



Cape Peninsula
University of Technology

**THE MANAGEMENT OF EMPLOYEE PERFORMANCE IN THE DEPARTMENT OF
RURAL DEVELOPMENT AND LAND REFORM IN THE WESTERN CAPE, SOUTH
AFRICA**

By

CLAYTON CLINT HENDRICKS

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Supervisor: Dr Noluthando Matsiliza

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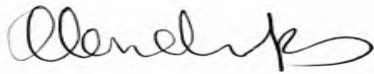
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ABSTRACT

The aim of this study was to analyse the management of employee performance with particular reference to the challenges faced by the National Department of Rural Development and Land Reform (NDRDLR) in the Western Cape Province. The Employee Performance Management System (EPMS) provides an integrated framework to manage employee performance through continuous improvement and development. Hence, the organisation identifies the availability of skills, shortcomings and appropriate measures to overcome these shortcomings by means of training, retraining and recruiting skills for the programme or project at hand.

A qualitative research methodology was applied using mainly unstructured interviews, focus groups, observation and literature review. A case study approach assisted the researcher to acquire valuable data which was collected from the sample of senior management, middle management, union representatives and human resource practitioners within the National Department of Rural Development and Land Reform (DRDLR) in the Western Cape. The study identified how the performance management systems (PMS) is applied at the DRDLR and also probed into strategies and tools for managing employee's performance. A purposive sample was composed of managers, and staff from the DRDLR. The researcher obtained approval to conduct the study from the Deputy Director: Human Resource Management within the Department of Rural Development and Land Reform, and from the Ethics Committee at the Cape Peninsula University of Technology.

Findings from this study provided some significance of performance management at the work-place, and some understanding of what is EPMS by both the employer and the employees. This study revealed that there was less understanding of the EPMS, employees' understanding of EPMS was biased towards pay benefits and rewards. The non-compliance of participants during performance management was a barrier towards the implementation of the EPMS at the DRDLR from the top to bottom in the departmental units where the sample was extracted. The study recommends a workable approach where all affected employees should be included in the planning of performance reviews, and should be trained continuously in order to address shortcomings in the implementation of EPMS. The findings and conclusions from this study contribute to the field of Public Management, while the study also allows other researchers to conduct further research in the field of performance management.

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GLOSSARY

Acronyms	Explanation
CFO	Chief Financial Officer
CD: HRM	Chief Director: Human Resource Management
DG	Director-General
DAC	Directorate Assessment Committee
DRDLR	Department of Rural Development and Land Reform
DPSA	Department of Public Service and Administration
EPMS	Employee Performance Management System
GAF	Generic Assessment Factor
HRD	Human Resource Development
HRM	Human Resource Management
MC	Moderating Committee
MMS	Middle Management Service
MPSA	Minister for Public Service and Administration
PA	Performance Agreement
PAD	Performance Assessment Discussion
PDP	Performance Development Plan
PRD	Performance Review Discussion
PSA	Public Service Act, 1994
PSCBC	Public Service Coordinating Bargaining Council
PSR	Public Service Regulation

CHAPTER ONE INTRODUCTION

“Ability is what you’re capable of doing. Motivation determines what you do. Attitude determines how well you do it.”(Holtz, 2013)

1.1 Introduction

This study evaluates challenges, which relate to implementing of the Employee Performance Management System in the Department of Rural Development and Land Reform. With effect from the 1st April 2010 the Department of Rural Development and Land Reform changed their performance management system from the Performance Personnel Management System (PPMS) to the Employee Performance Management System (EPMS). Hence, employees had to familiarize themselves with the new system. The department rolled out the new system within a short timeframe to comply with Public Service regulations. This meant that a majority of employees was not fully conversant with the new policy.

The short term effect was that the Department of Rural Development and Land Reform was unable to finalise their Employee Performance Management System within the period as indicated within their policy from 2012-2013/4/5. This led to doubt regarding management of employee performance within the Department. An Employee Performance Management System provides an integrated framework to manage employee performance through continuous improvement development.

The study analysis of the management of EPMS focus on the challenges of the DRDLR’s skills shortcomings, as well as appropriate measures to overcome these shortcomings, which include but are not limited to training, retraining and recruiting skills for the tasks at hand. The term “Performance Management” first came into wide use in the HR field in the early 1990s. While objective-setting, assessment review and performance related remuneration was norm prior to the stated term. It was during the late 1980s that organisations and companies placed an importance on the management of individual performance in a holistic way (Amstrong and Baron, 2005:2). This meant that organisations paid more attention to detail in respect of individual performance towards meeting the organisation’s goal, vision and mission. Paauwe *et al.* (2013:2) agree that the development of theory and research on the relationship between HRM and performance began in the 1980s which is when business strategy and human resources became linked to one another.

A qualitative research methodology was applied by using interviews, observation and a literature review. A case study methodology assisted the researcher to acquire valuable and extensive data that was collected from senior management, middle

management, union representatives and human resource practitioners within the National Department of Rural Development and Land Reform in the Western Cape.

The expected findings in this research revealed shortcomings and factors, which impede the implementation of the DRDLR Employee Performance Management System. The study proposes feasible methods to overcome these barriers. Other departments, organisations and companies could study from this model. The study also allows other researchers to conduct further research, where similar barriers occur in performance management systems.

1.2 Literature review

A scholarly literature review was extracted from secondary sources and focussed on the context of the study with specific reference to performance management and related topics, which directly and indirectly affect performance management.

1.2.1 Contextualisation of the study

This study sets out to explore barriers, which hamper the effective implementation of the EPMS in the Department of Rural Development and Land Reform. It attempts to provide evidence and solutions to effectively implement the EPMS system. This was done by making use of qualitative research methodology tools such as interviews, observation and case studies.

As cited by Zwane (2009:17), the environment of business has changed over the past few years both directly and indirectly. The main end result is the quality and productivity of employees. Bangura, (2006:20) confirms that the business climate has changed during the last decade and this is to owing to competition from abroad. Hence, it is that performance management has changed the work environment, both directly and indirectly.

Managing change in the utmost professional manner will in most instances be accompanied by insecurities, resistance and low morale. When management of change is poor, the results can be devastating (Helium, 2010). According to Adonis (2012), on the 1 October 2012 there were a total of 4373 employees who qualified for assessment, while a total of 4043 employees were assessed, and total of 330 cases were not yet finalized for the 2011/2012 performance assessment cycle. A total of 330 outstanding cases are unacceptable, which means that the department are unable to account for 330 employees who were paid, but are unable to prove what they have done for the entire year. For example, 330 employees earned

approximately R150 000 per annum, the department was unable to account for R49 500 000.00. This could, in financial term have been a qualified audit. According to the Auditor-General South Africa (AGSA). (2015) the financial statements contain material misstatements in specific amounts, or there was insufficient evidence for the AGSA to conclude that specific amounts that were included in the financial statements were not materially misstated. The table below explains how the R49 million was calculated.

Table 1.1
Average of salary for employees not assessed

Average Salary	R150 000.00
Employees not assessed for 2011/2012	330
$R150\ 000.00 \times 330 = R49\ 500\ 000.00$	

During 2011 year, the Director-General had to intervene to avert industrial action due to the 2010/2011 performance cycle which was not finalized. Conversely, accountability, in a political context means that Ministers and the Presidency have to account for finances that are spent. In terms of an economical context, the Department should keep abreast of new developments and change environments in terms of technology, and benchmark with other organisations in order to be on par.

As cited in South Africa, (1995:15) (d), a redefinition of the political-administrative relationship is designed to ensure greater accountability (through the introduction of, for example, clearer lines of responsibility, and performance targets, measures and monitoring), whilst at the same time promoting greater devolution of managerial autonomy and resource control (including the introduction of flexible staffing and recruitment practices), which are aimed at increasing innovation, creativity and responsiveness to clients' needs. The Public Service Act makes provision for employees to be assessed, whereas the White Paper on the Transformation of the Public Service Act (1995) sets a clear line of responsibility in terms of performance targets. It also keeps employees accountable for functions that are performed.

The White Paper on the Transformation of the Public Service (1995) presented a new system of accountability, which ensured that officials are accountable to their decision and actions taken within public office. According to (South Africa, 1995:15) (g) there is an increasing importance on human resource development and management that is designed to promote participative management and innovation, to build capacity, and to reward individual and team performance (through the introduction of appraisal and incentive systems); and (h) A move to improve financial planning and control systems, including reforming budgeting systems, with a view to making them more

performance and output related. Therefore, organisation targets should be linked to the vision and mission of the Department, as the Department rewards officials who achieve their targets. It also creates a sense of belonging and increases productivity. As cited by South Africa Department of Public Service and Administration (1995:1), the need for administrative transformation was owing to inherited social and economic inequalities, as well as racial, political and social divisions. The Government regarded transformation as a dynamic, focused and relatively short-term process which was designed to redesign public service in the new dispensation in South Africa.

While objective-setting, assessment review and performance related remuneration was a norm prior to the mentioned period, it was during the late 1980s that organisations began to place an emphasis on the management of individual performance in a holistic way Amstrong and Baron, (2005:2). Thus, performance appraisal today should be used as a vital tool to identify the work potential of an employee instead of choosing the best individual in the organisation. Performance management goals should be beneficial to both the organisation and the individual. Instead of merely assisting an organisation to make a decision round productivity, the individual performance assessment should be used to assist the individual to make appropriate decisions for his/her future development. The Employee Performance Management System provides an integrated framework to manage employee through continuous improvement development. Axson (2010:24), echoes that performance management processes are the mechanisms assisting managers in the decision making process. By making fast, self-assured decisions as the crucial measure of the value in the performance management process.

