



**CAPE WINELANDS DISTRICT**  
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

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## **INDIVIDUAL PERFORMANCE MANAGEMENT POLICY**

**POLICY ADOPTED BY COUNCIL ON 28 JUNE 2016  
AT ITEM C.14.3**

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## 1. ABBREVIATIONS

- (a) **EPMS** Employee Performance Management System
- (b) **IDP** Integrated Development Plan
- (c) **KPA's** Key Performance Areas
- (d) **SALGBC** South African Local Government Bargaining Council
- (e) **SDBIP** Service Delivery and Budget Implementation Plan

## 2. INTRODUCTION

- (a) A complete institutional performance management system must incorporate a comprehensive employee performance management system. The Individual Performance Management policy has been designed to assist with performance management for employees appointed in terms of section 66 of the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000) within the Cape Winelands District Municipality.
- (b) It is important that the employee performance management system should be institutionalized through the legislative requirements. Therefore, the Municipal Planning and Performance Management Regulations (R796, August 2001), guides and deal with specific requirements in terms of the implementation of an employee performance management process within the entire municipality. Regulation 9(2)(b) specifically prescribes that the municipality must implement performance management on all levels of the municipality. The policy has been developed to guide heads of departments, managers, line managers, supervisors and employees for the initiating and sustaining of Employee Performance Management.
- (c) Employee performance management is a vital process of a municipality and it is important that performance management principles are integrated into the organisational processes. Organisational processes such as planning, budgeting, objectives, evaluation should be aligned with departmental and employee performances in order to perform better community services, effective programmes and improved community conditions.
- (d) To ensure the effective measurement of individual performance it is important that Key Performance Indicators are developed and agreed upon that are specific, measureable, achievable, realistic and linked to a specific timeframe.

### **3. PURPOSE OF THE POLICY**

The purpose of this policy is to regulate the effective coordination and facilitation of the implementation of an employee performance management system within Cape Winelands District Municipality. Employee performance management is aimed at planning, implementing, measuring and monitoring, improving and sustaining employee performances. In order to achieve employee excellence and the objectives for performance management, this policy explains:

- (a) How to establish, improve and sustain a performance and learning culture throughout the Cape Winelands District Municipality;
- (b) How to integrate alignment of an employee performance management system with the organisational performance management system, the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plans (SDBIP's), budget and performance plans;
- (c) How to develop performance and career plans on all levels;
- (d) How to ensure the link between performance management, personal development plans, the Workplace Skills Plan and other strategies of the organisation;
- (e) How the different phases of the employee performance management system should be implemented;
- (f) How a sound working relationship between supervisors and employees can be enhanced through the development of agreed Key Performance Areas (KPA's) or performance goals, the provision of feedback, performance counselling, monitoring and coaching;
- (g) How employees must be actively involved in the management of their own performance in an accountable manner;
- (h) How poor performance must be managed and improved; and
- (i) Implement an integrated electronic system which will aid reporting and record-keeping.

### **4. SCOPE AND APPLICATION OF THE POLICY**

- (a) This policy includes all section 66 employees who fall within the scope of the South African Local Government Bargaining Council (SALGBC). This includes all posts on the approved staff establishment, whether of a permanent or a contract nature and interns with a contract of a year (12 months) and above; excluding the Municipal Manager (section 54A) and the senior managers reporting directly to the Municipal Manager (section 56).

- (b) The CWDM adopted a phased approach to the application of this policy. This four-year implementation strategy not only aims to ensure the successful application of the IPM process, but also guarantees the sustainability, effectiveness and constant improvement of the performance management process, through the establishment of the underlying supporting structures and change management processes.
- (c) The application of this policy will be guided by the attached CWDM Performance Management Improvement Framework as the overall multi-year strategy and the operational CWDM IPM Project Plan. The Individual Performance Management Steering Committee (IPMSC) will oversee the implementation of both the latter strategies and will advise Management accordingly.

## **5. LEGISLATIVE FRAMEWORK FOR CAPE WINELANDS DISTRICT MUNICIPALITY EMPLOYEES PERFORMANCE MANAGEMENT SYSTEM**

Selected *statutory guidelines* and *regulatory framework* related to local government institutions regulate performance management within the government context. The following legislation and policies underpins, impact and informs the Cape Winelands District Municipality Performance Management Policy Framework:

- (a) Constitution of the Republic of South Africa, 1996;
- (b) Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000);
- (c) Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003);
- (d) Framework For Managing Programme Performance Information (2007);
- (e) Municipal Planning And Performance Management Regulations (R796, August 2001);
- (f) White Paper on Transforming Public Service Delivery (Batho Pele), 1997; and
- (g) The White Paper on Local Government, 1998.

