



# Government Gazette Staatskoerant

REPUBLIC OF SOUTH AFRICA  
REPUBLIEK VAN SUID-AFRIKA

Vol. 574

Pretoria, 2 April 2013

No. 36317

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## BOARD NOTICE

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### BOARD NOTICE 45 OF 2013



***ECSA CEO Performance Agreement substantially in the following form***

***For the period 1 May ..... to 30 April .....***

***between***

***ECSA COUNCIL***

***(hereinafter referred to as Council)***

***And***

***.....***

***(hereinafter referred to as CEO)***

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## 1. ECSA CEO's COMMITMENT STATEMENT

- 1.1 I hereby agree to act in a manner that is conducive to the pursuance of ECSA's vision, mission and goals.
- 1.2 I hereby agree that my behaviour will align with ECSA's values as reflected in the business plan.
- 1.3 I hereby agree to act in accordance with ECSA's stated business principles as reflected in the business plan.
- 1.4 I hereby agree to act in accordance with accepted standards and norms such as the King 2 governance principles.
- 1.5 I hereby acknowledge that this performance compact was discussed with me and that I understand:
- a. The contents thereof;
  - b. What behaviours and performance are expected;
  - c. The consequences of performance/non performance.
- 1.6 I further commit to the following to:
- a. To inspire all ECSA employees to exceed their expectations;
  - b. To inculcate and sustain a performance culture;
  - c. To ensure understanding of what is expected of each employee;
  - d. To build and enhance the relationship between the employee and the supervisor;
  - e. To develop all employees;
  - f. To assess and reward good performance;
  - g. To deal with all employees in a consultative, fair, supportive and non-discriminatory manner for the purpose of achieving the ECSA strategic goals.
- 1.7 The Appendices form part of this performance contract.

Designation	Name	Date	Signature
CEO			
President: ECSA			

**2. Components of the Performance Agreement:**

<b>Component</b>	<b>Weighting</b>
1) Key performance areas and indicators, Council norms, CEO's targets and planned actions (Refer to section 3.)	%
2) Deliverables (Refer to section 4.)	%
3) Values, norms and working style (Refer to section 5.)	%
<b>TOTAL</b>	<b>100%</b>

**TABLE 1: Components of CEO's Performance Agreement and Weights****3. The key performance areas referred to in Section 1.1 above are decomposed into a number of aspects as shown below in Table 2.**

<b>Perspective</b>	<b>Weighting (%)</b>
1. Financial Management	
2. People Management	
3. Education	
4. Registration	
5. Investigations	
6. Stakeholder Management	
7. International Relations	
8. Strategic Planning	
<b>TOTAL</b>	<b>100%</b>

4. KEY PERFORMANCE AREAS AND INDICATORS, COUNCIL NORMS, CEO'S TARGETS AND PLANNED ACTIONS

TABLE 2: KPA'S, Indicators, Council Norms, CEO's Targets and Actions

Deliverables	Achievement	Weight (%)	Actual Scoring (1-5)	Comment
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				

## 5. VALUES, NORMS AND WORKING STYLE

VALUES, NORMS AND WORKING STYLE	WEIGHT (1-100)	RATING*	PLANNED ACTIONS
<p><b>1. KNOWLEDGE and ABILITY</b> Knowledge in the area of responsibility, competence, skills independence in the execution of tasks, solving of complex problems, ability to adjust to new ideas, innovation, professional recognition.</p>			
<p><b>2. INITIATIVE and WORKING CAPACITY</b> Self motivation, initiative, working capacity, handling of unusual work situations, handling of larger assignments</p>			
<p><b>3. LEADERSHIP and CO-OPERATION</b> Leadership, co-operation with and understanding of peers, staff and Council Members, does not create friction in the workplace, considers effect of own actions on Council and create sufficient opportunities for staff to participate in the joint achievement of common goals by clarifying objectives and standards and inspiring dedication to duty via a common and shared understanding.</p>			
<p><b>4. IMPARTIALITY, PROFESSIONALISM and SINCERITY</b> Takes responsibility for own actions, willingness to make special effort when necessary, prioritises work effectively, functions effectively under pressure, thoroughness and methodological approach to work, and is an effective delegator where necessary and appropriate.</p>			
<p><b>5. COMMUNICATION</b> Good reception and passing on of information, contributes well in team discussions, communicates effectively with peers, staff and Council Members, registered persons, other Professional Councils, Government representatives and the public.</p>			
<p><b>6. EXTERNAL CONTACT</b> Maintains good customer report and relations with all external stakeholders and promotes the good image of ECOSA.</p>			
<p><b>7. INTEGRITY, COMPETENCY, EQUITY and EXCELLENCE</b> To act with integrity and a high degree of professionalism in terms of dealing with staff and council members for the benefit of and the achievement of Council's strategic objectives.</p>			