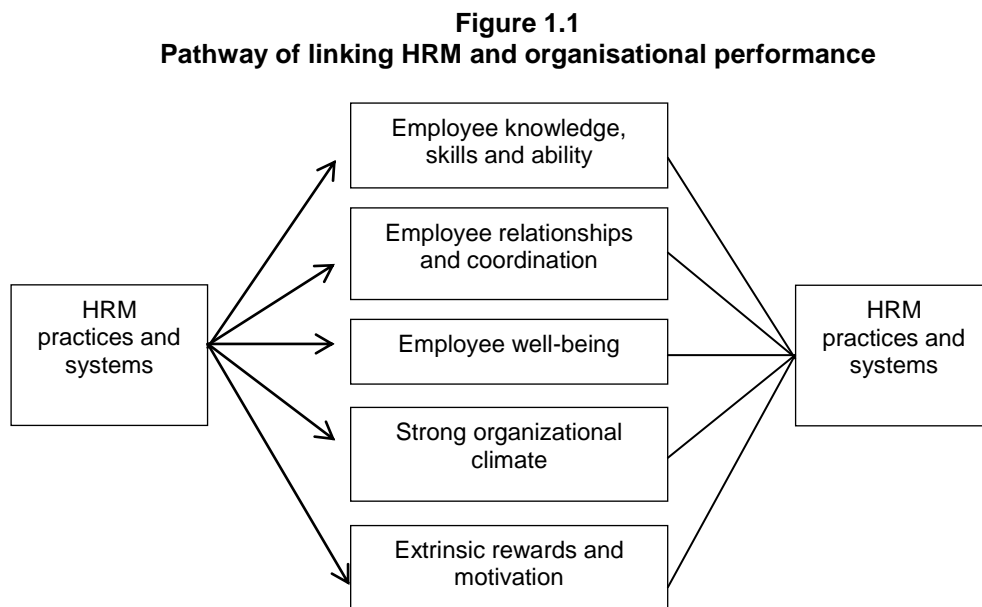
According to Pulakos (2009:3), performance management is known as the “Achilles heel” of human resource management, and also the most challenging human resource system to implement in an organisation. She further expresses that performance management is consistently one of the lowest, if not the lowest rated area in employee satisfaction surveys. Amongst human resource functions, namely recruitment and selection, training and development human resource administration and employee wellness performance management are seen as the most tedious functions. In many employee satisfactory surveys, performance management featured at the bottom. One would imagine employee wellness to be rated as the lowest.

Performance management is a tool which monitors and evaluates production. Furthermore, it is how an organisation communicates expectations and drives

behaviours to achieve important goals (Pulakos, 2009:3). Performance management is a tool to achieve the organisation's vision and mission. It's whereby the organisation vision and mission are broken down in to programmes and projects to achieve the organisation goals. According to Zwane, (2009:28), performance management is an investment for employees in advance in order for managers to allow employees to do their jobs.

Similarly, Pulakos (2009:4) understands some reasons why both managers and employees have difficulties with performance management. Managers try to avoid performance management activities in order not to provide development feedback to employees, because they do not want to damage relationships with individuals. Employees avoid performance management activities, especially discussing their development needs with managers because, they do not want to jeopardize their pay or advancement, or further career pathing. Employees also feel that managers are not effectively equipped to counsel them. According to De Waal (2014:51) managers and employees need to know for what they are held responsible for, a clear responsibility structure makes it possible to align performance with the responsibilities of organisation members.

As indicated by Pulakos (2009:14), both management and employees try to avoid performance management. As cited by Paauwe *et al.* (2013:19) there is a link between HRM practices and systems with regard to organisational performance.



Source: Paauwe *et al.* (2013:19)

As indicated in Figure 1.1 above, HRM systems can and may affect organisational performance. HR practices have an impact on poor performing and performing

employees' well-being in the workplace, and may also affect performance through the impact that they have on employees' skills and on individual opportunity to use their own skills at work (Paauwe *et al.*2013:19).

According to Bayat and Ferreira (2006:13), the initiatives and a need for public policies are derived from a number of sources which include people with political knowledge and who are literate and a group of people in government who are involved in goal-setting. Therefore, performance appraisal should be used presently as a vital tool to identify the work potential of an employee instead of choosing the best individual in the organisation. Performance management goals should be beneficial to both the organisation and the individual. Instead of merely assisting an organisation to make a decision around productivity, the individual performance assessment should be used to assist the individual to make appropriate decisions for his/her future development.

Similarly, Kaplan and Norton (1996:2) assert that balanced scorecards are part of the tools that are applied to measure the performance of an organisation by providing managers with the necessary instruments to navigate towards the future of competitive success. Furthermore, balanced score cards translate the organisation's mission and strategy into a comprehensive set of performance measures that provides the framework for strategic measurement, and for a management system. A Balanced Scorecard focuses on the achievement of financial objectives, which include the performance drivers of these financial objectives. Scorecards measure organisational performance through four balanced perspectives, namely financial, customer, internal business processes, and learning and growth to (Kaplan & Norton, 1996:2).

Kaplan and Norton (1996:2) elaborate that balanced scorecard go hand in hand with financial measures of past performance with measures of the drivers of future performance. Kaplan and Norton (1996:8) emphasise that financial and nonfinancial measures must be part of the information system for all employees at all levels. Friedrichs (2011:28) echoes the major characteristic of balanced scorecard is the enhancement of the view, not only for financial aspects, but for the planning, execution and monitoring. This means that even the lowest paid employee must take cognisance of their decisions and actions and senior managers must understand the drivers of long-term financial actions. Furthermore, a balance scorecard should translate an organisation's mission and strategy into tangible objectives.

1.3 The purpose of the study

The purpose of this study was to identify barriers which affect the effective implementation of the EPMS policy and to establish a strategy to overcome these barriers. Firstly, the Department of Rural Development and Land Reform will benefit from findings and recommendations in terms of being advised on how to avoid labour unrest within the department. Secondly, lessons can be learnt by any other institution whether, public or private, on the shortcomings experienced by DRDLR during the implementation of the EPMS. Thirdly, the research is significant to all major role players when it comes to performance management, and it contributes to the field of Public Management practices regarding PMS. Fourthly, the findings of this study may help to further improve performance management on a broader scale.

1.4 Expected outcomes, results and contributions of the research

The expected outcome of the research was to assist line managers to implement the policy effectively.

1.5 The problem statement

The purpose of this study was to assess the management and implementation of the Department of Rural Development and Land Reform's Employee Performance Management System. Employee performance is a direct result of whether an organisation, company or department achieves their vision, mission, goals and objectives and to determine whether they achieve this by way of employees' performance assessments or balanced score cards. Organisations, companies and departments should establish sound policies to keep employees accountable when it comes to performance. If a policy is not rigid or correctly implemented employees will deviate from the policy requirements. Deviating from the EPMS timeframe is one of the many reasons that the Department of Rural Development and Land Reform was unable to complete their assessments in time.

Employees from the Department of Rural Development and Land Reform were trained and re-trained on the new Employee Performance Management System, however the department still failed to comply with the stipulated timeframes for the complementation of the performance management. The department has acknowledged non-finalization of performance assessments processes within the financial year, which impact on the implementation of incentives (bonus and pay progression), and this affects employees' morale (Mogashoa, 2011). The manner in which the EPMS was implemented resulted in the assessments not being finalized within the particular financial year. This is due to the assessments not being finalized

timeously in 2011/2012, poor performing employees' corrective measures were not dealt with in the appropriate manner, which include the Performance Development Programme and Performance Improvement Plan of 2012/2013, which is derived from the performance assessment for 2011/2012.

1.6 Objectives of the research

- The main objective of this study is to analyse employee performance management system, by investigating challenges that the Department of Rural Development and Land Reform experienced in the implementation of EPMS in order to recommend a strategic management model for the effective implementation of the EPMS. In order to achieve the main objectives, the following secondary objective must be achieved.

The secondary objective is:

- To determine the existing structures and mechanisms, which are used to assess performance management.
- To recommend an effective method of employee performance management.

1.7 Research questions

As cited by Fink (2012: 5) a research question is a precisely state question(s) that guides the review.

Main research question:

- What are the barriers impeding the application of EPMS at the DRDLR?

Secondary research questions

The secondary research questions for this study will be as follows:-

- What experience do you have with regard to performance management?
- What is the time frame in which performance management is concluded?
- What process and procedures are involved in the EMPS cycle?
- How effective are the corrective measures implemented for poor performing employees?

1.8 Research design and methodology

The methodology, which was used for this study is presented below briefly.

1.8.1 Research design

A qualitative research methodology was applied in the form of interviews, observation and case studies which assisted the researcher to acquire valuable data, which was collected from senior management, middle management, union representatives and human resource practitioners within the National Department of Rural Development and Land Reform of the Western Cape.

Kumar (2008:1) indicates that research is an intensive and purposeful search for knowledge and understanding of social and physical phenomena. Research comprises defining and redefining problems, formulating hypothesis or suggested solutions, collecting, organizing and evaluating data, making deductions and reaching

conclusions, and carefully listing the conclusions to determine whether they fit the formulating hypothesis (Kumar 2008:1). It can also be seen in the manner in which research is being conducted, and solve research problems.

1.8.2 Research methodology

A qualitative research methodology was applied with one design, namely a case study for the questions at hand. This allowed the researcher to acquire a data from senior management, middle management, union representatives and human resource practitioners within the National Department of Rural Development and Land Reform within the Western Cape. Qualitative research is leaning towards analyzing tangible circumstances in their temporal and local particularity, and starting from people's expressions and activities in their local contexts. Therefore, qualitative research is in a position to design ways for social sciences, psychology, and other fields to make concrete the tendencies to transform them into research programs, and to maintain the necessary flexibility towards their objects and tasks (Flick 2009:21).

According to Merriam (2014:2) qualitative inquiry focusses on the meaning in context this requires a data collection instrument whereby humans are the best suited in this task, especially when it comes to interviews and observation. Brynard and Hanekom (2006:37) further confirm that qualitative research methodology allows the researcher to know people personally, to see them as they are, and to experience their daily struggles when confronted with real life situations. This research methodology permits researchers to interpret and describe the actions of participants.

1.8.3 Data collection

A number of data collection tools were used during this research. This includes a literature review (primary and secondary), as well as interviews and observations. Data collection is the process by which data is collected from a subject, unit of analysis. Burns and Grove (2005:42) suggest that, data collection is the precise systematic gathering of information, which is relevant to the research purpose or the specific objectives, questions, or hypotheses of a study. Therefore, data was collected from senior management, middle management, union representatives and human resource practitioners within DRDLR.

1.8.4 The instrument to collect data

A meeting was scheduled with the research population to complete the questionnaires. Questions were emailed to those who were willing to participate, but who were unable to attend the interview session. Welman, *et al.* (2005:16) argues

that unstructured interviews are informal and are used to explore the general areas of interest in depth. The researcher briefed the participants thoroughly in terms of what the research is about its purpose and their part in the research. Participants were expected to confirm in writing their willingness to partake in the research. Participants who felt uncomfortable or who appeared hostile, were given an opportunity to leave without requesting permission or having to offer any kind of explanation. This was done to protect participants' constitutional rights.

The researcher obtained buy-in from all parties and clearly relayed the objectives of the research to them.

1.8.4.1 Interview questionnaires were distributed and participants were given enough time to complete the questionnaire. Where required, clarity was requested and the researcher duly responded.

1.8.4.2 A group was interviewed to gain more knowledge about the subject.

1.8.4.3 The researcher gained observation knowledge from 2004-2013 within the Department of Rural Development and Land Reform Human Resource component whilst focusing on performance management in the department.

1.8.5 Population and sampling

This research sample depended on the knowledge of senior management, middle management, union representatives and human resource practitioners within the DRDLR. The rationale here was the tasks that they perform during the performance management cycle; therefore, purposive sampling was applied. According to Welman *et al.* (2005:69), this is the most significant type of unit of analysis because researchers rely on their own experience, ingenuity and/or previous research findings to deliberately obtain units of analysis.

