



NATIONAL ECONOMIC DEVELOPMENT AND LABOUR COUNCIL

P.O.BOX 1775, SAXONWOLD, 2132 – 14A JELICOE AVENUE, ROSEBANK 2196
TELEPHONE +27(0) 11 328 4200 WEBSITE: WWW.NEDLAC.ORG.ZA

REQUESTS FOR QUOTATIONS

APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT A WORKSHOP ON PERFORMANCE MANAGEMENT

RFQ NUMBER:	RFQ10620
RFQ ISSUE DATE:	29 November 2022
CLOSING DATE AND TIME:	06 December 2022 at 11h00
RFQ VALIDITY PERIOD	N/A
DESCRIPTION OF SERVICES	Appointment of a service to conduct a workshop on performance management NB: TORs & Annexure A are attached
SUBMISSION ADDRESS	Submissions to be sent electronically
PROCUREMENT ENQUIRIES	Name: JOYCE TONGWANE 060 771 0485 Email: joyce@nedlac.org.za

TECHNICAL ENQUIRIES	Name : Moipone Molete 060 771 1344 Email : moipone@nedlac.org.za
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.....

COMPANY REGISTRATION NUMBER:.....

CSD NUMBER :.....

ADDRESS:
.....
.....

CONTACT PERSON :

TEL:

FAX:

E-Mail :

Mobile:

TOTAL RFQ PRICE R(VAT Incl.)

BIDDER'S DISCLOSURE

1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

2. Bidder's declaration

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest¹ in the enterprise, employed by the state? **YES/NO**

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:

.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? **YES/NO**

¹ the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

2.3.1 If so, furnish particulars:

.....
.....

3 DECLARATION

I, the undersigned, (name).....
in submitting the accompanying bid, do hereby make the following statements that I
certify to be true and complete in every respect:

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium² will not be construed as collusive bidding.
- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

² Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

.....
Signature

.....
Date

.....
Position

.....
Name of bidder

PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT REGULATIONS 2017

This preference form must form part of all bids invited. It contains general information and serves as a claim form for preference points for Broad-Based Black Economic Empowerment (B-BBEE) Status Level of Contribution

NB: BEFORE COMPLETING THIS FORM, BIDDERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF B-BBEE, AS PRESCRIBED IN THE PREFERENTIAL PROCUREMENT REGULATIONS, 2017.

1. GENERAL CONDITIONS

1.1 The following preference point systems are applicable to all bids/quotations:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2

a) The value of this bid/quotations is estimated to not exceed R50 000 000 (all applicable taxes included) and therefore the 80/20 preference point system shall be applicable; or

1.3 Points for this bid/quotation shall be awarded for:

- (a) Price; and
- (b) B-BBEE Status Level of Contributor.

1.4 The maximum points for this bid are allocated as follows:

1.5

	POINTS
PRICE	80
B-BBEE STATUS LEVEL OF CONTRIBUTOR	20
Total points for Price and B-BBEE must not exceed	100

1.6 Failure on the part of a bidder to submit proof of B-BBEE Status level of contributor together with the bid, will be interpreted to mean that preference points for B-BBEE status level of contribution are not claimed.

1.7 The purchaser reserves the right to require of a bidder, either before a bid is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the purchaser.

4.1 In terms of Regulation 6 (2) and 7 (2) of the Preferential Procurement Regulations, preference points must be awarded to a bidder for attaining the B-BBEE status level of contribution in accordance with the table below:

B-BBEE Status Level of Contributor	Number of points (90/10 system)	Number of points (80/20 system)
1	10	20
2	9	18
3	6	14
4	5	12
5	4	8
6	3	6
7	2	4
8	1	2
Non-compliant contributor	0	0

5. BID DECLARATION

5.1 Bidders who claim points in respect of B-BBEE Status Level of Contribution must complete the following:

6. B-BBEE STATUS LEVEL OF CONTRIBUTOR CLAIMED IN TERMS OF PARAGRAPHS 1.4 AND 4.1

6.1 B-BBEE Status Level of Contributor: . =(maximum of 10 or 20 points)
 (Points claimed in respect of paragraph 7.1 must be in accordance with the table reflected in paragraph 4.1 and must be substantiated by relevant proof of B-BBEE status level of contributor.

