employee jointly review the official’s performance.

7.2.2 An agreement should be reached and a rating assigned.

7.2.3 The manager/supervisor and official/employee sign and date the Quarterly Review Form (Annexure E, F or G).

7.2.4 The manager/supervisor and official/employee agree on the time, date and venue for the next quarterly review meeting.

7.2.5 A total of four quarterly reviews should be completed in a cycle. i.e. June; September; December and March.
7.2.6 The manager/supervisor (Institutions and District Offices) should submit a copy to the applicable Performance Management and Development Coordinator at District Offices and at Head Office to the Performance Management and Development Directorate.

8. **ANNUAL PERFORMANCE EVALUATION**

8.1 The final annual performance evaluation rating for each Performance Dimension and Outcome shall be calculate from the 4 (Four) quarterly reviews, during which time the supervisor and employee would have discussed progress made during the year.

8.2 The ratings for all FOUR quarters per dimension or output are added up.

- E.g. PD 4 =

<table>
<thead>
<tr>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Total</th>
<th>Final Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>13 ÷4 = 3.25</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>14 ÷4 = 3.5</td>
<td>4</td>
</tr>
</tbody>
</table>

The final rating is rounded off to the nearest whole number

8.2 The final performance evaluation rating, per performance dimension or output shall be transferred from the Quarterly Review form onto the official Performance Evaluation Form referred to as Annexure B; C or D.

8.3 To determine the final overall performance rating, the following calculation is to be used:

The final performance evaluation rating per performance dimension or output is multiplied by the weighting which gives a final score.

Add the total scores for the performance dimension (section1) to get a total out of 500. Then add the total scores for the performance outputs (section 2) to get a total out of (500).

Add the total for section 1 plus the total for section 2 to get a score out of 1000.

Divide the score out of 1000 first by 10 (gives me a percentage – No rounding off here) the by 20 to give me a rating out of 5. Round off to the nearest whole number.

E.g. Section 1 + Section 2 =

325 + 370 = 695 ÷ 10 ÷ 20 = 3.475 (rounded off to the nearest whole number = 3)
9. **ALLOCATION OF RATINGS**

9.1 **Rating Scale**

The allocation of performance ratings to a staff member shall be made according to the following five-point rating scale:

<table>
<thead>
<tr>
<th>POINTS</th>
<th>NORM</th>
<th>DESCRIPTION OF NORM</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO 5</td>
<td>Clearly Outstanding</td>
<td>Performance far exceeds the standard expected of a member at this level. The employee’s performance is visibly outstanding on a <strong>sustained basis</strong> and far exceeds the requirements set. <strong>Tangible evidence</strong> exists of the employee’s ongoing achievements. Shows initiative and is <strong>always pro-active</strong>. The person is a dynamic member of the team and displays strong leadership qualities.</td>
</tr>
<tr>
<td>VE 4</td>
<td>Very Effective</td>
<td>Performance is significantly higher than the standard expected in the job. The person performs above average to excellent and exceeds the requirements set. Tangible evidence of performance exists. Does not hesitate to accept and finalise difficult tasks. Also shows innovative thoughts. Demonstrates improvement on identified development areas. Shows strong potential and requests more responsibility or is a specialist with restricted mobility potential in all other terrains.</td>
</tr>
<tr>
<td>E 3</td>
<td>Effective</td>
<td>The employee’s performance fully meets the standard expected in all areas of the job. Tangible evidence shows that job KPAs have been met.</td>
</tr>
<tr>
<td>MS/D 2</td>
<td>Meets Requirements / Developing</td>
<td>Performance is <strong>below the standard required</strong> for job in key areas. Some evidence exists of the employee’s competence.</td>
</tr>
<tr>
<td>NYE 1</td>
<td>Not Yet Effective</td>
<td>The employee’s performance is <strong>below the standard</strong> requirements set. Little or no evidence exists of the employee’s competence.</td>
</tr>
</tbody>
</table>

9.1.1 **Substantive, concrete and conclusive evidence should be provided when allocating a rating of Clearly Outstanding (5).**
9.1.2 Substantive, concrete and conclusive evidence of performance must be tangible/written evidence.

9.1.3 Examples of substantive, concrete and conclusive evidence include:
- Submission/work done on own initiative.
- Proof of continuous outstanding quality work.

9.1.4 Real evidence must be:
- valid (sound and acceptable for the purposes as presented);
- current (true, genuine and applicable to the relevant performance cycle);
- sufficient (adequate and enough to prove that extra mile without any doubt); and
- authentic (reliable, trustworthy, original and of undisputed origin).