1.8.6 Probability sampling

The research sample comprised of senior management, middle management, union representatives and human resource practitioners within the DRDLR. The rationale was the tasks that they perform during the performance management cycle; where probability sampling was applied. As cited by Human Info NGO. (2013) simple random sampling refers to a numbered list of all units in the population from which one wants to draw a sample, and on already existing one.

1.8.7 Data analysis

Qualitative data analysis in this study involved analysing the interview questionnaire and observation (Welman *et al.*2005:241). The data in this study consists of a summary of completed questionnaires, observations and interviews.

1.9 Delineation of the study area

The study is confined within the National DRDLR, with the unit of analysis being senior management, middle management, union representatives and human resource practitioners within the DRDLR.

1.10 Ethical considerations

According to Edel (1994:10), ethical theories are in the same context as religions. The researcher's intention was to protect the wellbeing of the sampling group. And by doing this, the researcher briefed the participants thoroughly, in terms of what the research is about, its purpose and their part in the research. Participants were expected to confirm in writing their willingness to partake in the research. Participants who felt uncomfortable or who were hostile, were given an opportunity to leave without requesting permission or having to offer any kind of explanation. This was done to protect participants' constitutional rights.

According to Miller and Selgelid (2008:9), an ethical dilemma is about promoting good in the context of the potential to also cause harm. The researcher obtained buy-in from all parties and clearly stated the objectives of the research.

Approval from the Deputy Director: Human Resource Management of DRDLR was also obtained (**Appendix A**). Ethical approval was granted by the Cape Peninsula University of Technology ethics committee.

The researcher protected and respected the rights, needs, values and desires of the sampling group. Participants were expected to confirm in writing their willingness to partake in the research.

The following measures were established to protect participants:

- Participants were informed in advance the expected outcomes;
- Participants were informed in writing that their participation is voluntary, and that were they welcome to withdraw from the study at any given time without any explanation; and
- Interpretation of data was made available to participants, and all data that was received from them would be treated with complete confidentiality.

1.11 Keywords

The following are definitions of key concepts, which are associated with the Employee Performance Management System process:

1.11.1 Human resources

According to Khurana and Sharma (2009:1), human resources refer to the knowledge, skills, abilities, values, aptitudes and beliefs possessed by its workforce in the organisation. He continues by adding that a competent and skilled workforce determines the efficiency and effectiveness of an organisation.

1.11.2 Human resources management

As cited by Aswathappa (2005: 5) human resource management refers to being concerned with the people dimension in management. Every organisation comprises of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organisation in order to achieve organizational objectives.

1.11.3 Performance planning

Performance planning may be defined as a systematic outlining of the activities that the manager is expected to undertake during a specified period so that he or she is able to make his or her best contribution to developmental and organizational outcomes (Rao, 2004:16).

1.11.4 Performance management

According to Amstrong and Baron (2005:2), the overall purpose of performance management is to contribute to the achievements of high performance by the organisation and its people. High performance means reaching and exceeding stretching targets for the delivery of productivity, quality, customer service, growth, profits and shareholder value.

1.11.5 Change management

As cited by Secord, (2003:67), all organisations are subject to changes of varying degree of complexity and significance. Changes occur in an organisation's environment through technological innovations, legislative amendments, new competitive challenges, shifting demographics, and globalization.

1.11.6 Human resource planning

According to Erasmus and Swanepoel (2005:124), human resource (HR) planning is one of the most complicated tasks, which face human resource officials when they have to determine the staff complement that is required to achieve the department's mandate. HR planning is about determining the number of staff members, number of hours and resources (human and financial) to achieve the organisation's operational and strategic plan. As cited by Erasmus *et al.* (2005:128), HR planning is a systematic process of developing plans, projects and programmes to ensure that the right type of individual is available at the right time and place to execute the task to achieve the objective of the organisation. A department will break down its overall objective into smaller plans, projects and programmes to achieve the vision and mission of the Department. This also keeps the necessary heads of programmes accountable to the objectives that they have to achieve.

1.12 Timeframe

The study was conducted during the period of 2013 and 2014. The researcher and supervisor agreed on the completion date to be around the second week in March 2015. The research was concluded on the 13 March 2015.

1.13 Organisation of the study

Chapter 1 of this study introduces the problem and describes the specific problem addressed in the study, as well as the research design components

Chapter 2 presents the literature review and the relevant research associated with the problem which is addressed in this study.

Chapter 3 presents the research methodology and procedures that were used for data collection and analysis.

Chapter 4 contains an analysis of the data and presentation of the results.

Chapter 5 offers a summary and discussion of the researcher's findings and proposes recommendations for future research.

1.14 Summary

This chapter provided a detailed background to the study, problem statement, key questions, and significance of the study, key research questions and the research methodology, which was applied. The researcher also provided the organisation in which the research will be carried out. This next chapter focuses a detailed literature review.

CHAPTER TWO LITERATURE REVIEW

“A manager is responsible for the application and performance of knowledge” (Druker, 1909)

2.1 Introduction

This chapter presents a review of literature, which deals with performance management. It explores the period in which performance management was developed until the current rating scale.

The literature review for this study was acquired from books, policy documents, annual reports, and circulars to verify the turnaround time for the implementation of the Employee Performance Management System for the Department of Rural Development and Land Reform.

2.2 Performance management in the post-apartheid South Africa

Various policies played a role in the establishment, implementation and monitoring of performance management in the public sector within South Africa.

2.2.1 Policy overview in performance management

Various policies, Acts and regulations pertaining to performance management are presented below, along with a brief background of each.

2.2.1.1 Labour Relations Act, 1995

The purpose of the Labour Relations Act is to regulate the organisational rights of trade unions and to promote and facilitate collective bargaining in the workplace. In terms of performance management, the act ensures that employers and employees treat each other with mutual respect. Employees should be protected from arbitrary action and employers are entitled to satisfactory conduct and work performance from their employees. An employer may place a newly-hired employee on probation. A reason for this is that the employer has the opportunity to assess the employee for a period of six months to 2 years before confirming their permanent appointment. This is to protect the employer from appointing poor performers, provided though that regular assessment takes place.

2.2.1.2 Skills Development Act, 1998

The Skills Development Act provides an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce. This is to integrate those strategies within the National

Qualifications Framework, contemplated in the South African Qualifications Authority Act of 1995.

2.2.1.3 Public Service Co-ordinating Bargaining Council (PSCBC) Resolution No 10 of 1999

The PSCBC's No 10 of 1999's main purpose is to assist employees to overcome poor performance, and to create an environment, which is efficient and effective in terms of performance management. It also ensures that employers and employees share a common understanding of incapacity.

2.2.1.4 The South African Constitution

The Public Service Commission should ensure an effective and efficient public service. As cited in Part VIII, Performance Management and Development in accordance with Chapter 10; Public Administration, the Public Service Commission's powers and functions are to investigate, monitor and evaluate the organisation and administration and the personnel practices of public service institutions. Also, to propose appropriate measures to ensure effective and efficient performance within the public service. The Head of Department or performance management specialist shall determine a system for performance management and development for employees in her or his department other than employees who are members of the Senior Management Services (SMS).

According to South Africa (1995:15)(d), a redefinition of the political-administrative relationship, designed to ensure greater accountability (through the introduction of, for example, clearer lines of responsibility, and performance targets, measures and monitoring), whilst at the same time promoting greater devolution of managerial autonomy and resource control (including the introduction of flexible staffing and recruitment practices), aimed at increasing innovation, creativity and responsiveness to client needs. The White Paper on the Transformation of Public Service introduced a new system of accountability, which ensured that officials are accountable for decisions and actions that are taken within public office.

2.2.1.5 The White Paper on the Transformation of Public Service

According to the White Paper on the Transformation of Public Service South Africa (1995:10), emphasis is placed on human resource development and management designed to promote involvement from management through innovation to build and is capacitate. (South Africa. Department of Public Service and Administration 1997: 15). It is also to reward individual and team performance through an incentive system. Therefore, organisation targets should be linked to the vision and mission of the

Department, which in return rewards officials who over-achieve on their targets. It also creates a sense of belonging and increases productivity.

The White Paper on the Transformation of Public Service further emphasizes that every employee's performance will be assessed at least once annually against mutually agreed objectives. The assessment process will be aimed at identifying strengths and weaknesses in order to recognise and reward good performance, and manage poor performance (South Africa, 1997:5).

As indicated in the South Africa. Department of Rural Development and Land Reform (2010: 10), employees enter into a performance agreement with his/her direct supervisor or manager within the first two months of the new cycle. The agreement is aligned to the department's strategic goals and objectives. The supervisor and employee discuss and agree on the outputs and generic assessment factors (GAFs). The outputs amount to 80% and the GAFs amount to 20% to the total score. The supervisor and the employee weigh each output and GAF with a percentage, while the percentage must add up to 100%. This is accompanied by a performance development plan, which identifies the employee's training and development needs in order to achieve their goal.

2.3 Legislative overview of performance management

Various policies, Acts and regulations pertaining to performance management are presented below, along with a brief background of each.

2.3.1 Public Service Act, 1994

The Public Service Act of 1994 provides for the organization and administration of the public service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and matters connected therewith (Department of Public Service and Administration, 1994:1).

As indicated by the Department of Public Service and Administration (1994:26) an employee of a department may be dismissed on an account of incapacity owing to poor work performance. This is when all the necessary internal processes have been followed such as remedial counselling, move to another job function, and if the employee still under performs, then he or she may be dismissed. The Act makes provision for the employees work to be assessed.

2.3.2 White paper on the transformation of public service, 1995

As cited in South Africa (1995:15).(d) a redefinition of the political-administrative relationship is designed to ensure greater accountability (through the introduction of, for example, clearer lines of responsibility, and performance targets, measures and monitoring), whilst at the same time promoting greater devolution of managerial autonomy and resource control (including the introduction of flexible staffing and recruitment practices), aimed at increasing innovation, creativity and responsiveness to client needs. The Public Service Act makes provision for employees to be assessed, whereas the White Paper on Transformation sets a clear line of responsibility in terms of performance targets. It also keeps employees accountable for functions that are performed. The White Paper introduced a new system of accountability which ensured that officials are accountable for their decisions and actions that are taken within the public office. According to South Africa (1995:15). (g) There is an increasing emphasis on human resource development and management which is designed to promote participative management and innovation, to build capacity, and to reward individual and team performance (through the introduction of appraisal and incentive systems); and (h) a move to improve financial planning and control systems, including reforming budgeting systems, with a view to making them more performance and output related.