7. SUB-CONTRACTING

7.1 Will any portion of the contract be sub-contracted?
 (*Tick applicable box*)

YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
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7.1.1 If yes, indicate:

- i) What percentage of the contract will be subcontracted.....%
- ii) The name of the sub-contractor.....
- iii) The B-BBEE status level of the sub-contractor.....
- iv) Whether the sub-contractor is an EME or QSE
 (*Tick applicable box*)

YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
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v) Specify, by ticking the appropriate box, if subcontracting with an enterprise in terms of Preferential Procurement Regulations,2017:

Designated Group: An EME or QSE which is at last 51% owned by:	EME	QSE
--	-----	-----

	√	√
Black people		
Black people who are youth		
Black people who are women		
Black people with disabilities		
Black people living in rural or underdeveloped areas or townships		
Cooperative owned by black people		
Black people who are military veterans		
OR		
Any EME		
Any QSE		

8. DECLARATION WITH REGARD TO COMPANY/FIRM

8.1 Name of company/firm:.....

8.2 VAT registration number:.....

8.3 Company registration number:.....

8.4 TYPE OF COMPANY/ FIRM

- Partnership/Joint Venture / Consortium
- One person business/sole propriety
- Close corporation
- Company
- (Pty) Limited

[TICK APPLICABLE BOX]

8.5 DESCRIBE PRINCIPAL BUSINESS ACTIVITIES

.....
.....
.....
.....

8.6 COMPANY CLASSIFICATION

- Manufacturer
- Supplier
- Professional service provider
- Other service providers, e.g. transporter, etc.

[TICK APPLICABLE BOX]

8.7 Total number of years the company/firm has been in business:.....

8.8 I/we, the undersigned, who is / are duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the B-BBE status level of contributor indicated in paragraphs 1.4 and 6.1 of the foregoing certificate, qualifies the company/ firm for the preference(s) shown and I / we acknowledge that:

- i) The information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 6.1, the contractor may be required to furnish documentary proof to the satisfaction of the purchaser that the claims are correct;
- iv) If the B-BBEE status level of contributor has been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the purchaser may, in addition to any other remedy it may have –
 - (a) disqualify the person from the bidding process;
 - (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
 - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
 - (d) recommend that the bidder or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted by the National Treasury from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
 - (e) forward the matter for criminal prosecution.

WITNESSES
1.
2.

.....
SIGNATURE(S) OF BIDDERS(S)
DATE:



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REQUEST FOR PROPOSALS FOR A SERVICE PROVIDER TO CONDUCT A WORKSHOP ON PERFORMANCE MANAGEMENT

1. INTRODUCTION

Nedlac is a statutory body which is required to manage and assess performance and reward staff for good performance as required by Public Service Act and Public Finance Management Act.

The Nedlac secretariat is required to ensure all staff have signed annual performance agreements and that quarterly performance reviews and annual performance appraisals are conducted for all staff.

Nedlac requires a service provider to assist with the facilitation of a performance management workshop to improve the understanding among staff and effectiveness of its Performance Management System, attached as Annexure A.

2. SCOPE OF WORK

The service provider is required to:

2.1. Facilitate a performance management workshop from about 9:00 to 15:00, focusing on the following key elements:

- a) Purpose/s and principles of performance management
- b) Performance management cycle
- c) Considerations for the drafting of performance agreements
- d) How to do performance reviews
- e) How to do the annual performance appraisal

- f) Rewarding good performance and managing poor performance including the role of moderation committees.

