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TO: All Head of Departments

IMPLEMENTATION GUIDE: EPMDS POLICY

BACKGROUND:

1. The EPMDS policy has been in practice for more than 2 years. HR practitioners however have requested in the inter – departmental HR Forum that certain aspects in the EPMDS policy needs to be better defined and described in order to alleviate different interpretations and inconsistencies between Departments.
2. The following are the main issues that were identified that should be explained and defined:

2.1. Doing extra work

In order to qualify for a cash reward, officials should do extra work or going the “extra mile”. Important to note is that the extra work should be work done in relating to one’s key result areas (KRS’A) as set out in one’s performance agreement.

Extra work in other words does not mean work done outside the scope of your duties. It relates to excellent work where initiative and innovation have been used in order to perform your normal tasks better than satisfactory.



A SOCIETY FOR ALL

In rare instances one can do extra work outside your KRA'S providing that you have performed all your KRA'S at least to a level of satisfactory. In essence, one cannot go an "extra mile" in if the work that you were supposed to do (your KRA'S) have not been completed at least satisfactory or above.

2.2 Portfolio of Evidence

The portfolio of evidence should be documentation or any other form of evidence to support the employee's claim that she/he has performed above the level of satisfactory in executing the KRA'S.

This does not include attendance registers, minutes of meetings etc. A member can attend a meeting but the question should be asked what was the member's contribution in the meeting, (i.e. were direction given, new strategies/policies developed as a result of the member's interaction. The portfolio of evidence should therefore be consisting of evidence where the employee has used initiative and innovation in performing KRA'S above the level of satisfactory.

2.3. Normal distribution curve in terms of rewarding cash rewards.

According to the DPSA guideline, on EPMDS (2007) paragraph 8.1., if the EPMDS policy is implemented correctly, the normal distribution curve for awarding cash bonuses would be followed, resulting in only a maximum of 25% of employees qualified for assessment should receive cash rewards. The proposed distribution by DPSA for rewards are:

Performance Category:	Total Score:	The following % of staff should normally fall in this category
Unacceptable performance	69% and lower	3%
Performance not fully effective	70% - 99%	7%
Performance fully effective (and slightly above expectations)	100% - 114	65%
Performance significantly above expectations	115% - 129% 130% - 149%	15% 7%
Outstanding performance	150% - 167%	3%

Important to note is that the target of 25% for cash rewards is also a service standard for Outcome 12 (Output 2) and Departments are therefore expected to implement the target from 2011 onwards.

2.4. Quarterly Assessment

It has come to our attention that many Departments only do assessments at the end of the cycle, in doing so backdating the quarterly assessment forms. We should remember the main purpose of performance assessment is training and development. Therefore it is important for the supervisor and employee to do assessment at least 4 times per annum. If assessment is only done at the end of the cycle, the employee does not have the opportunity to improve on his areas of under performance during the year. In order to ensure assessment is done at least quarterly, an assessment day is proposed 4 times per annum where the whole Department will use the opportunity to allow supervisors and employees to do their assessments.

2.5. Assessment or intermediate review committee (IRC)

Apart from a departmental Moderating Committee that must be established, departments must also establish an intermediate review committee (between the supervisor and the Moderating Committee) for reviewing/moderating the provisional assessment rating of employees. The nature of such committees will depend on the size and structure of the department. Any recommended changes in ratings by such a body must be communicated to the supervisors of the employees concerned. The IRC may recommend changes to rating score (PAR) including the lowering of such ratings. If the IRC agrees with the rating it becomes the validated assessment rating (VAR). If the supervisor cannot convince the employee of a change in rating, the rating is forwarded to the Moderation Committee. The Moderation Committee may confirm the rating which become the Confirmed Assessment Rating (CAR).

2.6. Departmental Moderating Committee (DMR)

The role of the Departmental Moderating Committee is to ensure that the annual performance assessment is done in a realistic, consistent and fair manner, to monitor the performance assessment process by obtaining an overall sense of whether norms and standards are being applied consistently and realistically to employees on the same level. The DMC should not assess each individual case for purposes of evaluating ratings, but should develop an overall view of the results of process i.e. what were the distribution curve in awarding rewards. If the DMC identifies deviations or discrepancies, these should be referred back to Directors and supervisors who had agreed the ratings with their subordinates, together with reasons with the decision. This should accompanied by a request for reconsideration of the ratings.

2.7 Assessment appeal panel (APP)

After receiving written confirmation of a final Confirmed Assessment Rating (CAR) an employee may then submit his/her grievance to the APP. Failing agreement and a solution an employee may then submit a formal grievance in terms of the Public Service Grievance Procedure.

The APP is constituted by the HOD for specific cases and include expertise of the line function, performance management and Labour Relations.

This role is two-fold: (a) as a departmental recourse for an employee in a disagreement over a proposal by the IRC to amend an assessment rating, and after being informed of final rating (Confirmed Assessment Rating) before a formal grievance is lodged, and (b) as an arbiter in ad hoc disputes and disagreements.

3. COMPLIANCE DATES

The following dates should be seen as targets by the Departmental HR Unit in order to have the assessment process completed every year:

ITEM:	TARGET DATE:
Final quarterly assessment complete between supervisor & employee	30 April
Assessment or Intermediate Review Committee	31 st May
Moderation Committee	15 th June
Approval MEC:	30 th June
Implementation on Persal	1 st July

4. FINANCIAL IMPLICATIONS

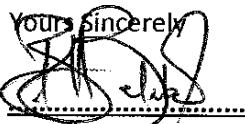
According to the EPMDS policy Departments should pay a maximum of 2% from the Wage Bill for pay progression and a maximum of 1,5% of the Renumeration Bill for cash rewards.

If the normal distribution curve is followed and a maximum of 25% is paid for cash rewards, changes are good there should be money left on the Renumeration Bill. It is strongly recommended that HOD'S and HR Managers approach CFO'S and have this monies rolled over to the HRD budget. The money can then be used for skills development of employees as identified on the WSP. This will assist greatly in putting the emphasis on the developmental aspect of the EPMDS policy.

5. CONCLUSION

In conclusion the successful implementation of the EPMDS policy rest fully on the shoulders of line managers and supervisors. HR Units in Departments are there to

give support only and to assemble the different assessment and moderation committees. In this light, it is strongly recommended that all Managers and Senior Managers (SL. 11 upwards) should have the training and development of their staff members as one of their KRA'S in the Performance Agreements.

Yours sincerely


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Director - General