Therefore, organisation targets should be linked to the vision and mission of the department, which in return rewards officials who over-achieve on their targets. It also creates a sense of belonging and increases productivity. As cited by South Africa. Department of Public Service and Administration (1995:1), the need for administrative transformation was owing to the inherited social and economic inequalities, as well as racial, political and social divisions. The Government regarded transformation as a dynamic, focused and relatively short-term process, which was designed to redesign the public service in the new dispensation in South Africa.

Further indicated in South Africa. Department of Public Service and Administration, (1995:2), is that the purpose of the White Paper was to establish a policy framework to guide the introduction and implementation of new policies and legislation which are aimed at transforming the South African public service. Part of transforming and reforming the public service was guided by a clear, comprehensive and commonly accepted vision:

“The Government of National Unity is committed to continually improve the lives of the people of the South Africa through a transformed public service, which is

representative, coherent, transparent, efficient, effective, accountable and responsive to the needs of all”.

Government envisaged a public service, which is guided by an ethos of service and commitment to the provision of services of excellent quality to all South Africans in an unbiased and impartial manner (South Africa. Department of Public Service and Administration, 1995:4). The White Paper’s aim was to redress the old government; its aim was to be service-orientated towards clients’ (citizens) with an efficient and competent public service. Pre-1994 the new Government inherited problematic policies and practices, which if left unchanged, could inflict the new Government to achieve its major goals of reconstruction. These problematic policies and practices included:

- Lack of representativeness of all the peoples of South Africa in terms of race, gender and disability;
- Lack of popular legitimacy because public officials were seen by the majority of South Africa’s communities as the agents of the apartheid state;
- Lack of service delivery. The system of service provision that developed under Apartheid was discriminatory and exclusionary, particularly towards Black South Africans (the term Black is used in this document to refer to members of the African, Indian and Coloured communities). It was concerned more with the application of rules and procedures than with the development of a culture and ethos of service;
- Centralised control and top-down management. Because the public service was strongly oriented towards control of the majority population, it became of necessity highly authoritarian, centralised and rule-bound in its operations. It was characterised, in particular, by the development of a vertical, top-down management structure. Democratic practices were discouraged, both internally and in interaction with the public. There was little or no incentive for creativity and responsiveness to the needs of citizens and clients.
- Lack of accountability and transparency. Accountability within the service was limited to bureaucratic accountability. Employees were held accountable to adhere rules and procedures rather than for efficiency and productivity. Wider accountability of the service to the public was even less in evidence.
- Absence of effective management information. No fully deployed management information systems were installed to promote information sharing and efficient monitoring and revision of public sector programmes. One important consequence of this is that there are few reliable statistics on staffing and composition of the public service today.
- Low productivity. The total number of public servants in South Africa, at about one per 30 inhabitants, is high in relation other countries at a comparable stage in their economic development. Productivity is relatively low, however, particularly if judged in terms of the ability to deliver services that meet the needs of the people. Low productivity results, in part, from a shortage of appropriate education and training opportunities for the majority of staff. But it also results from the fact that a disproportionate number of staff was involved in essentially duplicative administrative functions, whereas serious understaffing frequently occurred at the level of essential service provision and in areas such as health and education, particularly for Black communities.
- Poorly paid and demotivated staff. Whereas pay levels for managers (predominantly White), remain relatively high, those for the lower echelons (Predominantly black) are still disproportionately low. Black women were

particularly exploited at this level. Benefits likewise have been biased historically along race and gender lines, particularly with respect to housing and pension entitlements. Linked to this, there was a lack of adequately defined career paths and an under-provision of related training opportunities, especially for disadvantaged groups. These factors have had a demotivating effect on many staff and have contributed to low morale and productivity.

- Conflicting labour relations. For much of the Apartheid era, labour relations were either prohibited or closely regulated according to race. The result for many public servants, particularly Black employees, was that they were denied an opportunity to improve their conditions of service through collective bargaining. Relations between the state and its employees became strongly adversarial under such conditions, with disputes frequently mediated by force rather than negotiation.
- Professional ethos and work ethic. Many of the problems outlined above have served to inhibit the development of a professional work ethic and commitment amongst public servants. Some public servants showed impressive dedication and capacity under the most unfavourable conditions. In many parts of the service, however, inefficiency, mismanagement and corruption were widespread (Department of Public Service and Administration, 1995:6).

The White Paper on The Transformation of the Public Service, (1995) aimed to redress the administrative, management, financial management and hierarchy of the pass.

2.3.3 The Constitution of the Republic of South Africa, Act 108 of 1996

In accordance with Chapter 10; Public Administration, Public Service Commission, the Commission investigates, monitors and evaluates the organisation and administration of personnel practices of the public service. The Commission ensures effective and efficient performance within the public service. The Public Service Commission should ensure effective and efficient Public Service.

2.3.4 White paper on human resource management in the Public Service, 1997

According to the White Paper, every employee's performance will be assessed at least once annually against mutually agreed objectives. The assessment process will be aimed at identifying strengths and weaknesses in order to recognise and reward good performance, and to manage poor performance (South Africa, 1997:5). The White Paper on Human Resource Management in the Public Service makes provision that all employees should be assessed with their agreed and reasonable targets. Its aim is to create a sense of accountability in the public sector.

2.3.5 THE WHITE PAPER ON TRANSFORMING PUBLIC SERVICE DELIVERY 1997

According to South Africa. Department of Public Service and Administration (1997:1) the White Paper on Transformation was published on the 24 November 1995 and set out eight transformation priorities whereby Transforming Service Delivery is the key priority. A reason for this was that the transformed South Africa public service will be

evaluated by one criterion, which is effectiveness service delivery, which meets the basic needs of all South African citizens. Government's macro-economic strategy, called Growth Employment and Redistribution (GEAR), is a vision, which reduces government consumption and releases resources for fruitful investment, whilst redirecting this to areas that have the greatest need (South Africa. Department of Public Service and Administration, 1997:2). In other words, the large part of the financial pie chart will be redistributed back to its citizens. South Africa. Department of Public Service and Administration (1997:2) further emphasizes that government institutions must be reoriented to optimise access in order to fulfil competing needs.

As cited by South Africa. Department of Public Service and Administration (1997:3), improving the delivery of public service means redressing the imbalances of the past, and maintaining continuity of service at all levels within society, whilst meeting the needs of the 40% of South Africans who live below the poverty line, especially the disabled and Black woman who live in rural areas who had been disadvantaged in terms of service delivery.

The White Paper on Transforming Public Service Delivery (WTPSD) pursues a fresh approach to service delivery, which places pressure on systems, procedures, attitudes and behaviour within the Public Service and reprograms them in the interest of the customers an approach, which place people first. It is by creating a framework for the delivery of public services, which treat citizens more like customers and enables the citizens to hold public servants accountable for the services that they receive. This approach has been summarised and adopted by a Sotho word, "Batho Pele", which means people first (South Africa. Department of Public Service and Administration, 1997:4). The Batho Pele policy framework consists of eight service delivery principles, which are presented below.

The Eight Principles of Batho Pele

1. Consultation

Citizens should be consulted about the level and quality of the public services that they receive and, wherever possible, should be given a choice about the services that are offered.

2. Service standards

Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect.

3. Access

All citizens should have equal access to the services to which they are entitled.

4. Courtesy

Citizens should be treated with courtesy and consideration.

5. Information

Citizens should be given full, accurate information about the public services that they are entitled to receive.

6. Openness and transparency

Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.

7. Redress

If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.

8. Value for money

Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

The Batho Pele policy framework aims to transform the public service in order to be more customer orientated, namely for the citizens of South Africa. This includes, but is not limited to primary health care, hospitals, registration of birth, deaths etc. These eight principles is utmost important for any government citizen as it assist them to serve the public. With these principles, an ordinary person who lives in a rural area et will receive the same public service as a person from a residential suburb.

2.3.6 Public Finance Management Act no 1 of 1999

According to the Department of National Treasury (1999:1), the purpose of the Public Finance Management Act No 1 of 1999 is to regulate financial management in the national and provincial government; to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively. Furthermore, it provides responsibilities for those who are entrusted with financial management in government and keep public servants accountable when it comes to spending. The Act ensures that public money is spent wisely, and keeps accounting officials responsible for every cent that is spend in government, as it has to account to the National Treasury, the Auditor-General and the public. The Act makes provision for public institutions to present their annual report to Parliament, where they should clearly indicate their spending.

2.3.7 Public Service Regulations, 2001

According to South Africa. Department of Public Service and Administration (2001:8) Part VIII, the Head of Department or line manager shall determine a system for performance management and development for employees in her or his department,

other than employees who are members of the SMS. The Chief Executive Officer, Chief Operating Officer, Head of Department or Director-General shall ensure that a performance management system is created and implemented within its department. The executing authority may establish separate performance assessment instruments for different occupational categories or levels of work. In other words, senior management may have their own instrument to measure performance and middle management may have their own too.

2.3.8 Department Of Performance Monitoring, Evaluation And Administration

In January 2010 the Department of Performance Monitoring, Evaluation and Administration (DPMEA) was established in The Presidency. DPMEA's key focus is to improve service delivery for its people. Hence, DPMEA programmes include the following:

- Performance monitoring of government priorities;
- Evaluation of government priorities;
- Assessment of the quality of management practices in government departments;
- Frontline service delivery monitoring and the Presidential hotline;
- Citizen-based monitoring;
- Government-wide monitoring and evaluation system and capacity building; and
- Development indicators.

The DPMEA's main focus is to improve government performance, and to monitor and evaluate any progress made in this regard. The DPMEA developed the 12 Outcomes Approach document, which was approved and tabled in Parliament. The purpose of this document was to facilitate results-based measurement of the 10 priorities contained in the Medium Term Strategic Framework. The President signed performance agreements with all Ministers during 2010 and the agreements consisted of inter-governmental relations, targets to be achieved, time frames and measurable indicators (South Africa. The Presidency, 2010:37). Each Minister or his or her delegates must develop an operational plan, strategic plan and develop goals according to their mandate.

2.4 Department of Rural Development And Land Reform Employee Performance Management System Process

According to the Department of Rural Development and Land Reform (2010:9), the performance cycle is a 12-month period for which performance is planned, implemented, reviewed, and assessed, which should be aligned with the operational plan and budget from the 1 April to the 31 March the following year. Performance management should be completed within a year. The procedures and processes are as follows:

The Employee Performance Management System provides an integrated framework to managing performance of employee through a continuous improvement development.

2.4.1 Performance planning

Before the commencement of a new performance management system the Department should develop a strategic plan which must be approved by the Minister. Once approved, the strategic plan is tabled in Parliament, and this is then processed into the Department's goal, vision and mission and cascaded down to employees' performance agreement.