3. REQUIREMENTS

3.1. The successful service provider must have;

3.1.1. A thorough working understanding and knowledge of the following:

- a) Constitution of South Africa;
- b) Public Service Act of 1994;
- c) Public service performance management regulations including the DPSA Employee Performance Management and Development System (EPMDS)
- d) Public Finance Management Act of 1999 and Treasury Regulations including in relation to performance

3.1.2. Significant previous experience of performance management in the South African public sector.

3.1.3. Significant previous experience in drafting of clear, simple and measurable KPAs.

3.1.4. Significant facilitation skills

4. SUBMISSION OF DOCUMENTS

Bidders must submit the following documents:

- 4.1. A proposal with expected outcomes which must be aligned to a pricing schedule, which fully and clearly sets out the breakdown of costs in respect of all items to be charged.
- 4.2. Entity ownership type and BBBEE certificate and/ Sworn Affidavit
- 4.3. Provide proof of Company registration on CSD (Centralised Supplier Database report)
- 4.4. Completed SBD forms
- 4.5. CV's of the relevant individual/s that are identified for this work which must clearly demonstrate the individual's necessary skills and experience in the area of expertise listed above.
- 4.6. At least three examples of previous projects relevant to the above mentioned scope, including the following information per project:
 - 4.6.1. Project name;
 - 4.6.2. Project objectives;

- 4.6.3. Role on the project;
- 4.6.4. Contactable References, with signed reference letters.

5. BID SUBMISSION AND ENQUIRIES

- 5.1. Bidders should send their completed bids and accompanying relevant documentation to joyce@nedlac.org.za and copy procurement@nedlac.org.za by 06 December 2022 at 11:00.
- 5.2. Any technical questions regarding the RFP should be emailed to Moipone@nedlac.org.za and procurement related questions can be emailed to joyce@nedlac.org.za and copy procurement@nedlac.org.za
- 5.3. Note that no late proposals will be considered.
- 5.4. Nedlac reserves the right to cancel this bid should such be deemed necessary.

6. SELECTION AND EVALUATION CRITERIA

6.1. Evaluation criteria

The evaluation criteria to be utilised will be the following:

5= Excellent, 4 = Good, 3 = Satisfactory, 2 = Poor, 1= Unacceptable

Bidders need to score a minimum of 75% on functionality for them to be further evaluated on BBBEE and price.

The below matrix will be used in scoring the proposals:

Description of Quality Criteria	Scoring	Weight
	Total Score	100%
<p>1. Years of Experience: Availability of appropriate skills and resources to manage the contract. CV's of the assigned personnel to demonstrate skills and capabilities by showing current and previous work done as well as number of years in the fields set out above.</p>	<p>5= Eight and above years' experience. 4=Five to Seven years' experience 3=Three to Four years' experience. 2= One to Two years'</p>	40%

Description of Quality Criteria	Scoring	Weight
	Total Score	100%
	experience. 0 = no information provided	
2. Similar projects completed Work performance on previous assignments (bidders to specify area of specialisation); successfully completed in the areas set out above	Number of Completed Similar Projects: 5=five and above successfully completed projects 4=Four successfully completed projects 3=Three successfully completed projects 2=Two successfully completed projects 1=one successfully completed projects	30%
3. Project plan: Proposal (workshop content outline) demonstrates understanding of the assignment	5 = excellent understanding, elements of innovation 4 = good understanding, good quality proposal 3= adequate understanding of the assignment, competent proposal 2 = inadequate proposal 0 = no proposal submitted	30%

ANNEXURE A



NATIONAL ECONOMIC DEVELOPMENT AND LABOUR COUNCIL

PERFORMANCE MANAGEMENT POLICY

1 NEDLAC PERFORMANCE MANAGEMENT POLICY

DOCUMENT CONTROL PAGE							
Document title	Performance Management Policy						
Effective date	This policy is effective immediately after approval by MANCO.						
Digital name	Performance Management Policy						
Password Protected	Indicate with X	Yes		No	x		
Status	Indicate with X	Draft	x	Final			
Version	1						
Owner and Editor title, name and contact details	Nedlac 011 328 4200						
Author title, name and contact details	Ms Nthabiseng Koopedi						
Contributors	Senior Management, Human Resource and Remunerations Standing Committee, Nedlac employees and union representatives.						
Distribution							
Security classification Indicate with X	Restrict ed		Private		Mode rate		Public x
Revision	Version No.	Revision Date		Revised by			
Revision frequency: Every three years	1	October 2020		Human Resource Coordinator			

