

MANTSOPA LOCAL MUNICIPALITY



PERFORMANCE MANAGEMENT AND DEVELOPMENT POLICY

Mantsopa Local Municipality Performance Management & Development Policy

<i>Next Review Date</i>	2010
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Approval of Policy

Please note that the implementation of the policy contained in this document is subject to approval and signing off by all relevant Heads and/or Committees, including but not limited to:

- Municipal Manager; and
- Municipal Council.

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1. Purpose

- 1.1 The primary purpose of the Performance Management and Development Policy is to give effect to the provisions contained in the Municipal Systems Act (Act 32 of 2000).
- 1.2 The aim is to provide guidelines and standards, on which the performance of the municipality can be monitored, measured, improved and/ or maintained in order to enhance efficiency, effectiveness and improve service delivery.
- 1.3 To this effect, this policy therefore:
 - 1.3.1 Provides for an integrated system for the management of the performance of the municipality, in order to achieve the municipality's vision, mission and strategic objectives. The objective is the establishment of a system that compliments and supports other institution wide systems and processes e.g. human resource planning, financial management;
 - 1.3.2 Provides for standards and procedures according to which employees' performance shall be managed i.e. performance planning, performance monitoring, performance assessments, recognition and rewarding of exceptional performance as well as managing poor performance; and
 - 1.3.3 Outlines key roles and responsibilities of various stakeholders involved in the processes for managing performance.

2. Scope

- 2.1 This policy is applicable to all employees of the municipality. More specifically, this policy shall be applicable to following categories of employees:
 - 2.1.1 Employees referred to in the Municipal Systems Act as Section 57 Employees i.e. the Municipal Manager and the managers reporting directly to the Municipal Manager;
 - 2.1.2 Employees who are permanent employees of the municipality and fall within the ambit of the Local Government Collective Bargaining Council; and
 - 2.1.3 Employees who are employed by the municipality on fixed term contracts and fall outside of the Local Government Collective Bargaining Council.

3. Definitions

- 3.1 **municipality:** The municipality
- 3.2 **The Act:** The Municipal Systems Act (Act 32 of 2000)
- 3.3 **The Balanced Scorecard:** The balanced scorecard is a management system (not only a measurement system) that enables organizations to clarify their vision and strategy and translate them into a clear measurement framework. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results.
- 3.4 **Employee:** An employee of the municipality.
- 3.5 **Indicator (Key Performance Indicator – KPI):** An indicator is a statement that describes the level of performance achieved in relation to a set of aims and/or objectives. An indicator provides evidence that a certain condition exists or certain results have or have not been achieved. The indicator is linked to the key activity/ output.
- 3.6 **Key Performance Area (KPA):** An area of a job that is critical in terms of making an effective contribution to the achievement of the municipality's strategies and goals.
- 3.7 **Outcome:** A broad statement about a specific aim or intent, the achievement of which will require one or more specific outputs to be achieved.
- 3.8 **Output:** A concrete achievement (i.e. product or service) that contributes to the achievement of an outcome or KPA. Outputs are the immediate results of the activities conducted. They are usually expressed in quantities, either in absolute numbers or as a proportion of a population. Outputs are generally expressed separately for each activity.
- 3.9 **Performance agreement:** A document agreed upon and signed by an employee (specifically Section 57 employees) and her/ his supervisor, which reflects the outputs in the work plan expected of the employee, the performance standards that will apply and measures to assess performance. Also included is an employee's individual development plan (IDP), as well as a brief description of her or his job.
- 3.10 **Performance cycle:** A period not exceeding 12 months, for which performance is planned, executed and assessed. It must be aligned to the same period as the municipality's annual business plan/ service delivery plan cycle i.e. 1st July to 30th June of the following year.
- 3.11 **Performance management:** Performance management is a purposeful, continuous process aimed at managing and developing employee behaviour for the achievement of the organisation's strategic goals; the determination of the correct activities as well as the evaluation and recognition of the execution of tasks/duties with the aim of enhancing their efficiency and effectiveness; and a means of improving results from the Department,

teams and individuals by managing performance within an agreed framework of planned goals, objectives, standards and rewards.