2.4.2 Performance Agreement, Performance Monitoring, Review and Annual Assessment

As indicated in the South Africa. Department of Rural Development and Land Reform, (2010: 10) employees enter into a performance agreement with their direct supervisor or manager (**Appendix B**) within the first two months of the new cycle. The agreement is aligned to the department strategic goals and objectives. Employees and supervisors draft a work plan and choose at least five generic assessment factors Department of Rural Development and Land Reform, (2010:11). The outputs, as well as the Generic Assessment Factors should add to 100%. The supervisor and employee then discuss and agree on the outputs and the generic assessment factors (GAFs). The output amounts to 80% and the GAFs to 20% of the total score. The supervisor and the employee weight each output and GAF with a percentage and the percentage must add up to 100%. This is accompanied by a performance development plan, which identifies the employees training and development needs to achieve their goal.

Assessments are conducted on a quarterly basis. For example, Quarter 1: April-June assessments conducted in July, Quarter 2: July-September assessments are conducted in October, Quarter 3: October-December assessment conducted in January and Quarter 4: January-March assessment conducted in April. This is to determine progress and to identify whether the department objectives are met. The annual assessment is a combined document for the entire year. Here the entire year's work is assessed. Employees receive an overall rating for the entire year. Employees are given outcomes verbally after each assessment from supervisor and a letter from the Assessment committee (**Appendix A**).

2.4.3 Performance development

Employees also complete a Performance Development **plan (Appendix C)**, which is to ensure that employees are given the correct tools and skills to achieve tasks. This is a dual function from employees and supervisors. Employees who underperform are placed on a development plan. This could include mentoring, training and re-training.

2.4.4 Categories of performance

According to the South Africa. Department of Rural Development and Land Reform (2010:13), categories of performance are broken down into five categories of performance for the purpose of performance rating during reviews and annual assessments of employees:

- 5 is an indication of outstanding performance: The employee far exceeds the standard expected;
- 4 is an indication of performance significantly above expectation: The employee's performance is significantly higher than the standard expected;
- 3 is an indication of performance being fully effective: The employee's performance fully meets the standard at the expected level;
- 2 is an indication of performance not fully effective: The employee's performance is below the standard required for the job; and
- 1 is an indication of unacceptable performance: The employee's performance does not meet the standard expected for the job.

TABLE 2.1 is an example of a rating scale application.

TABLE 2.1: Rating Scale for actual performance

Target	Actual Performance	Rating
Capture 50 leave forms a day	70 leave forms captured	5
Capture 50 leave forms a day	60 leave forms captured	4
Capture 50 leave forms a day	50 leave forms captured	3
Capture 50 leave forms a day	40 leave forms captured	2
Capture 50 leave forms a day	30 leave forms captured	1

Source: South Africa. Department of Rural Development and Land Reform (2010:14)

2.4.5 Outcomes of Performance Assessment

The DRDLR allocates 1% of the department's wage bill for the purpose of pay progression, and 1, 5% of its annual remuneration budget for performance awards to employees on a salary level of 1 to 12. An employee must complete a full assessment cycle on his/her current salary level to qualify for a pay progression or a possible cash bonus. A performance bonus is a financial award which is granted to employees in recognition of sustained performance that is significantly above

expectation, as cited in the South Africa. Department of Rural Development and Land Reform (2010:18).

2.4.6 Performance Bonuses

According to the Department of Rural Development and Land Reform (2010:18) in order for an employee to qualify for a bonus, the employee must complete a continuous period of at least twelve months on his/her salary level by 31 March of a year. This means that there should be no breakage of service on a particular level within the financial year (Department of Rural Development and Land Reform, 2010:18). The bonus is calculated on the employee's actual notch (level 1-10) or (level 11-12). **TABLE 2.2** is an example of the DRDLR's outcomes of performance assessment.

TABLE 2.2: Outcomes of Performance Assessment

Salary levels 1 to 10

PERFORMANCE CATEGORY	TOTAL SCORE	PROBATION	DEVELOPMENT	PAY * PROGRESSION	CASH ** BONUS
Unacceptable performance	69% and lower	Extend probation or terminate its Incapacity Code	Agree on development programme	-	-
Performance not fully effective	70% - 99%	Extend probation	Agree on development programme	-	-
Performance fully effective	100% - 115%	Confirm appointment	Agree on development opportunities	Yes	-
Performance significantly above expectations	116%-119%	Confirm appointment	Agree on development opportunities	Yes	5%
	120%-122%	Confirm appointment		Yes	6%
	123% -126%	Confirm appointment		Yes	7%
	127%-129%	Confirm appointment		Yes	8%
Outstanding performance	130% - 135%	Confirm appointment	Agree on development opportunities	Yes	9%
	136% - 140%				10%
	141% - 145%				11%
	146% - 149%	Confirm appointment	Agree on development opportunities	Yes	12%
150% and above	13%				

Salary levels 11 and 12 (MMS)

PERFORMANCE CATEGORY	TOTAL SCORE	PROBATION	DEVELOPMENT	PAY * PROGRESSION	CASH ** BONUS
Unacceptable performance	69% and lower	Extend probation or terminate its Incapacity Code	Agree on development programme	-	-
Performance not fully effective	70% - 99%	Extend probation	Agree on development programme	-	-
Performance fully effective	100% - 115%	Confirm appointment	Agree on development opportunities	Yes	-
Performance significantly above expectations	116%-119%	Confirm appointment	Agree on development opportunities	Yes	4%
	120%-125%				5%
	126% -129%				6%
Outstanding performance	130 -137%	Confirm appointment	Agree on development opportunities	Yes	7%
	138% - 144%				8%
	145% - 149%				9%
	150% and above	Confirm appointment	Agree on development opportunities	Yes	10%

Source: South Africa. Department of Rural Development and Land Reform (2010:19)

Employees qualify for a pay progression once they receive a total score of 100% and a cash bonus for a total score above 116%. The cash bonus varies between 4%-10% of the employee's actual notch.

2.5 Determinants of Employee Performance Management System

Performance on ground level must be continuously monitored to identified performance barriers and methods to overcome them. Progress reviews and

feedback sessions will take place, as well as the annual evaluation session before the following dates:

- 8 July 2012;
- 7 October 2012;
- 10 January 2013; and
- 7 April 2013.

Annual Performance Assessment will occur during April of every year, as cited in the South Africa. Department of Rural Development and Land Reform (2010: 12).

According to the South Africa. Department of Rural Development and Land Reform (2010:13), categories of performance are broken down into five categories of performance for the purpose of performance rating during reviews and annual assessments of employees:

- 5 is an indication of outstanding performance: The employee far exceeds the standard expected;
- 4 is an indication of performance significantly above expectation: The employee performance is significantly higher than the standard expected;
- 3 is an indication of performance fully effective: The employee performance fully meets the standard at the expected level;
- 2 is an indication of performance not fully effective: The employee performance is below the standard required for the job; and
- 1 is an indication of unacceptable performance: The employee performance does not meet the standard expected for the job.

TABLE 2.3 is an example of a rating scale application.

TABLE 2.3: Rating Scale for actual performance

Target	Actual Performance	Rating
Capture 50 leave forms a day	70 leave forms captured	5
Capture 50 leave forms a day	60 leave forms captured	4
Capture 50 leave forms a day	50 leave forms captured	3
Capture 50 leave forms a day	40 leave forms captured	2
Capture 50 leave forms a day	30 leave forms captured	1

Source: South Africa. Department of Rural Development and Land Reform (2010:14)

The DRDLR allocates 1% of the department's wage bill for the purpose of pay progression and 1, 5% of its annual remuneration budget for performance awards for employees on a salary level of 1 to 12. An employee must complete a full assessment cycle on their current salary level to qualify for a pay progression or a possible cash bonus. A performance bonus is a financial award, which is granted to employees in recognition of sustained performance that is significantly above expectation, as cited in the South Africa. Department of Rural Development and Land Reform (2010:18).

According to the Department of Rural Development and Land Reform (2010:18), in order for an employee to qualify for a bonus the employee must complete a continuous period of at least twelve months on their salary level by 31 March of a year. This means that there should be no breakage of service on a particular level within the financial year (Department of Rural Development and Land Reform, 2010:18). The bonus is calculated on the employee's actual notch (level 1-10) or (level 11-12). **TABLE 2.4** below is an example of the DRDLR's outcomes of performance assessment. **TABLE 2.4: Outcomes of Performance Assessment**

Salary levels 1 to 10

PERFORMANCE CATEGORY	TOTAL SCORE	PROBATION	DEVELOPMENT	PAY * PROGRESSION	CASH ** BONUS
Unacceptable performance	69% and lower	Extend probation or terminate its Incapacity Code	Agree on development programme	-	-
Performance not fully effective	70% - 99%	Extend probation	Agree on development programme	-	-
Performance fully effective	100% - 115%	Confirm appointment	Agree on development opportunities	Yes	-
Performance significantly above expectations	116% - 119%	Confirm appointment	Agree on development opportunities	Yes	5%
	120% - 122%	Confirm appointment		Yes	6%
	123% - 128%	Confirm appointment		Yes	7%
	127% - 129%	Confirm appointment		Yes	8%
Outstanding performance	130% - 135%	Confirm appointment	Agree on development opportunities	Yes	9%
	136% - 140%				10%
	141% - 145%				11%
	146% - 149%				12%
	150% and above	Confirm appointment	Agree on development opportunities	Yes	13%

Salary levels 11 and 12 (MMS)

PERFORMANCE CATEGORY	TOTAL SCORE	PROBATION	DEVELOPMENT	PAY * PROGRESSION	CASH ** BONUS
Unacceptable performance	69% and lower	Extend probation or terminate its Incapacity Code	Agree on development programme	-	-
Performance not fully effective	70% - 99%	Extend probation	Agree on development programme	-	-
Performance fully effective	100% - 115%	Confirm appointment	Agree on development opportunities	Yes	-
Performance significantly above expectations	116% - 119%	Confirm appointment	Agree on development opportunities	Yes	4%
	120% - 125%				5%
	126% - 129%				6%
Outstanding performance	130 - 137%	Confirm appointment	Agree on development opportunities	Yes	7%
	138% - 144%				8%
	145% - 149%				9%
	150% and above	Confirm appointment	Agree on development opportunities	Yes	10%

Source: South Africa. Department of Rural Development and Land Reform (2010:19)

Employees qualify for a pay progression once they receive a total score of 100% and a cash bonus for a total score above 116%. The cash bonus varies between 4%-10% of the employee's actual notch.

As cited by Pulakos (2009:4) performance management outcomes are effectively and ineffectively implemented as follows:

Outcomes from effective performance management are as follows:

- It clarifies performance expectations and standards;
- Improves productivity on all levels;
- Motivates employees to give their best; and
- Ensure employees have the right skills for the tasks at hand.

