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Date : 2009/03/26  
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Datum:


**TO: SENIOR GENERAL MANAGERS  
GENERAL MANAGERS  
MANAGERS OF COMPONENTS / SECTIONS  
THE SUPERINTENDENTS OF EDUCATION: MANAGEMENT (SEMs)  
HEADS OF EDUCATIONAL INSTITUTIONS**

## **HRM CIRCULAR NO. 31 OF 2009**

### **EFFECTIVE MANAGEMENT OF WORK PERFORMANCE**

1. The responsibilities of Supervisors at all levels include, among others, the effective management of work performance of all employees falling under their direct supervision. In fulfilling this responsibility Supervisors are required to adhere strictly to the applicable rules and procedures as any deviations could jeopardize fair and proper implementation of the Employee Performance Management and Development System (EPMDS). It is, therefore, crucial that all Supervisors acquaint themselves with the relevant provisions of EPMDS and include "Management of Human Resources" as one of the Generic Assessment Factors in their Performance Agreements.
2. Supervisors are reminded that in terms of EPMDS the work performance of individual employees falling directly under their control must be continuously monitored. This will have to be done through, amongst others, component meetings, report backs and informal discussions. However, formal reviews and assessment must be undertaken at least four times during the assessment cycle. These reviews and assessment are as follows:
  - 2.1. Quarterly Review: The first quarterly review must cover work performance during the period 1 April to 30 June of the assessment cycle and must be completed at the end of the relevant quarter.
  - 2.2. Half Yearly Review: This review must cover work performance during the period 1 April to 30 September of the assessment cycle and must be completed by no later than 30 September of the relevant assessment cycle.

- 2.3. Quarterly Review: The second quarterly review must cover work performance during the period 1 October to 31 December of the assessment cycle and must be completed at the end of the relevant quarter.
- 2.4. Annual Performance Assessment: This assessment must cover work performance during the period 1 April to 31 March of the assessment cycle and must be completed and submitted immediately upon expiry of the assessment cycle.
3. Whilst the relevant reviews and assessment commence with a self-assessment by the employee, the onus rest on each supervisor to ensure that they are timeously completed. In this regard it must be noted that the practice of completing these reviews and assessment usually at the end of the assessment cycle, for purposes of compliance, is unacceptable and will be viewed in a serious light. Therefore, all Component Managers are required to undertake ad-hoc checks on the effective implementation of the EPMDS within their components. Moreover, officials responsible for performance management from the Districts and Head Office will also undertake such checks on an ad-hoc basis.
4. The responsibility to address developmental needs as indicated in the Personal Development Plan (PDP) rest jointly with the Supervisor and the employee concerned. However, in respect of developmental needs that are directly related to the core functions and duties, the Supervisor is required to provide the necessary training in addressing shortfall in performance outputs. This would have to be done through, amongst others, personal counselling, on-the- job mentoring and coaching, formal training / re-training as well as re-stating the performance requirements as indicated in the work-plan.
5. Insofar as it concerns the management of poor / non performance on the part of employees, Supervisors are required to fulfill their roles and responsibilities with due regard to the "Guidelines on the Management of Poor Performance" issued under HRM Circular No. 21 of 2009.
6. The contents of this Circular must be brought to the attention of all employees.

  
**R. CASSIUS LUBISI, PhD**  
**SUPERINTENDENT GENERAL**

DATE.....6/04/2009.....