- 3.12 **Performance Management and Development System (PMDS):** A system that links the Department's strategic plan to individual performance.
- 3.13 **Individual development plan:** A requirement of the performance agreement whereby the important competency development needs of the employee are documented, together with the means by which these needs are to be satisfied – and which includes time lines and accountabilities.
- 3.14 **(Performance) Rating:** The allocation of a score to individual KPAs in accordance with the prescribed rating scale.
- 3.15 **Recognition:** Reinforcing of outstanding performance through financial and/or non-financial rewards.
- 3.16 **Supervisor:** Manager responsible for the review and assessment of an employee. This includes the allocation of work, monitoring activities, discussing performance and development progress.
- 3.17 **Performance plan:** A document, which contains Key Performance Areas (KPAs), associated KPA outputs and their indicators and measures. Employees other than those appointed in terms of Section 57 of the Municipal Systems Act are required to complete performance plans. These elements included in these plans, and the need for completion and signing off of these plans, will be reflected as part of the performance agreements that are signed by Section 57 employees.

4. Principles

- 4.1 The municipality shall manage performance in a consultative, supportive and non-discriminatory manner in order to enhance organizational efficiency, effectiveness, and accountability for the use of resources and achievement of results. Performance management should therefore centre on open and ongoing communication about performance, between the supervisor and the employee;
- 4.2 Performance management processes shall link to broad and consistent staff development plans and align with the municipality's strategic goals and Integrated Development Plan;
- 4.3 Performance management processes shall be developmental, and shall allow for recognising fully effective performance, and for an effective response to performance that is not satisfactory or is poor;
- 4.4 Performance management procedures should minimise the administrative burden on supervisors while maintaining transparency and administrative justice and to this extent the municipality shall introduce such measures that allow for this to be achieved; and
- 4.5 Employees are not entitled to performance rewards or recognition. These shall only be given for significant outstanding and consistent performance that advances the municipality's goals, and shall be tied to a specific accomplishment(s) - i.e. there should be a correlation between the candidate's performance assessment and motivation for recognition or any reward.

5. Policy Provisions

5.1 General Provisions

- 5.1.1 The municipality is entitled to **fully effective** work performance from all its employees.
- 5.1.2 The performance cycle for the municipality shall commence on the 1st July of the calendar year and shall end on 30th June of the following calendar year.
- 5.1.3 It is every official's or employee's responsibility to ensure that performance management takes place accordingly.
- 5.1.4 The municipality has chosen the Balanced Scored Card as the system that will be applied in managing institutional as well as individual performance.
- 5.1.5 All employees who have a supervisory responsibility shall be required to include a KPA on performance management. The detail for this KPA shall be determined by the Municipal Manager in consultation with the Senior Management Team.

5.2 Performance planning

- 5.2.1 For purposes of this policy employees who are appointed in terms of Section 57, employees who are appointed as senior managers within the municipality as well as those who are on fixed term contracts shall sign performance agreements while the remaining permanent employees shall complete and sign performance plans.
- 5.2.2 All employees, whether appointed in terms of Section 57 of the Act, on fixed term contracts or permanent, shall be required to enter into and sign performance agreements/ plans, at least one month prior to the commencement of the performance cycle, or within one month after the date of assumption of duty for newly appointed employees.
- 5.2.3 These performance agreements/ performance plans shall be applicable for the relevant performance cycle unless otherwise stipulated.
- 5.2.4 The performance agreement shall be primarily linked to the specific position that the relevant employee holds within the municipality and as such should be aligned to the relevant job profile/ job description. Furthermore, the agreement should be aligned to the IDP and/or departmental plans or sector plans where applicable.
- 5.2.5 All performance agreements/ performance plans shall be in the prescribed format of the municipality, otherwise they shall be deemed to be invalid.
- 5.2.6 A new or amended performance agreement/ performance plan may be signed under the following circumstances:

- a) If the role of the employee changes during the performance cycle;
 - b) If the employee has been acting in a higher position for a period of more than six weeks;
 - c) If the work environment of the municipality alters (whether as a result of Government or Management decisions or otherwise e.g. restructuring, devolution of functions), to the extent that the contents of the agreement are no longer appropriate;
 - d) If the employee has not been in the role for three months or more for any reason, as for example, maternity, ill health, study, secondment, or travel; unless this absence was built into the original agreement; and
 - e) If this is a recommended plan of action to manage unsatisfactory performance.
- 5.2.7 All amendments to a signed performance agreement/ performance plan should be supported by a written motivation, which must be signed and dated by the relevant employee and her/ his supervisor.
- 5.2.8 The performance/ audit committee shall review all the performance agreements for employees who are appointed in terms of Section 57 of the Municipal Systems Act and shall make recommendations for amendments wherever these may be deemed to be necessary.