Outcomes from ineffective Performance Management are as follows:

- It decreases productivity and motivation;
- It undermines employees' confidence;
- It may cause employees to quit their job; and
- It fails to develop skills and capabilities among employees.

If performance management is implemented effectively, both management and employees will not avoid the function, and will hence reap the benefits of performance management. If role players avoid performance management they will be unable to implement it effectively. Performance management is a fixed feature in both private and public organisations and the sooner management and employees understand and accept the function, the better for the organisations. Paauwe *et al.* (2013:80) argue that in strategic human resource management theory effective implementation is a direct result fit between HR architecture and strategic choice. **Table 2.5** below indicates the two core contextual dimensions namely, the internal context and external context.

Table 2.5: A model of HR implementation

Stages	Primary implementers	Primary evaluators
<ul style="list-style-type: none"> • Stage 1: decision to introduce HR practices 	<ul style="list-style-type: none"> • HR managers, Senior executives/CEO 	<ul style="list-style-type: none"> • Senior executives, External Bodies/groups
<ul style="list-style-type: none"> • Stage 2: quality of HR practices 	<ul style="list-style-type: none"> • HR managers 	<ul style="list-style-type: none"> • Senior executives, HR managers, Line managers
<ul style="list-style-type: none"> • Stage 3: implementation of HR practices 	<ul style="list-style-type: none"> • Line managers 	<ul style="list-style-type: none"> • Senior executives, Line managers
<ul style="list-style-type: none"> • Stage 4: quality of implementation 	<ul style="list-style-type: none"> • Line managers 	<ul style="list-style-type: none"> • Senior executives, Line managers, HR managers, Employees
<p>Internal context</p> <ul style="list-style-type: none"> • Competitive strategy and HR strategy • Strength of the HR system • Leadership and HR focus 		<p>External context</p> <ul style="list-style-type: none"> • Government and government agencies. • Legislation and compliance agencies. • Customer and potential recruits; and • Shareholders, market conditions, market context

Source: Paauwe *et al.* (2013:81)

Paauwe *et al.* (2013:80) indicate that HRM consists of four stages, namely Stage 1: decision to introduce HR practices; Stage 2: quality of HR practices; Stage 3: implementation of HR practices; and Stage 4: quality of implementation. These steps should be taken in sequence to implement HRM effectively.

2.6 Challenges of Conventional Performance Management

As cited by Grote (2005:4), one of the most common complaints in any organisation is the ineffectiveness of conventional performance appraisals systems and practices. These complaints come from all levels of employees who see themselves as a victim of the appraisal system which are failure-focused and aimed at highlighting the faults and flaws of employees, instead of assisting with corrective measures.

Grote (2005:5), further indicates that managers who are required to make assessments feel unskilled and unprepared, while corporate executives who need thorough information about the quality of talent and the performance of employees find that their performance management systems do not deliver the goods. Human resource specialists who are tasked to ensure that these systems are designed correctly and executed effectively, are usually blamed if the wheels of the system come off.

The challenge that managements face with conventional performance management systems requires them to differentiate between performing employees and underperforming employees, which is placed on record. Management does not want to take this type of policing stance. However they have to deliver constructive criticism to both performing and underperforming employees.

2.6 Poor performance

According to DeSimone and Werner (2012:329), defining behaviour, which constitutes to poor or unacceptable performance, is not clear-cut. They further indicate that behaviour must be evaluated with some form of standard or expected level of performance before it can be categorised as performing or under-performing, for example in the event that a behaviour meets or exceeds a standard, it is considered as a good performance, and if the behaviour fails to meet the standard, it is considered a poor performance.

Arthur, A. and Lyster (2007:110) indicate that it is difficult to address poor performance in a review, therefore, supervisors should make employees understand why their performance is not up to standard and agree that indeed a problem exists, and then collectively come up with remedial action to ensure that performance is up to standard. Arthur, A. and Lyster (2007:110) further indicate two key ways to ensure mutual understanding:

- Clearly indicate how poor performance affects the individual and the team, as many poor performers are not aware of the ripple effect; and

- Explain the consequences should the performance not better, as many are not aware of the seriousness of the problem.

According to Arthur and Lyster (2007:111), if poor performance is not addressed effectively and efficiently, it will rapidly bring down the overall performance of the team and the organisation as a whole. Therefore, continuous performance management should take place to ensure that a problem is identified at its root cause. Arthur and Lyster (2007:111), argue that if poor performance is not addressed it will give a negative impression and will foster resentment amongst the other employees who are performing. Hence there should be a visible indication that the employee is trying their outmost to assist. Performing employees will also see it as an exit if employees do not address poor performance. Also, performing employees carry the extra weight of underperforming employees. Both authors clearly echo that poor performance should be addressed by the root causes. Poor performance must be identified and addressed effectively and efficiently, as soon as possible. As indicated by the above authors, performance should be labelled as performing performance or underperformance, and by doing this a standard should be met, and if the standard is met or over achieved, it could be regarded as performance. If the standard is not met this could be seen as underperformance. By not attending to underperformance, it will lower the organisation's morale.

2.8 Inadequately Defined Standards in Performance Agreements

According to Wilson (2007:24), performance document should be an on-going document if the rating manager wants to have more than a gut reaction or memory to guide his/her appraisal. Therefore, a direct supervisor should use previous performance documents to benchmark whether poor performance was addressed. Performance objectives and indicators should be clear from line supervisors to subordinates so that subordinates will know precisely what performance is expected from them during the performance quarter. Wilson (2007:25) mentions that if an employee is fired for incompetence, and the case has to be defended in court, an accurate record will be important. An accurate record of employees must be recorded, whether good or bad on paper, as this information will be required from time to time. This information should assist a newline manager who enters the organisation, instead of depending on "hearsay". The line supervisor should have a clear indication of the subordinate's development areas for training and other related HR matters.

Wilson (2007:25) states that poor appraisals can also hinder employees' advancement because if there is an opportunity elsewhere in the organisation, the

department manager will consider each candidate's file, and if the employees' strengths and assets are not presented clearly and accurately, they may not be considered. Therefore strengths and weaknesses have should recorded for development such as a transfer to another department for example, if an employee works in Human Resources and he or she shows a strength in calculations, the employee could possibly be transferred to the Finance Department. Ruddin (2005:12) argues that fears relating to unfair, highly subjective ratings receive reinforcement when the supervisor or superior does not know the requirements of the ratee's job, and measures the employee's job performance all the same.

Wilson (2007:26) says that if managers do not have a follow up plan they are unlikely to succeed. Managers should formalize a plan that will improve employees' performance in their current job, where necessary, and potentially improve their capacity to advance and grow. He or she should also talk to employees about their current performance, support and advance the mission of the organisation. Performance management goes hand in hand with career pathing, therefore, line managers should be aware of their employees' current potential and career pathing advancements.

Wilson (2007:27) argues that one of the most common mistakes that managers make is to begin the performance appraisal discussion without a clear plan to accomplish the meetings. Line managers should, therefore give subordinates an opportunity to evaluate them, and then line supervisors should start with the success, and then any room for improvement. As echoed by the above author, if the standards are not effectively and clearly communicated to the end-user or the employee, it will have a ripple effect on the organisation, and if not identified soon, it could create damage to the organisation.

2.9 Positive And Negative Influences on Performance Management

Performance management has both positive and negative influences on the organisation and the employee. When employees undergo a performance assessment, the results whether negative or positive, are attributed to tasks. Therefore, supervisors should never use the performance assessment tool as a punitive mechanism but rather as a remediation tool. Gerson and Gerson (2006:22) states that these outcomes are often attributed to the performer's ability, effort, or luck or to the difficulty of the task. They further indicate that when a performer shows improvement and achieves the performance goal, one want to make sure that the positive experience is attributed to ability. This is called an internal and stable

attribution and is related to future positive performance expectations and outcomes. If the performer underperforms and fails to achieve the performance goal, the outcome should be attributed to either the need for greater effort or the conditions of the task.

2.9.1 Negative Emotions that Hinder Performance

Various negative emotions may affect performance, but Gerson and Gerson, (2006:34) point out ten primary factors, which are outlined below:

- Fear: Is an emotion, which occurs when the performer does not have control over the stimulus situation and may also know the outcome of certain behaviours;
- Anxiety: Is a tension, which erupts from a situation that involves uncertainty, unpredictability, lack of control or a threat to a person's self-control;
- Anger: Is a natural emotion that is most often visible in a negative way and which includes physical or verbal abuse;
- Frustration: Is an emotion that a performer generates whereby the performer cannot control the outcome of the performance, or the situation environment is limited, or a required skill set is lacking;
- Sadness: Is a common reaction to the inability to perform well or achieve a goal;
- Depression: Is a response to intense, long lasting sadness, which in performance is a result of continued failure;
- Detachment: Is a sense of alienation/isolation from others when performers feel that they do not belong, hence they will detach themselves from the performance situation, as from well as the people around them;
- Confusion: Is a mental state that leads to the inability to make a decision or complete a task. This is indirectly from too much stress, anxiety or any negative emotion;
- Shame: Is a reaction to an embarrassment to an incomplete task or not giving their all. It usually relates to how performers feel others will perceive them; and
- Distraction: Is the inability to maintain concentration and focus on the task at hand. Performers will become distracted when too many tasks are thrown at them.
- Employees are human beings who are affected by behaviour. The above mentioned negative emotions have a direct impact on the employees' performance to achieve their goal.

2.9.2 Positive emotions that help Performance

Several positive emotions will assist to improve performance as indicated by Gerson and Gerson (2006:35):

- Joy, happiness, elation: These are three natural emotions, and if performing can be fun, happiness will naturally follow owing to the satisfaction derived from the performance;
- Achievement motivation: This is a measure of risk-taking in order to achieve outputs or goals;
- Approach motivation: This could be seen as the positive side of a motivation continuum between approach and avoidance. Employees with this outlook will actively seek outcomes that they desire instead of working to avoid those that they fear;
- Appreciation: This is the favourite for all employees. The more times appreciation is shown to employees, the better they will perform;
- Relaxation: This is a mental and physical state that is highly effective at reducing stress which in the end improves performance;

- Confidence: This is a feeling that employees have when they truly believe in themselves and their ability to achieve goals. Self-confidence can elevate performance higher than training programmes or performance interventions;
- Engagement: This is where performers are totally involved in what they are doing;
- Faith: This is when employees totally believe in themselves and their capabilities can also believe in improvement interventions;
- Pride: This is the feeling that goes with a task that is accomplished successfully. Being proud of accomplishments helps to grow and increase their motivation to do well; and
- Enthusiasm: This is a positive feeling towards a task and its accomplishments, which also leads also to peak performance.

Positive emotions lift one's spirit and makes one go the extra mile. Both influences are active within the organisation and the organisation cannot shy away from these, hence it is about how the organisation deals with these influences. The organisation, departments and companies have employee assistance programmes in place to assist employees to deal with emotions, especially negative ones.