## 6. RATING SCALE

RATING/ DESCRIPTION	GUIDELINE
1. Very Poor	<ul style="list-style-type: none"> <li>Consistently falls short of expectations. Does not achieve requirements most of the time. Needs to improve performance significantly.</li> </ul>
2. Under Performance	<ul style="list-style-type: none"> <li>Occasionally meets expectations. Misses requirements and deadlines on occasion. Areas for improvement are evident.</li> </ul>
3. Acceptable Performance	<ul style="list-style-type: none"> <li>Meets expectations. Does what is expected. Quality of contributions meets expectations.</li> </ul>
4. Good Performance	<ul style="list-style-type: none"> <li>Exceeds expectations. Always meets requirements and occasionally exceeds expectations. Quality of contributions is better than expected.</li> </ul>
5. Excellent Performance	<ul style="list-style-type: none"> <li>Significantly exceeds expectations. Constantly exceeds requirements. Quality of contributions is of superior nature.</li> </ul>

## 7. GENERAL GUIDELINES FOR THE PERFORMANCE AGREEMENT PROCESS.

### 7.1 Identifying Key Performance Areas

- KPA's should be linked to the goals and objectives of the department so as to achieve the overall performance of the department.
- KPA's should be non-repetitive. In other words, they should focus on key areas of performance which are interrelated and grouped together.
- KPA's should preferably not exceed the amount of six (6) or eight (8).
- Supervisors should make their Work Plans available to employee's working under them to ensure proper alignment.
- If necessary, provision for employees in acting capacities might be included as interim KPA's.

### 7.2 Outputs/Deliverables

- They represent a specific deliverable, service or product which can be measured or verified in relation to a particular objective achieved.
- They are normally expressed as end results using short statements.

### 7.3 Identifying key activities

- They represent elementary actions that would lead towards achieving desired outputs and KPA's.
- Each activity should where possible, have its own indicator unless activities in one group of a KPA share similar indicators. This should be clarified between the supervisor and the employee to avoid possible misunderstanding.

### 7.4 Setting performance measures or standards

7.4.1 Measures or standards should comply with the following elements:

- a) Quantity,
- b) Quality,
- c) Cost and
- d) Time.

7.4.2 When setting performance measures or standards, the following principles should be followed:

- **S** – Specific, i.e. simple, clear and understandable to avoid any possible misinterpretations.
- **M** – Measurable, i.e. according to the four elements outlined above.
- **A** – Achievable, i.e. it should be possible to achieve the desired output.
- **R** – Realistic, i.e. challenging but realistic.
- **T** – Time bound, i.e. clearly indicate time frames.

#### 7.4.3 Target & Target date

- Fall within the performance cycle.
- Mutually agreed between supervisor and employee.

- Revised according to new priorities.

#### 7.4.4 Indicators

- Performance indicators serve as evidence against which the desired output can be compared with the actual output and help determine how well a particular KPA was achieved.
- Thus, performance should be outcome based.

#### 7.4.5 Resource Requirements & Enabling Conditions

- Resources needed to accomplish objectives/ outputs as agreed upon. The resources should be checked against constraints such as budget and feasibility.
- Thus, the allocation of resources should as a general rule be determined by the activities or functions to be performed.

#### 7.4.6 Weighting

- This is a percentage attached to each KPA according to its importance.
- All the percentages of the KPA's should add up to a total of 100% when combined together.