5.3 Performance Monitoring and Assessments

- 5.3.1 The performance of all employees should be monitored and assessed irrespective of the time period that the relevant employee has been engaged by the municipality.
- 5.3.2 All formal performance assessments and reviews shall be based on the respective employee's performance agreement/ performance plan. All employees shall undergo a minimum of 4 formal assessments (2 quarterly assessments, 1 mid-year review and one annual performance assessment) in line with the performance cycle.
- 5.3.3 All performance assessments shall be conducted in line with the prescribed tools of the municipality.
- 5.3.4 All employees must complete their self assessments prior to undergoing formal assessments by their supervisors; failure to do so may result in disciplinary charges being brought against the relevant official/ employee.
- 5.3.5 Where employees change jobs (within the municipality, or where the employee leaves the municipality) during the performance cycle, performance reviews

related to the employee vacating the post have to be completed prior to the employee's movement to the new position or new institution.

- 5.3.6 If the employee changing jobs, is a supervisor or manager, performance reviews for each employee under her/his control should be completed prior to her/his movement.
- 5.3.7 It is the responsibility of the employee to timeously alert her/ his supervisor/ manager of any emerging factors that could preclude the achievement of any performance undertakings, including the contingency measures that she/ he proposes to take to ensure the impact of such deviation from the original agreement is minimised.
- 5.3.8 It is also the responsibility of the employee to collect and submit evidence to support performance achievements.
- 5.3.9 The rating of performance shall be done in line with the prescribed rating scale.
- 5.3.10 It is the responsibility of the supervisor/ manager to inform the employee in writing of the outcome of the assessment and if the employee's performance is unsatisfactory, of the reasons for that assessment.
- 5.3.11 All the annual performance assessment reports shall be moderated by the performance/ audit committee of the municipality.

5.4 Managing Unsatisfactory or Poor Performance

- 5.4.1 Should a supervisor, as a result of the assessment/ review process, or at any time during the performance cycle, be of the opinion that an employee's performance is markedly below what is required, the supervisor must complete a full and formal assessment.
- 5.4.2 Performance Development and Improvement plans shall be developed after every quarterly performance assessment or as and when it is determined that the employee's performance is markedly below what is required.
- 5.4.3 Evidence given in mitigation of poor or unsatisfactory performance shall only be accepted if the following criteria are met:
 - a) If the employee has duly informed her/ his supervisor/ manager in a timely manner and in writing;
 - b) If the relevant factors or circumstances are such that they are out of the control of either the supervisor/ manager or employee; and
 - c) If the supervisor/ manager and employee demonstrate that the relevant factors or circumstances could not be overcome within the relevant performance cycle.

- 5.4.4 Evidence given in mitigation of poor or unsatisfactory performance shall also be accepted if proposed solutions to the challenges may result in the municipality being in conflict with its own policies and procedures or key legislation.
- 5.4.5 If the performance of the employee is deemed to be so unsatisfactory as to be poor and the desired improvement cannot be effected, the municipality shall consider steps to discharge the employee for unfitness or incapacity to carry out her or his duties.
- 5.4.6 Supervisors/ Managers are expected to submit quarterly reports on performance development and improvement interventions that have been implemented to deal with unsatisfactory or poor performance wherever these are applicable.

5.5 Rewards and Recognition

- 5.5.1 Performance rewards shall be given to employees in line with the approved reward framework for the municipality.
- 5.5.2 Criteria to qualify for a performance reward:
 - a) In order to qualify for any performance reward, an employee must have completed a continuous period of at least twelve months on her/ his salary level at the end of a performance cycle and receive an average rating of above 3, in line with the municipality's prescribed rating scale.
 - b) It should also be noted that the 12 months may be inclusive of the relevant period that an employee is under precautionary suspension, as long as this period does not exceed 3 months.
- 5.5.3 Furthermore, employees who are on prolonged leave (three months or longer) or are on precautionary suspension may not qualify for a cash bonus, unless a motivation is provided for awarding such an employee.
- 5.5.4 Employees who have been suspended due to disciplinary reasons may not qualify for any performance reward.
- 5.5.5 The Municipal Manager, with the approval of the Municipal Council, shall determine other, non-financial rewards, which may be given to employees who are not on fixed term contracts in recognition of performance.
- 5.5.6 The Council shall make the final decision with regards to rewards on the recommendations of the Municipal Manager and/ or the Performance Management Committee and in due of consideration of budgetary implications.