9.1.5 No rating of CO (5) will be accepted without this substantive evidence which must be available per Performance Dimension or Output.

9.1.6 According to GPG Policy on PMDS, item 4.4; evidence for a Very Effective rating (4) should exist. However, such evidence should not be submitted to the District or Head Office but must be kept by the supervisor.
NB. Such evidence should only be used in cases of disagreements.

9.1.7 Evidence simply verifying that this official has met 100% of what was agreed upon in the performance agreement will only qualify such an official for a rating of 3. Please refer to paragraph 6.2 in this regard.

9.1.8 Where a rating of NYE (1) or MS/D (2) is allocated, concrete and conclusive evidence in substantiation thereof per Performance Dimension or Output, as well as proof of remedial steps taken to address/eliminate the performance hindrance or other causes for under-performance, shall be provided by the supervisor of the official being evaluated. Where the supervisor cannot provide such proof, a rating of E (3) shall be allocated.

10 CCPGP Resolution 1 of 2004

In the communique of the Director-General (26 July 2006) it is stated that Resolution 1 of 2004 still applies in all aspects.

In accordance with Resolution 1 of 2004 the following table indicates the scores and ratings:

<table>
<thead>
<tr>
<th>Salary Levels</th>
<th>Level 1-6</th>
<th>Level 7-8</th>
<th>Level 9-10</th>
<th>Level 11-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonus % Rating 5</td>
<td>9</td>
<td>8</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Bonus %</td>
<td>7</td>
<td>6</td>
<td>5</td>
<td>3</td>
</tr>
</tbody>
</table>
10.1 Review of Performance Ratings

The Gauteng Provincial Government Policy on Performance Management and Development (approved 6 December 2002) stated the following:

“The overall performance ratings allocated to an official shall finally be reviewed by the relevant Chief Director, for purposes of consistency and objectivity. Full reasons for any ratings altered or rejected by the Chief Director, should be disclosed to the employee, as soon as possible and changes should only be made after consultation has taken place.”

<table>
<thead>
<tr>
<th>% Scored</th>
<th>Ratings</th>
<th>Reward/Incentive</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-29%</td>
<td>1</td>
<td>None</td>
</tr>
<tr>
<td>30-49%</td>
<td>2</td>
<td>None</td>
</tr>
<tr>
<td>50-69%</td>
<td>3</td>
<td>Pay Progression</td>
</tr>
<tr>
<td>70-89%</td>
<td>4</td>
<td>Pay Progression plus Bonus</td>
</tr>
<tr>
<td>90-100%</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

A cash bonus is a once off and non-pensionable, but taxable benefit. The total expenditure on bonuses must not exceed 1.5% of the wage bill of the department.

The percentage paid as bonuses may be adjusted through negotiations in order not to exceed the 1.5% limitation on the wage bill.

Where the total amount of the bonuses to be paid exceeds 1.5% of the wage bill, the outcome, after consultation with labour, will be recommended to the Executive Authority for final approval.

It is the responsibility of all managers to ensure that all requirements of paragraph 10 are fully complied with when a rating is given.

10.2 Performance Review Committee

A Performance Review Committee for PMDS should be established in all district offices and Head Office.

In district offices this committee should consist of the following: The District Director, the Deputy Director: THRS, Skills Development Facilitator from OSTD, the Performance Management Co-ordinator, Circuit Manager as well as 1 or 2 member/s from each Labour organisation representing PS employees.

In Head Office this committee should consist of the following: The Chief Director: SHRM, the Director: Performance Management Systems, Director: THRS, officials from Performance Management as well as 1 or 2 member/s from each Labour organisation representing PS employees.
The role and responsibilities of this committee can be summarised as follows:

- Take the overall responsibility for the fair and objective implementation of PMDS in districts and Head Office.
- Ensure that the PMDS Policy criteria were used in the allocation of ratings.
- Give guidance and make recommendations around allocation of ratings.
- Take responsibility for the finalisation of the Performance Evaluation before it is sent through to Head Office for implementation.

This committee must be established before the final evaluation capturing templates are forwarded to the Director: PMD at Head Office.

11. **DISAGREEMENTS BETWEEN PARTIES**

Any disagreements between parties (the supervisor and employee) should be referred for possible mediation to the line manager of the supervisor in the first instance. Should the mediation fail, such manager will rule on the matter. Should the employee remain in disagreement he/she should follow the normal grievance procedure to bring closure to the matter.

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**SIGNED:** BOY NGOBENI  
**HEAD OF DEPARTMENT**  
**DATE:** 19.05.2015