RECOMMENDED / NOT RECOMMENDED			
Chairperson: Human Resource and Remunerations Standing Committee	Ms. Sioban Leyden Mr. Tumelo Zwane Ms. Ntsoaki Mamashela Mr. Oupa Sebilane	Date 19 November 2020	
APPROVED / NOT APPROVED			
Chairperson: MANCO		Date	

1. PURPOSE

The purpose of this Performance Management Policy (PMP) is to set out the way in which Nedlac will, manage and assess performance and reward Nedlac staff members.

2. KEY PRINCIPLES

2.1. The following key principles will guide the performance management of staff in Nedlac:

- a) Performance of staff shall be managed in a consultative, supportive and non-discriminatory manner in order to enhance organisational efficiency and effectiveness, accountability for the use of resources and the achievement of results;
- b) The performance management processes of staff shall be aligned to organisational performance as sets out in the Strategic Plan and Annual Performance Plans of Nedlac.
- c) Performance management processes shall be developmental addressing consistent inadequate performance and recognising outstanding performance.
- d) Effective performance relies on staff members taking responsibility for results while being given the space for ongoing learning and development about how best to achieve them.
- e) Communication is key to performance management and development. This document will enable staff members to be continuously aware of how performance standards are set and measured.
- f) Performance management procedures should minimise administrative burdens while maintaining transparency and administrative justice.

2.2. The Nedlac PMP is aligned to the requirements of the Public Service Act and Public Finance Management Act.

3. SCOPE

This policy will apply to all staff employed by Nedlac. However, in respect of contract staff it will only apply to staff that have a contract for longer than one year.

3.1. For purposes of this policy, staff are categorised as follows:

- a) Senior management being the Executive Director, Chief Financial Officer and Head of Programmes;
- b) Middle management being all coordinators and the Group Information Technology Officer;
- c) Other staff members being the remainder of the staff.

4. THE PERFORMANCE MANAGEMENT CYCLE

- 4.1. Performance is assessed and managed taking into account the following key milestones:
 - a) Signing of Performance Agreements
 - b) Three performance reviews per annum
 - c) Annual performance appraisal at the end of the 4th quarter
 - d) Moderation of performance results
 - e) Payment of performance bonuses or rewards.
- 4.2. The milestones are complemented by ongoing implementation of training, corrective action, feedback etc.
- 4.3. The performance management cycle is also related to the strategic planning cycle.
- 4.4. The content of performance agreements, particularly for managers, should clearly and directly devolve from and be related to the department's strategic/operational plan and the plans of the specific unit for the coming year. Individual performance assessments should therefore, be informed by and, in turn, inform the evaluation and review of organisational and unit achievement over the preceding period.
- 4.5. The details of how the milestones need to be complied with are set out below.

5. PERFORMANCE AGREEMENTS (PAS)

- 5.1. All staff members shall sign performance agreements not later than one month after the beginning of the financial year.
- 5.2. Newly appointed staff members shall within two months of being appointed enter into a performance agreement with their supervisor.
- 5.3. For managers, their PA's shall be based on Nedlac's annual performance plan and milestones and shall be renegotiated with the Executive Director annually
- 5.4. For the remainder of staff, their PA shall be based on their job descriptions and shall only change if there is a change to their job descriptions.
- 5.5. The Performance Agreements shall include the following:
 - a) Purpose of the job.
 - b) Identification of Key Result Areas (KRAs), their weighting and the standards for measuring them.
 - c) Agreement on which Core Management Criteria (CMC's) or Generic Assessment Factors (GAFs) are relevant, their weighting and the standards for measuring them.
 - d) Personal development plan.

- 5.6. Performance Agreements do not replace employment contracts and job profiles but compliment these documents. Performance agreements provide a reference point for both the staff member and the line manager(s) to monitor performance.