#### 7.4.7 Ratings

- This is a two way process between the employee and his/ her supervisor.
- Should there be differences in terms of ratings, reference should be made to specific situations and examples, i.e. what informs the basis for giving a particular score or the lack of it.
- It is preferable for both parties to agree to the rating awarded. Reasons should be provided by both parties on areas of differences according to the above requirement.
- Special circumstances or conditions in which officials work should be considered in this regard, e.g. ill health, personal crises, new assignments, etc.
- Disagreements arising from ratings should be dealt with in accordance with the following:
  - Where an employee wishes to appeal, he/ she may do so to the supervisor's senior.
  - A senior manager (supervisor) may challenge the initial rating done by the first level supervisor or employee where there is insufficient substantiation of a rating.
  - Should the rating be subject to changes as a result of a challenge after the appraisal period, another meeting must be held with the employee concerned.
  - The Normal grievance procedure shall be followed to deal with dissatisfactions from the outcome of the Moderating Committee. All cases in this regard shall be referred to the HR Unit
- The following rating problems should be avoided:

- The 'halo effect': one or two outstanding or negative characteristics may result in the tendency to rate the employee consistently high or low.
- The consistent error: supervisors are inclined to rate all employees consistently high or low.
- The central tendency: either wittingly or unwittingly, some people rate everyone average.
- Tendency to rate everybody high to avoid conflict: the principle of objectivity and fairness becomes crippled and an injustice is done to those who give sustainable above average or excellent performance.
- Erroneous ratings of qualities: managers can allow themselves to be influenced by the kind of work the staff member is doing, i.e. there is a 'halo effect' around the type of work (as opposed to the employee's performance).
- Over-emphasis on recent behaviour: there is tendency to attach more importance to the performance during the month or two preceding the performance appraisal interview instead of rating the work of the whole period. All quarterly reviews must be added together to arrive at an overall performance rating.
- Undue credit for long service: the length of service by an employee is not a factor during performance appraisal.
- Compensation for perception of incorrect job grading: the perception that a post is graded too low is not relevant to the assessment of an employee's performance in that job.

## 7.5 Criteria for Appraisals

- Appraisals serve as a basis for providing feedback on the job done, whether there is money involved or not.
- Timely feedback is essential to reinforce and redirect performance so that the employee can repeat successful initiatives or endeavours. This will also allow employees whose performance is below average ample time to improve their level of performance.
- Each manager must be assessed against the fulfilment of performance management and appraisal function in his or her components.
- During appraisals, the key achievements by employees should satisfy the following elements, namely:
  - **Valid**, i.e. there should be no fabrication of achievements to justify rating scores.
  - **Relevant**, i.e. the achievements should reflect an employee's own performance and correlate with specific indicators.
  - **Current**, i.e. the achievements should reflect performance within a specific performance cycle.
  - **Sufficient**, i.e. there is enough evidence of the right quality. The actual output/ deliverable should be able to compare with the desired output/ deliverable.
- For each key activity or KPA to be appraised, the following should be satisfied:

- How does the level of performance compare with performance measures or standards agreed upon?
  - The assessment should be based on actual outcomes/ deliverables on the employee's work performance to ensure objectivity.
  - How was the level of performance confirmed? What does quarterly reports or work products show?
  - What was the impact or consequences as a result of the employee's performance? The resource requirements and enabling conditions should be considered where necessary.
- Performance measures or standards shall be used as a benchmark against which the actual output/ was achieved to reflect an acceptable level of performance.

## 7.6 COACHING

Coaching is solely the responsibility of the Council/CEO/Supervisors. A supervisor guides individuals and teams to achieve results by assisting them to learn and grow while doing the work. The main purpose of coaching is to ensure that each individual realise his or her potential and to address the problem areas. Coaching should occur continuously, whether there is a performance contract or not.

As a coach, you must:

- Want to share your knowledge and experience
- Believe that people are capable of performing at higher level
- Not expect to be rewarded for improving the work of others
- Be willing to invest extra time for the sake of your team and the organisation
- Have an ability to encourage employees to go beyond their current levels of performance
- Have genuine empathy and trust for others
- Have the following competencies:
  - The ability to ask questions
  - The ability to listen accurately and attentively
  - The ability to build rapport
  - The ability to give constructive feedback and receive negative or positive feedback
  - Confidence in their own abilities
  - The ability to see the world/life from another person's viewpoint
  - The ability to respect others and earn respect from others
  - The ability to delegate challenging tasks
  - The ability to know the right time to do coaching

#### What If there is a Dispute?

- Put a dispute in writing within a stipulated time and explain in detail what the disagreement is about and how you believe it can be resolved
- Hold a meeting to try and resolve the dispute. There should be a third party to facilitate the meeting.
- Should the dispute remain unresolved, a normal grievance process should take place with the aim of conciliation.
- The next stage would be for an individual or team to take the matter outside the organisation for the purpose of conciliation and arbitration.
- Note that a dispute can be entered into anytime during the performance process and not necessarily at the final assessment stage. Try and deal with the issues promptly as they arise and do not postpone the problem.



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