2.10 Leadership and Performance Management

According to Wellington (2011:1), leadership plays an important role in peoples' lives, and involves getting people moving and heading for a positive future with vision. It is an imperatively inherent requirement for supervisors to have leadership skills to encourage employees to reach their full potential when dealing with a task. Wellington (2011:2) further emphasises that organisations continually face change, and advocate leadership styles that reflect the organisation's vision, and this in turn helps to achieve that vision. Internal and external factors force organisations to adapt to the changing environment, therefore, positive leadership assists with the adaptation of the new environment or technology. Leadership has three implications, namely objectives, a team of followers, and a "contract" between the leaders and those being led, and these are presented below.

- Without objectives, leadership is a meaningless exercise. Objectives must come first, since even formally leaderless teams will "elect" a leader once they agree where they are and where they want to get to.
- Without a team of followers the "leader" is an individual contributor, and no matter how highly motivated and successful, he/she can never really be considered a leader unless there is vision.
- Without a "contract" activity is not focused and progress is haphazard or not made, and the objectives are not attained within the desired (budget and time) constraints, as cited by Wellington (2011:1).

Many confuse management and leadership with one another, and although they have more or less similar functions their roles are independent. Wellington (2011:19) further elaborates that "management is operational (present orientated)", and "leadership is evolutionary (future-orientated)". Management activities are more task-orientated and include day-to-day planning, budgeting, problem solving and

administration, while leadership activities are aimed at more far-reaching future consequences.

2.11 Summary

The literature review highlights several factors related to performance management and the crucial role that other human capital activities play. The objective of this chapter was to indicate how performance management has evolved, and which concepts are essential during performance management. According to Zwane (2009:30) performance management can be simple. It consists of many components, which require skills, but if approached with a positive mind-set, it will benefit employees and employers alike. Negative employees regard the system as a punitive measure to get rid of poor performing employees. Positive employees regard the system as a measure to benchmark the organisations and skills, and identifying the skills shortage.

It is clear that all the literature review concepts, theory, policies and programmes identify performance management on a large scale.

Chapter 3 focuses on the research methodology, research design, area of study, research population, sampling method, data collection procedures and data collection instruments, which were applied and utilised for this research study.

CHAPTER THREE: RESEARCH METHODOLOGY

*“The true measure of the value of any business leader and manager is performance”
(Brian, 2011)*

3.1 Introduction

This chapter focuses on the research methodology, research design, area of study, research population, sampling method, data collection procedures and data collection instruments, which were applied during the research. The purpose of this research is to identify factors, which hamper effective implementation of the Employee Performance Management System.

3.2 Research Methodology

According to Flick (2011:6), social research is the systematic analysis of research questions by using empirical methods such as asking questions, making observations and analyzing data. Furthermore, it makes empirically grounded statements that can be generalized, or test such statements. Numerous objectives can be persuaded from an exact description of phenomenon to its explanation, or to the evaluation of an intervention or institution. There are two types of research methodology, namely qualitative and quantitative methodology and each one has distinctive features when it comes to research.

3.3 Qualitative Research Methodology

The study employed a qualitative research methodology, which allowed the researcher to know people personally, to see them as they are in their natural environment, and to experience their daily struggles when confronted with real life situations. Qualitative research methodology enabled the researcher to interpret and describe the actions of the participants (Brynard and Hanekom 2014:37). Brynard *et al.* (2006: 37) emphasises that qualitative research methodology produces descriptive data, generally, from participants' own written or spoken words pertaining to their experiences or perceptions. Therefore, open-ended questions will not force participants to choose from fixed responses and allow the researcher the flexibility to probe initial participant responses. Usually it has no numbers, or counts are assigned to these observations (Brynard *et al.* 2006:37). Qualitative research methodology was beneficial for this research for a number of reasons, which are outlined below.

3.3.1 Objectivity

According to Flick (2008:15), objectivity results when phenomenon is analyzed in terms of qualitative data to verify whether two researchers come to the same results with the qualitative data at hand. The impression of objectivity is to prove that fact and autonomy exist externally.

3.3.2 Reliability

Flick (2008:16) argues that reliability is a more procedural conception, where the goal is to make the production of data more transparent in order for the researchers and readers to verify what the statement of the interviewee is, and what is already, and the researcher's interpretation.

3.3.3 Validity

Flick (2008: 17) states that validity creates a relation between the researcher, issues and the process of making sense, and locates validity in the process of the research. This includes, but is not limited to; the relationship among the observer, the observed, and setting, and the relationship between what is observed within the organization's context within which the observations are made.

3.4 Rationale for employing qualitative research methodology

A qualitative research methodology was applied; the case study allowed the researcher to acquire a rich form of data, which was collected from senior management, middle management, union representatives and human resource practitioners within the National Department of Rural Development and Land Reform in the Western Cape.

An advantage of qualitative research methodology is that it takes place in a natural setting. For this research the natural setting was the Department of Rural Development and Land Reform's offices.

3.4.1 Research Population

According to Oliver (2010:76) a group of people who is the focus of a research project is known as the research population. Klandermans and Staggenborg (2002:263), echoe that a research population is a unit of analysis. The research population for this research includes; senior management, middle management, union representatives, staff and human resource practitioners within the DRDLR. The rationale for including them in the research population is that they are the main role players when it comes to performance management within the department.

3.4.2 Population and sampling

The population of this study is comprised of the employees of the DRDLR in the Western Cape. The sample is comprised of senior management, middle management, union representatives and human resource practitioners. This research has depended on the knowledge of senior management, middle management, union

representatives and human resource practitioners within the DRDLR as the research sample population. Purposive sampling was appropriate for the DRDLR since their employees were exposed to the tasks that they perform during the performance management cycle; hence, purposive sampling was applied because they had made contact with the EPMS's monitoring and implementation.

According to Welman *et al.* (2005:69), observation is the most significant type of unit of analysis because researchers rely on their own experience, ingenuity and/or previous research findings to deliberately obtain units of analysis.

3.4.3 Probability sampling

The researcher chose non-probability sampling because it was important to select participants that were willing to participate on the study and have been exposed or have a knowledge of performance management.

Edward and Skinner (2009:67) postulate that with non-probability sampling some subjects have a greater, but unknown chance.

3.4.4 Data collection procedures

The researcher employed a qualitative method to collect data. Data collection is the process in which data is collected from the subject, the unit of analysis. Burns and Grove (2005: 42) suggest that data collection is the precise systematic gathering of information, which is relevant to the research purpose or the specific objectives, questions, or hypotheses of a study. Data was collected from senior management, middle management, union representatives and human resource practitioners within the DRDLR.

Phase 1

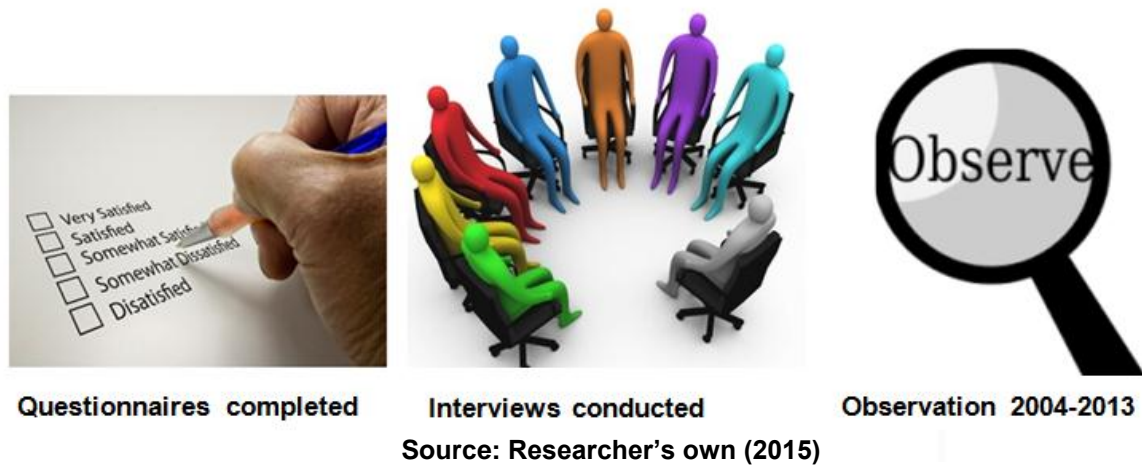
- The researcher was granted permission by the DRDLR to collect data and received ethical clearance from the CPUT's Ethics Committee.
- Appointments were scheduled with the population group on a particular date and time for the interviews to be conducted. Interview questionnaires were distributed and participants were given enough time to complete the questionnaires.

Phase 2

- During the administering of focus and individual interviews, the researcher provided clarity when it was requested by participants.
- A focus group was interviewed to gain more knowledge around the subject.
- The researcher gained observation knowledge from 2004-2013 while working in Department of Rural Development and Land Reform Human Resource component, and focused on performance management, in particular.

Below **Figure 3.1** is an illustration of how data was collected.

Figure 3.1: Process of how data was collected



3.4.5 Instrument for Data Collection

Utilising interviews and observations as a method requires a particular approach to the recording of observations in the field, and the perspective of information gathered through participation as a critical social scientific analysis, as information from more formal research techniques (DeWalt & DeWalt, 2011:7). An unstructured interview was employed as an instrument to collect the data. Welman *et al.* argue that unstructured interviews are informal and are used to explore general areas of interest in an in-depth manner.

3.4.5.1 Secondary sources

Literature was collected from the Cape Peninsula University of Technology and the University of Stellenbosch libraries. Also, online books from Google books were used, as well as journals, dissertations, theses and policies. These sources consisted of published and unpublished sources (Welman, Kruger and Mitchel, 2005:41).

3.4.5.2 Primary sources

Primary sources consist of:

3.4.5.2.1 Interviews

Interviews were divided into two sections namely: 1. unskilled semi-skilled, supervisors and 2. Management. An unstructured interview was applied to collect data. Welman *et al.* confirm that unstructured interviews are informal and are used to explore general areas of interest in an in-depth manner.

To obtain an unbiased opinion, the focus groups were divided into two sections namely: 1. unskilled semi-skilled, supervisors and 2. Management. Officials who deal with the EPMS policy on a daily basis was selected for this research.

3.4.5.2.2 Observations

The researcher gained observation knowledge from 2004-2013 while working in the Department of Rural Development and Land Reform's Human Resource component, focusing on performance management. During this period two policies were implemented within the department, namely the Personnel Performance Management System (PPMS) pre-2010, and the Employee Performance Management System. He identified shortcomings of both the PPMS and the EPMS policies. The researcher was also part of a task team in 2012-2013 which addressed shortcomings on the EPMS. A task team was requested to meet bi-weekly to provide updates on progress to date, blockages and remedial solutions taken. By doing this, other representatives who have more or else similar blockages to implement the best solution at hand were also assisted. Utilising observation as a method, requires a particular approach to the recording of observations in the field and the perspectives that the information gathered through participation as a critical social scientific analysis, as information from more formal research techniques (DeWalt and DeWalt, 2011:7).