## **6. KEY POLICY GUIDELINES**

- (a) The Cape Winelands District Municipality top layer key performance indicators will set out district wide objectives and performance indicators.
- (b) The Municipal Manager shall take overall accountability for the delivery of the agreed performance indicators and shall account to the Executive Mayor at agreed intervals.
- (c) The Municipal Manager shall in turn delegate responsibility and accountability to the relevant Heads of Department.

- (d) Heads of Department shall in turn conclude accountability agreements with their respective subordinates and the delegation process shall be cascaded down to all operational levels within each Department.

## 7. PERFORMANCE PLANNING AND AGREEMENT

- (a) The performance agreement is the cornerstone that all employees should enter into and sign-off within each performance cycle. This is the first and the most important step in the performance management cycle as it forms the foundation for the management of employee's performance.
- (b) The supervisor, line manager, manager and employee should discuss, debate and reach consensus on the prioritized key performance areas (KPA's) and **the performance goals and actions for the year ahead.**

## 8. PERFORMANCE MONITORING AND EVALUATION

- (a) Performance at all levels should be continuously monitored to enable the identification of performance barriers and changes and should address the development and the improvement of needs, as they arise.
- (b) This is a very crucial phase of continuously tracking progress in terms of planned performance against the actual performance in order to determine whether the employee will be able to achieve the target set out for within the respective quarters.
- (c) This shall be conducted on a continuous basis by their supervisor. It will assist and identify early warning signs of poor performance.
- (d) In the event of performance gaps identified during this phase, the supervisor and the employee should identify specific interventions to assist the employee to achieve his/her targets.
- (e) Personal growth and developmental needs identified must be documented in the personal development plan.
- (f) The supervisor should keep record of evidence where immediate remedial action has been applied.
- (g) The Employer shall be entitled to review and make reasonable changes to the provisions of the PP from time to time for operational reasons, subject thereto that the Employee shall be fully consulted before any such change is made.

## 9. PERFORMANCE ASSESSMENT REVIEW

The Performance Reviews involves the assessment of the planned performance against the actual performance achieved. The performance review of each employee shall be conducted quarterly by the supervisor and the specified date and the meeting must be documented. The supervisor shall be entitled to review, and make changes to the provisions of the performance or action plan of the employee, for operational reasons and on agreement between both parties.

## 10. ROLES AND RESPONSIBILITIES OF ROLE PLAYERS

Management should be sensitized and understand their role in terms of the employee performance management function.

ROLES PLAYER	ROLES AND RESPONSIBILITIES
Supervisor/Manager/ Line Manager	<ul style="list-style-type: none"> <li>(a) Creates an enabling environment to facilitate effective performance by the employee;</li> <li>(b) Provides access to skills development and capacity building opportunities;</li> <li>(c) Work collaboratively with the employee to solve problems and generate solutions to common problems that may impact on the performance of the employee;</li> <li>(d) Make available to the employee such resources as the employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in the Agreement.</li> <li>(e) The employer must consult the employee about the specific performance standard that is included in the performance management system as applicable to the employee.</li> <li>(f) Mechanisms (quality management function which advises Head of Departments) need to be developed that check compliance, quality and accuracy of the submitted reports, performance, agreements, work plans, reviews, personal development plan and action plan conducted.</li> </ul>
Employee	<ul style="list-style-type: none"> <li>(a) The employee must agree to participate in the performance management system that the employer adopts or introduces.</li> <li>(b) The employee must actively focus on the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local framework.</li> <li>(c) The employee should accept that the purpose of the performance management system will be provide a comprehensive system will be to performance standard to assist the employer, management and municipal staff to perform to the standards required.</li> </ul>
Training and Performance Management Unit	<ul style="list-style-type: none"> <li>(a) The Training Unit forms part of the Human Resource Section and is responsible to implement, evaluate and coordinate the Employee Performance Management function for the entire municipality.</li> <li>(b) It is important that the Training and Performance Unit should work together with the departments to ensure that all necessary documents (reports, performance, agreements, work plans, reviews, personal development plan and action plan) are gathered and submitted in terms of the cycle requirements.</li> </ul>