- 5.7. Performance agreements are not exhaustive, as they cannot cover every possible task an employee may be reasonably requested to perform from time to time in the

interests of organisational delivery.

5.8. The criteria upon which the performance of staff members shall be assessed shall consist of the following two components,

- a) Key Results Areas with a weighting of 80; and
- b) Core Management Criteria (CMCs) for senior and middle managers with a weighting of 20, or
- c) Generic Assessment Factors (GAFs) with a weighting of 20 for all staff who are not managers.

5.9. Key Result Areas

5.9.1. Key Results Areas (KRAs) describe what is expected from a staff member in her/his role. They focus attention on actions and activities derived from the Annual Performance Plan (APP) or job descriptions.

5.9.2. The setting of KRAs should be derived directly from the required outputs of the approved APP and should be broken down into specific activities or outputs. Indicators are then used to indicate how the successful performance/achievement of the activities or outputs will be measured.

5.9.3. The identification of KRAs can cover many different aspects of the work including:

- a) Specific tasks or events which the staff member should ensure are achieved;
- b) Levels of performance which the staff member should maintain and promote;
- c) Actions or situations for which the member is personally responsible for delivering her/his
- d) "unique contribution"; and
- e) Duties and responsibilities related to advice and support given, for example, by specialists to clients.

5.9.4. The KRAs should not simply be a repetition of the outputs of the persons under her/his control, but should where possible indicate the value to be added by the member.

5.9.5. The KRAs should exclude generic managerial and/or leadership responsibilities, since these are to be covered by the CMC or GAF's.

5.9.6. Although there is no limit to the number of KRAs to be included in a PA, they should preferably not exceed five or six.

5.9.7. The manner in which performance objectives in a work plan are formulated, need to satisfy five primary criteria:

- a) S-Simple, clear and understandable
- b) M-Measurable, in terms of quantity and where possible, quality, money and time
- c) A-Agreed between the member and the supervisor
- d) R-Realistic – within the control of the member, taking account of her/his experience – but challenging
- e) T-Timely – to reflect current priorities, assessable within the annual reporting cycle of the PA

5.9.8. The KRAs should be weighted according to the importance that they have in the staff member's job. The weighting of all the KRAs should add up to 100. Each KRA should be weighted as a percentage (%) according to the level of importance and impact it has in the employee's job. The weight of each KRA shall not be less than 10% and shall not exceed 30%.

5.10. Core Management Criteria

5.10.1. These generic competencies are intended to help build a common sense of good management practice. For management, the following set of criteria are proposed to determine expected performance standards in PAs

- a) Strategic Capability and Leadership
- b) Programme and Project Management
- c) Financial Management
- d) Change Management
- e) Knowledge Management
- f) Service Delivery Innovation
- g) Problem Solving and Analysis
- h) People Management and Empowerment
- i) Client Orientation and Customer Focus
- j) Communication

5.10.2. These core criteria and standards are related to how managers do their jobs - they do not describe the results that should be achieved; and are generic in that they identify areas that are important to most management jobs.

5.11. Generic Assessment Factors

5.11.1. These factors should apply to all staff who are not managers and shall describe the competency requirements and attributes taking into consideration the knowledge, skills and job description relevant to the employee.

5.11.2. Proposed Generic Assessment Factors from which the supervisor and employee should select from, with due regard to their job description include:

- a) Job knowledge
- b) Technical skills
- c) Initiative
- d) Interpersonal relationships
- e) Quality of work
- f) Reliability
- g) Flexibility
- h) Professionalism
- i) Timeliness
- j) Productivity
- k) Team work
- l) Communication.
- m) Customer focus and responsiveness

5.12. Agreement on the standards for measuring CMCS or GAFS

5.12.1. Staff members should be assessed against all those CMCs or GAFs that are applicable to her/his job. The number of CMCs chosen should preferably not exceed five or six.

5.12.2. To adapt the CMCs or GAFs to specific jobs and job contexts, the staff member together with her/his supervisor will need to:

- a) Decide which of the CMCs or GAFs apply to the

member's job.