5.6 Dispute Resolution and Grievances

- 5.6.1 All disputes related to performance management shall be referred to the next in line of authority for mediation.

- 5.6.2 If this mediation fails the dispute shall be dealt with in line with the municipality's dispute resolution procedures.
- 5.6.3 All disputes relevant to a specific performance cycle must be declared within 90 days of the employee becoming aware of the official act or omission (Rule d3 of the Grievances rules).

5.7 Monitoring and Evaluation:

- 5.7.1 The Performance Management Unit shall be responsible for the management of the performance management system and shall undertake periodic audits to determine the effectiveness of the system and ensure compliance with legislation.
- 5.7.2 The Performance Management Unit shall also be responsible for ensuring that the performance agreements/ performance plans and performance assessment reports meet the necessary quality requirements, otherwise these shall be referred back to the relevant supervisors/ managers for rectification.

5.8 Non compliance to this policy:

- 5.8.1 Non-compliance to this policy, and provisions contained herein, shall be dealt with through the prescribed disciplinary processes of the municipality.
- 5.8.2 In addition, employees may forfeit their performance rewards if they do not comply with the provisions contained in this policy.

5.9 Amendments to this policy:

- 5.9.1 This policy shall only be amended after no less than 3 years or as may be necessitated by any amendments to the applicable legislative or regulatory framework.
- 5.9.2 All amendments to this policy shall be approved by the relevant delegated authority.

6. Procedures

6.1 Section 57 Employees, Senior Managers and Fixed Term Contract Employees

Activity	Task	Responsibility	When This Must Take Place	Relevant tools, templates and inputs
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Activity	Task	Responsibility	When This Must Take Place	Relevant tools, templates and inputs
Performance planning	Development of a draft performance agreement	Employee and Supervisor (Mayor or Municipal Manager) ¹	June	<ul style="list-style-type: none"> Integrated Development Plan/ Service Delivery Plan Performance management results from previous cycle or period PMDS policy implementation guidelines
	Signing the performance agreement	Employee and Supervisor (Mayor or Municipal Manager)	June	<ul style="list-style-type: none"> The draft PA PMDS policy implementation guidelines
	Quality assurance	PM Unit	June	<ul style="list-style-type: none"> Copy of signed PA PMDS policy implementation guidelines
	Review of signed performance agreement	Performance/ Audit Committee	July	<ul style="list-style-type: none"> PMDS policy implementation guidelines
	Amending draft or signed performance agreement	Employee and Supervisor (Mayor or Municipal Manager)	At any time during the performance cycle as long as this is in line with policy provisions	<ul style="list-style-type: none"> Prescribed template for signing the PA Relevant motivation/ reasons behind such amendments
Performance agreement implementation, monitoring and support	Implementation of the performance agreement	Employee	Throughout the performance cycle	<ul style="list-style-type: none"> Signed performance agreement Any other tools as may be necessary for the implementation of the agreement
	Monitoring of performance	Supervisor	Monthly	<ul style="list-style-type: none"> Signed performance agreement PMDS policy implementation guidelines
	Provision of support and/ or coaching	Supervisor	Throughout the performance cycle	<ul style="list-style-type: none"> Performance agreement PMDS policy implementation guidelines
	Collecting evidence to support performance	Employee	Throughout the performance cycle	<ul style="list-style-type: none"> Performance agreement PMDS policy implementation guidelines

¹ The employee may develop a first draft which can be discussed with the Supervisor prior to sign off

Activity	Task	Responsibility	When This Must Take Place	Relevant tools, templates and inputs
Reporting on performance	Submission of progress reports on implementation of the performance agreement	Employee	As and when this may be appropriate or as agreed to (Minimum requirements are only related to the formal reporting sessions i.e. 4 times during the cycle)	<ul style="list-style-type: none"> Performance agreement Evidence of achievement Means of verification (if available)
	Scheduling of formal performance reporting sessions	Supervisor primarily (even though these must be agreed to with the employee)	July	<ul style="list-style-type: none"> PMDS policy implementation guidelines
	Preparation for formal reporting processes	Employee and supervisor	In line with the quarters (at least a week prior to the meeting)	<ul style="list-style-type: none"> PMDS policy implementation guidelines
	Facilitate the formal performance reporting sessions	Supervisor	September (1 st quarter)/ December (Mid-year review)/ March (3 rd quarter)/ June (Annual appraisal)	<ul style="list-style-type: none"> PMDS policy implementation guidelines Copies of performance agreements and assessment reports including evidence and means of verification
Managing the outcomes of the assessment process	Development of performance improvement plans	Employee and supervisor	As and when it is determined that the employee's performance is unsatisfactory or poor	<ul style="list-style-type: none"> PMDS policy implementation guidelines
	Implementation of the performance improvement plans	Employee and supervisor and other relevant role players depending on the improvement plan requirements	Dependent on the plan	<ul style="list-style-type: none"> PMDS policy implementation guidelines Other inputs as may be necessary depending on the interventions
	Initiate proceedings for incapacity	Supervisor	In line with the policy stipulations	<ul style="list-style-type: none"> PMDS policy implementation guidelines Labour relations policy

