Performance management in the Public Service in the Republic of South Africa Framework, progress & challenges
OVERVIEW

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OBJECTIVES

To present an overview of the current position on performance management in the South African Public Service;
To outline challenges in improving PM in the Public Service; including a PM system for senior managers
HISTORICAL REALITIES

• Before amalgamation and rationalisation in 1994 – many PM systems and procedures in public service, with detailed rules & regulations on appraisal for different categories of staff & for different purposes

• Major reform: 1 July 1999 - new management framework: devolution of management of depts to political & administrative heads of depts

• “One size fits all” approach abandoned. Each dept allowed to develop its own HR policies & systems, within a framework of uniform norms & standards
PM in the Public Service for staff on levels 1 to 12

From 1 July 1999 the new public service management framework and hence all departmental activities are informed by legislation such as the Public Service Act, 1994, the Public Service Regulations, 1999/2001, various White Papers, and by collective agreements concluded by bargaining councils in the public service.
PM IN THE PUBLIC SERVICE

Public Service Regulations serve as primary guide to departments in developing and implementing their departmental PM systems.

The Regulations require of each executing authority to determine a system for performance management and development for employees in that department.

DPSA provided guidance through PM handbook & learning sessions. Our sister dept, SAMDI, also provided training (as 1 of several training providers).
PM : levels 1 - 12

Part VIII of Chapter I of the Public Service Regulations, 2001, serves as the primary guide to departments in developing and implementing their departmental performance management systems.

Regulation VIII B.1 requires of each executing authority to determine a system for performance management and development for employees in that department (other than employees who are members of senior management). The system had to be in place with effect from 1 April 2001.
PURPOSE OF THE NEW SYSTEM FOR SMS

- Linked to the overall SMS purpose of improving attraction, retention & development of high quality senior managers & professionals
- Provide a fair and equitable basis upon which to identify under-performance and reward good performance
- Provide a framework for performance improvement and development
- Creates linkages between individual and organisational performance to improve service delivery
KEY FEATURES

- Remains strongly results based, balances standardisation with flexibility to adapt:
  - standardised management assessment criteria, linked to competency framework;
  - standardised rating scale; and
  - personal development plans
- Clear guidelines for linkages to pay progression and reward
- Separate annual cost-of-living increases from performance-based cash bonuses & pay progression
- “Kiss” principle adopted
ENTERING INTO A PA

- As from 01/04/02 all SMS members have to enter into Performance Agreements
- These PA’s shall apply for a particular financial year and shall be reviewed annually
- A minimum of two formal reviews must take place during the course of the year (one preferably in middle of the cycle and the other towards end of cycle)
DETERMINATION OF ASSESSMENT CRITERIA

- Criteria upon which the performance of a manager must be assessed shall consist of two components - both of which shall be contained in the PA.
- KRA’s describe what is expected from a manager i.t.o. functional job requirements - derived from outputs in the strategic/operational plan.
- CMC’s are based on the eleven core competencies - every manager should be assessed against all those CMC’s that are applicable to her/his job (depts to decide which of the CMC’s apply & to define perf criteria).
ASSESSMENT INSTRUMENT

- The Regulations require of departments to use a single instrument to assess the performance of managers
- An assessment instrument has been developed - Departments may customise the instrument to suit their particular needs
SALARY INCREASES & PERFORMANCE REWARDS

- All SMS members managers are eligible for a cost of living package adjustment to be determined by the MPSA irrespective of the outcome of the performance evaluation.

- All managers are furthermore eligible to be considered for performance related pay increases (package progression) and performance rewards (cash bonuses) - depends on outcome of performance evaluation.
PAY PROGRESSION SYSTEM

- All members of the SMS are eligible to be considered for performance related pay increase (package progression) on a **bi-annual basis** provided that their performance is evaluated to be **fully effective**.

- They also need to have a **signed performance agreement**. The assessment rating of 65% or higher must be achieved over the **last 12 months** of the performance management cycle.
PERFORMANCE REWARDS (CASH BONUSES)

- Performance rewards may only be granted to SMS members who have completed an assessment period of at least **12 months** and who have performed significantly above expectations.

- Departments may not spend more than **1,5%** of their total annual SMS remuneration budget on performance rewards for the SMS.

- If the 1,5% proves to be **insufficient**, departments will have to scale down the applicable percentages or set higher standards.

- This percentage may, in **exceptional** cases, be exceeded with the approval of the relevant EA.
PERSONAL DEVELOPMENT PLAN

- To address the gap between required competency profile and actual competencies needed a **training and development plan** must be designed.
- Must be developed on initial appointment and included in PA.
- Needs will be determined through continuous monitoring, reviews and assessments.
- Self assessment tool can be used.