- b) Weight each relevant criterion to show the extent to which it relates to the specific member's job.

5.12.3. One way of jointly arriving at decisions on how important any specific criterion is to a specific job is to use the factors of impact and frequency. The greater the impact and frequency, the greater the importance that criterion is likely to have on the achievement of effective performance results. The weighting of all the criteria should add up to 100.

5.13. Other conditions relating to PAs

5.13.1. Performance Agreements (PAs) or an agreement of similar nature must be signed by both parties (i.e. the employee and the supervisor) for it to be valid and binding.

5.13.2. An employee acting in a higher position shall be assessed at the level of his or her post that he or she occupied at the time immediately prior to the acting position and the awarding of performance incentives if he/she qualifies shall be calculated on the lower level.

5.13.3. There should be a mutual understanding that the PA may have to be adjusted during the course of the financial year because of changed circumstances. In the case where the PA is amended, it should be accompanied by a written motivation explaining the reasons for the changes. This motivation must be signed by supervisor and submitted to HRM unit to inform and clarify matters of performance during annual assessments and moderation.

6. PERSONAL DEVELOPMENT PLANS (PDP)

6.1. Personal development plans should accompany the Performance Agreement and should be signed annually. They are developed to address the gap that exists between the required competency profile and actual competencies needed.

6.2. The PDP should:

- a) Identify developmental requirements of the staff member; and
- b) Agree on the steps to be taken to address the developmental gaps and the date at which a review of progress will be undertaken.

6.3. Development should support work performance and career development, driven by the needs of individual members linked to their department's strategic plan and operational plans.

6.4. Training and development activities will focus on equipping staff with the competencies they require to perform effectively in their current jobs and to prepare them for the future. The training and development needs of the staff will

be determined through continuous monitoring, quarterly reviews and annual assessments.

7. PERFORMANCE REVIEWS AND APPRAISAL

7.1. Performance reviews shall take place three times a year with an annual appraisal conducted in April, for the previous financial year which ends in March.

7.2. Performance reviews

7.2.1. Reviews are important feedback sessions that take place at regular intervals during the course of the year. They provide an opportunity for members to receive feedback on how they are performing and also provide a time for structured reflection by the member using the process of self-assessment. The performance review process should ensure that the staff member:

- a) Reports to her/his supervisor against all parts of their agreement, particularly where performance varies from expectations;
- b) Alerts the supervisor to any emerging factors that could preclude the achievement of any PA undertakings;
- c) Establishes and maintains appropriate internal controls and reporting systems in order to meet performance expectations; and
- d) Reports to the supervisor on revision of targets (if necessary) and progress towards the achievement of PA undertakings.

7.3. Performance appraisal

7.3.1. The appraisal discussion takes place at the end of the performance management and development cycle. This discussion should enable:

- a) An opportunity for the staff member to assess her/his own performance and its contribution to organisational goals and allow for reflection on what would be needed to improve what was achieved;
- b) An opportunity for the supervisor to give more formal feedback on performance over the year and draw on the

experience of the member to identify ways of improving what was achieved;

- c) An opportunity for the staff member to contribute to, and respond to comments regarding her/his performance and

identify issues beyond her/his control that limit the achievement of results; and

- d) An open discussion between the staff member and her/his supervisor in which achievements can be fully recognised and ideas for problem solving agreed; and
- e) Agreement on an overall appraisal outcome reflecting judgement on the level of achievement attained in terms of the performance agreement that can be used to determine performance-related salary increments and rewards.
- f) The annual assessment shall reflect the performance of a staff member for the entire performance cycle (April to March).
- g) If a staff member is absent for more than 5 months of the performance management cycle, the staff member will not be performance evaluated.