Activity	Task	Responsibility	When This Must Take Place	Relevant tools, templates and inputs
	Recommend/nominate for rewards	Supervisor	July	<ul style="list-style-type: none"> PMDS policy implementation guidelines Outcomes of the assessment process
	Preparation of a detailed report for the Performance/Audit Committee on recommendations/nominations for rewards	The PM Unit	July	<ul style="list-style-type: none"> The PMDS policy implementation guidelines
	Review the nominations	The Performance/Audit Committee	September	<ul style="list-style-type: none"> The PMDS policy implementation guidelines The municipality's annual report
	Make a final decision with regards to the recommendations/outcomes	The Performance/Audit Committee	September	<ul style="list-style-type: none"> Copies of performance agreements and assessment reports including evidence and means of verification The PMDS policy implementation guidelines
	Implementation of the decisions by the Committee	The PM team	November	<ul style="list-style-type: none"> The PMDS policy implementation guidelines
	Provision of feedback on the outcomes of the assessment	Supervisor	As and when an official response is available – at least within 48 hours of receiving such official response	<ul style="list-style-type: none"> The PMDS policy implementation guidelines Committee decision in this regard

6.2 Permanent Employees (Other than Senior Managers)

Activity	Task	Responsibility	When This Must Take Place	Relevant tools, templates and inputs
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Activity	Task	Responsibility	When This Must Take Place	Relevant tools, templates and inputs
Performance planning	Development of a draft performance plan	Employee and Supervisor	June	<ul style="list-style-type: none"> Integrated Development Plan/ Service Delivery Plan Performance management results from previous cycle or period PMDS policy implementation guidelines
	Signing the performance plan	Employee and Supervisor	June	<ul style="list-style-type: none"> The draft performance plan PMDS policy implementation guidelines
	Quality assurance	PM Unit	June	<ul style="list-style-type: none"> Copy of signed performance plan PMDS policy implementation guidelines
	Review of signed performance plan	Executive management team ²	July	<ul style="list-style-type: none"> PMDS policy implementation guidelines
	Amending draft or signed performance plan	Employee and Supervisor	At any time during the performance cycle as long as this is in line with policy provisions	<ul style="list-style-type: none"> Prescribed template for signing the performance plan Relevant motivation/ reasons behind such amendments
Performance plan implementation, monitoring and support	Implementation of the performance plan	Employee	Throughout the performance cycle	<ul style="list-style-type: none"> Signed performance plan Any other tools as may be necessary for the implementation of the agreement
	Monitoring of performance	Supervisor	Monthly	<ul style="list-style-type: none"> Signed performance plan PMDS policy implementation guidelines

² The team may review a sample of the plans depending on numbers; consideration may be given to drawing a representative sample

Activity	Task	Responsibility	When This Must Take Place	Relevant tools, templates and inputs
	Provision of support and/ or coaching	Supervisor	Throughout the performance cycle	<ul style="list-style-type: none"> Signed performance plan PMDS policy implementation guidelines
	Collecting evidence to support performance	Employee	Throughout the performance cycle	<ul style="list-style-type: none"> Signed performance plan PMDS policy implementation guidelines
Reporting on performance	Submission of progress reports on implementation of the performance plan	Employee	As and when this may be appropriate or as agreed to (Minimum requirements are only related to the formal reporting sessions i.e. 4 times during the cycle)	<ul style="list-style-type: none"> Signed performance plan Evidence of achievement Means of verification (if available)
	Scheduling of formal performance reporting sessions	Supervisor primarily (even though these must be agreed to with the employee)	July	<ul style="list-style-type: none"> PMDS policy implementation guidelines
	Preparation for formal reporting processes	Employee and supervisor	In line with the quarters (at least a week prior to the meeting)	<ul style="list-style-type: none"> PMDS policy implementation guidelines
	Facilitate the formal performance reporting sessions	Supervisor	September (1 st quarter)/ December (Mid-year review)/ March (3 rd quarter)/ June (Annual appraisal)	<ul style="list-style-type: none"> PMDS policy implementation guidelines Copies of performance plans and assessment reports including evidence and means of verification
Managing the outcomes of the assessment process	Development of performance improvement plans	Employee and supervisor	As and when it is determined that the employee's performance is unsatisfactory or poor	<ul style="list-style-type: none"> PMDS policy implementation guidelines