7.3.2. A five (5) point rating scale shall be used to assess the performance of staff with each point meaning as follows:

Point	Description
1	Unacceptable performance. In respect of this indicator the staff member has failed to demonstrate commitment or ability
2	Performance not fully effective. Performance meets some of the expected standards
3	Fully effective. Performance meets what is required
4	Performance above expectations – it is significantly higher than the standard expected in the job.
5	Outstanding performance. Performance far exceeds the standard expected of a member at this level

7.3.3. Each KRA should be assessed according to the extent to which the specified standards have been met on the five-point rating scale as per above. This rating should be multiplied by the weighting given to the KRA during the contracting process, to provide a score. The assessment rating calculator (attached as Annexure C2) may then be used to add the scores and calculate a final KRA score, based on the 80% weighting allocated to the KRAs.

7.3.4. Each CMC or GAF should be assessed according to the extent to which the specified standards that have been selected are met on the

five- point rating scale as per above. This rating should be multiplied by the weighting given to each CMC or GAF during the contracting process to provide a score. The assessment rating calculator may then be used to add the scores and calculate a final CMC score, based on the 20% weighting allocated to the CMC.

7.3.5. The assessment-rating calculator can then be used to provide a final score based on adding the scores achieved for the KRAs and the CMCs.

7.4. Performance related rewards

7.4.1. The following staff members are eligible for the payment of an annual performance bonus:

- a) Employees whose average score using the assessment rating calculator is over 51%;
- b) Employees who have been employed by Nedlac for more than six months of that particular financial year;
- c) Have signed a performance agreement; and
- d) There are no ongoing disciplinary procedures.

7.4.2. The Nedlac Management Committee, advised by the Human Resource and Remuneration Committee has the authority to approve financial rewards.

7.4.3. The value of the performance bonuses will be determined annually depending on budget availability and the levels of individual performance achieved.

7.4.4. Performance rewards will be targeted to be paid out no later than September of each year

7.5. Performance moderation

7.5.1. The performance moderation is conducted by a higher level of management above the supervisor to ensure, as far as possible, that the performance of all employees is evaluated fairly and consistently across the department.

- a) For senior managers the moderating panel shall be the Human Resource and Remunerations Committee;
- b) For middle managers, the moderating panel shall be made

up of the Executive Director, Chief Financial Officer and Head of Programmes.

- c) For all other staff, the moderating panel shall be made up of the Executive Director, Chief Financial Officer, Head of Programmes and two other middle managers appointed by

the Executive Director.

- 7.5.2. Trade unions representatives shall have observer status in the latter two moderating panels. The role of the moderation panels are to:
- a) Ensure that there is consistency across the department in the development of performance standards and measures;
 - b) Moderate assessment results;
 - c) Make recommendations on the granting of performance rewards; and
 - d) Attend to and mediate if necessary any disputes that may arise between supervisors and their direct report in the process of applying this policy.
- 7.5.3. Any recommendation on the changing of the rating scores must be referred back to the employee's supervisor for the supervisor and the subordinate to try and reach consensus on the change. If the supervisor and the employee cannot agree, the unchanged/original rating is forwarded to the moderating panel, with the comments from the supervisor and employee. The moderating committee shall issue an outcome letter to the aggrieved staff member of their decision on the matter.
- 7.5.4. In respect of staff members who perform unsatisfactorily, supervisors should be able to determine during the process of assessment of performance what the reason for unsatisfactory performance is. Corrective measures should be designed accordingly and suitable action be taken including:
- a) Training/re-training;
 - b) Counselling/coaching;
 - c) Continuous performance monitoring and evaluation and if unsatisfactory performance persists;
 - d) Issuing of warnings; and
 - e) Termination of employment due to incapacity.
- 7.6. Other matters related to performance management
- 7.6.1. Performance management data collection, recording and aggregation are vital to the continued efficient implementation of the system.
- 7.6.2. All performance reviews and annual appraisals must be fully recorded, and the resultant records signed as a true reflection of the discussion and outcome by both the staff member and the supervisor.
- 7.6.3. All personal performance information recorded as suggested above must be kept confidential and only be released to third parties with the member's written permission.

7.6.4. Any disputes that can't be addressed by the moderating committee should be addressed through the grievance procedure.

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