Activity	Task	Responsibility	When This Must Take Place	Relevant tools, templates and inputs
	Implementation of the performance improvement plans	Employee and supervisor and other relevant role players depending on the improvement plan requirements	Dependent on the plan	<ul style="list-style-type: none"> PMDS policy implementation guidelines Other inputs as may be necessary depending on the interventions
	Initiate proceedings for incapacity	Supervisor	In line with the policy stipulations	<ul style="list-style-type: none"> PMDS policy implementation guidelines Labour relations policy
	Recommend/nominate for rewards	Supervisor	July	<ul style="list-style-type: none"> PMDS policy implementation guidelines Outcomes of the assessment process
	Preparation of a detailed report for the Executive management team on recommendations/nominations for rewards	The PM Unit	July	<ul style="list-style-type: none"> The PMDS policy implementation guidelines
	Review the nominations	Executive management team	August	<ul style="list-style-type: none"> The PMDS policy implementation guidelines The municipality's annual report
	Make a final decision with regards to the recommendations/outcomes	The Municipal Manager	September	<ul style="list-style-type: none"> Copies of performance agreements and assessment reports including evidence and means of verification The PMDS policy implementation guidelines
	Implementation of the decisions by the Municipal Manager	The PM team	October	<ul style="list-style-type: none"> The PMDS policy implementation guidelines

Activity	Task	Responsibility	When This Must Take Place	Relevant tools, templates and inputs
	Provision of feedback on the outcomes of the assessment	Supervisor	As and when an official response is available – at least within 48 hours of receiving such official response	<ul style="list-style-type: none"> • The PMDS policy implementation guidelines • Committee decision in this regard

7. Delegations

- 7.1 Officials implementing this policy are required to make reference to the latest delegation framework and identify the appropriate delegations applicable to this policy, which may be subject to change from time to time.

8. Annexure

8.1 Annexure 1: Performance Rating Scale

5	Outstanding performance: Performance far exceeds the standard expected of an employee at this level.
4	Performance significantly above expectations: Performance is significantly higher than the standard expected in the job.
3	Fully effective: Performance fully meets the standards expected in all areas of the job.
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.
1	Unacceptable performance: Performance does not meet the standard expected for the job. 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.

8.2 Annexure 2: Incentive Framework for Section 57, Senior Managers and Fixed Term Contract Employees

Performance category	Total Score	Probation	Development	Pay Progression	Performance Bonus
Unsatisfactory	69% and lower	Extend probation or terminate in respect of Incapacity Code	Agree on development programme	None	None
Performance not fully effective	70%-99%	Confirm Probation	Agree on development programme	None	None
Performance fully effective	100%-114	Confirm Probation	Agree on Development opportunities	1%	None
Very Good Performance	115%-129%	Confirm Probation	Agree on Development opportunities	1 %	1%-5% (Category C)
Performance significantly above expectations	130%-149%	Confirm Probation	Agree on Development opportunities	1 %	5%-9% (Category B)
Outstanding Performance	150% and above	Confirm Probation	Agree on Development opportunities	1 %	10% -14% (Category A)

8.3 Annexure 3: Incentive Framework for Permanent Employees (Other than Senior Managers)

Performance category	Total Score	Probation	Development	Pay Progression	Non-Monetary Incentive
Unsatisfactory	69% and lower	Extend probation or terminate in respect of Incapacity Code	Agree on development programme	None	None
Performance not fully effective	70%-99%	Confirm Probation	Agree on development programme	None	None
Performance fully effective	100%-114	Confirm Probation	Agree on Development opportunities	1%	None
Very Good Performance	115%-129%	Confirm Probation	Agree on Development opportunities	1%	To Be Confirmed
Performance significantly above expectations	130%-149%	Confirm Probation	Agree on Development opportunities	1 %	To Be Confirmed
Outstanding Performance	150% and above	Confirm Probation	Agree on Development opportunities	1 %	To Be Confirmed