The researcher has ten years of hands-on experience when it comes to PPMS and EPMS policy. He observed the policy implementation of both these systems. According to Flick *et al.* (2004:186), numerous forms of objectivity, reliability and validity were developed for standardized research and are, therefore, only applied to qualitative research under certain conditions.

3.4.5.2.3 Other sources

Other sources, which represent the category of secondary sources are newspaper reports, annual reports, correspondence and published interviews, as well as legislations and policies. Therefore, the researcher will also use published reports and correspondence from the Department of Rural Development and Land Reform.

3.4.5.2.4 Focus groups

The focus group consisted of senior Management, middle management, union representatives and human resource practitioners within the DRDLR. The rationale for selecting this group because they have firsthand experience when it comes to implementation of the DRDLR EPMS policy.

3.5 Data Management and Preparation for Analysis

Data collection leads to a great amount of data that was gathered.

3.5.1 Data analysis

Qualitative data analysis often involves analyzing interviews and doing content analysis (Welman *et al.* 2005:241). Quantitative research describes group tendencies: what members of the group do. This means that there will be a variety of responses for some action when a group is examined but the conclusion usually employs a single characteristic to describe (Black, 1999:11). In light of qualitative methodology, the data in this study consisted of the completed questionnaires, observation and interviews upon which the analysis was based. Preparation of data was categorised according to coding and where similar answers are occurred, were grouped together and presented.

Neelankavil (2007:53) mentions that once the data is collected, the researcher must prepare and analyse what will be used in decision making. The analysis of data is a process whereby data is transformed into valuable material for the researcher.

The data was recorded with a tape recorder and minutes were taken by an independent person, and the tape recording was later transcribed by the independent person. All the recordings were conducted with the permission of the participants. Data analysis consists of two distinctive stages, namely data preparation and the actual data analysis. The data preparation phase includes editing and coding, whereas the data analysis comprises responses being tabulated and inferences drawn through qualitative manipulations. The editing ensures that the data is readable and accurate, while coding transfers the responses from written to alphanumeric format to input into the computer.

3.6 Summary

This chapter dealt with the research design that was followed in this study. It focused on the methods that the researcher used to obtain valuable information for this study. The mixed research methods namely qualitative and quantitative methods were adopted for this research. The following chapter presents an analysis of the data, which was obtained from the interviews that were conducted with the population group.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

*“When a team outgrows individual performance and learns team confidence, excellence becomes a reality”
(Paterno, 1924)*

4.1 Introduction

This chapter presents an analysis of data that was collected from the Department of Rural Development’s sample group, which consisted of individual interviews, focus groups and observations. As cited by Cooper (2008:2), research findings could be many things; they could be dusty old library books hidden away or they could be a mallet, which is something we get hit over the head with by people who want us to think like them. At the end, the findings will assist researcher in future. A summary of the responses from the population group is presented in **Annexure 4.1**. The research undertook qualitative methodology approach, one on one interviews and focus group were expected to respond to questions posed to them.

4.2 Performance Management In The Department Of Rural Development And Land Affairs

The Employee Performance Management System provides an integrated framework to manage employee performance through a continuous improvement development. As indicated in the South Africa. Department of Rural Development and Land Reform, (2010: 10) employees enter into a performance agreement with their direct supervisor or manager within the first two months of the new cycle. The agreement is aligned to the department’s strategic goals and objectives. The supervisor and employee then discuss and agree on the outputs and generic assessment factors (GAFs). The outputs amount to 80% and the GAFs 20% amount to of the total score. The supervisor and the employee weigh each output and GAF with a percentage and the percentage must add up to 100%. This is accompanied by a performance development plan, which identifies the employee’s training and development needs in order to achieve their goals.

Performance on ground level must continuously be monitored to identify performance barriers and methods to overcome them. Progress reviews and feedback sessions will take place, as well as the annual evaluation session before the following dates:

- 8 July 2012;
- 7 October 2012;
- 10 January 2013; and
- 7 April 2013.

An Annual Performance Assessment will occur during April of every year, as cited in the South Africa. Department of Rural Development and Land Reform (2010: 12).

According to the South Africa. Department of Rural Development and Land Reform (2010:13), categories of performance are broken down into five categories for the purpose of performance rating during review and annual assessments of employees.

These are explained below:

- 5 is an indication of outstanding performance: The employee far exceeds the Standard expected;
- 4 is an indication of performance significantly above expectation: The employee's performance is significantly higher than the standard expected;
- 3 is an indication of performance fully effective: The employee's performance fully meets the standard at the expected level;
- 2 is an indication of performance not fully effective: The employee's performance is below the standard required for the job; and
- 1 is an indication of unacceptable performance: The employee's performance does not meet the standard expected for the job.

TABLE 4.1 below is an example of a rating scale application.

TABLE 4.1: Rating Scale for actual performance

Target	Actual Performance	Rating
Capture 50 leave forms a day	70 leave forms captured	5
Capture 50 leave forms a day	60 leave forms captured	4
Capture 50 leave forms a day	50 leave forms captured	3
Capture 50 leave forms a day	40 leave forms captured	2
Capture 50 leave forms a day	30 leave forms captured	1

Source: South Africa. Department of Rural Development and Land Reform (2010:14)

The DRDLR allocates 1% of the departmental wage bill for the purpose of pay progression, and 1, 5% of its annual remuneration budget for performance awards to employees on a salary level 1 to 12. An employee must complete a full assessment cycle on his/her current salary level to qualify for a pay progression or a possible cash bonus. A performance bonus is a financial award which is granted to employees in recognition of sustained performance that is significantly above expectation, as cited in the South Africa. Department of Rural Development and Land Reform (2010:18).

According to Department of Rural Development and Land Reform (2010:18), in order for an employee to qualify for a bonus, an employee must complete a continuous period of at least twelve months on his/her salary level on 31 March of a year. This means that there should be no breakage of service on a particular level within the financial year (Department of Rural Development and Land Reform, 2010:18). The bonus is calculated on the employee's actual notch (level 1-10) or (level 11-12). Below in **TABLE 4.2** is an example of the DRDLR's outcomes of performance assessment.

TABLE 4.2: Outcomes of Performance Assessment

Salary levels 1 to 10

PERFORMANCE CATEGORY	TOTAL SCORE	PROBATION	DEVELOPMENT	PAY * PROGRESSION	CASH ** BONUS
Unacceptable performance	69% and lower	Extend probation or terminate ito Incapacity Code	Agree on development programme	-	-
Performance not fully effective	70% - 99%	Extend probation	Agree on development programme	-	-
Performance fully effective	100% - 115%	Confirm appointment	Agree on development opportunities	Yes	-
Performance significantly above expectations	116%-119%	Confirm appointment	Agree on development opportunities	Yes	5%
	120%-122%	Confirm appointment		Yes	6%
	123% -126%	Confirm appointment		Yes	7%
	127%-129%	Confirm appointment		Yes	8%
Outstanding performance	130% - 135%	Confirm appointment	Agree on development opportunities	Yes	9%
	136% - 140%				10%
	141% - 145%				11%
	146% - 149%	Confirm appointment	Agree on development opportunities	Yes	12%
150% and above	13%				

Salary levels 11 and 12 (MMS)

PERFORMANCE CATEGORY	TOTAL SCORE	PROBATION	DEVELOPMENT	PAY * PROGRESSION	CASH ** BONUS
Unacceptable performance	69% and lower	Extend probation or terminate ito Incapacity Code	Agree on development programme	-	-
Performance not fully effective	70% - 99%	Extend probation	Agree on development programme	-	-
Performance fully effective	100% - 115%	Confirm appointment	Agree on development opportunities	Yes	-
Performance significantly above expectations	116%-119%	Confirm appointment	Agree on development opportunities	Yes	4%
	120%-125%				5%
	126% -129%				6%
Outstanding performance	130 -137%	Confirm appointment	Agree on development opportunities	Yes	7%
	138% - 144%				8%
	145% - 149%				9%
	150% and above	Confirm appointment	Agree on development opportunities	Yes	10%

Source: South Africa. Department of Rural Development and Land Reform (2010:19)

Employees qualify for a pay progression once they receive a total score of 100% and a cash bonus for a total score above 116%. The cash bonus varies between 4%-10% of an employee's actual notch.

4.3. Presentation of Findings

The research analysed and interpreted the findings from the questions, which were posed to the interviewees, and summarised interviewee's responses into document analysis by way of transcripts.

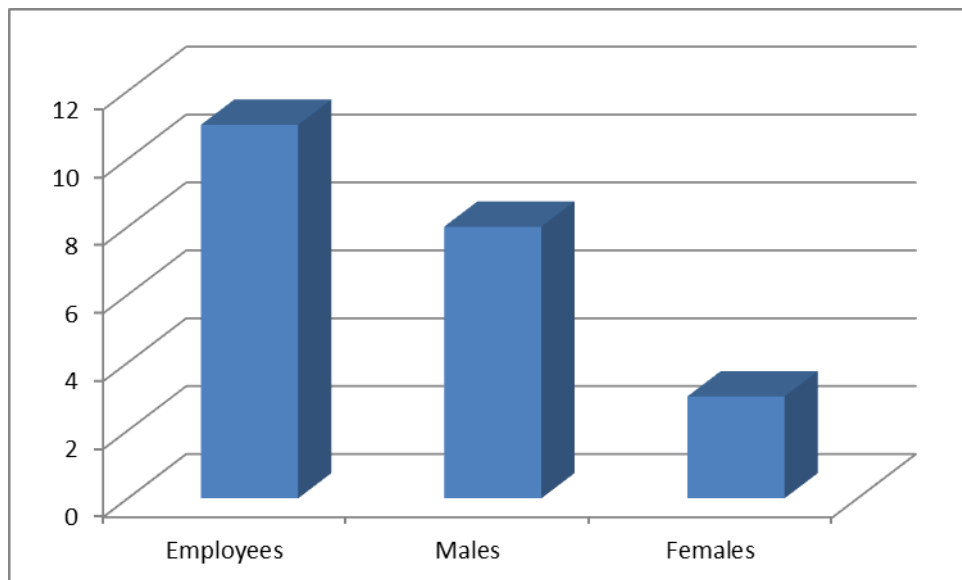
4.3.1) Biographical presentation

A total of 11 officials from the Department of Rural Development and Land Reform were interviewed, and their biographical information is presented below.

4.3.2) Respondents' gender

As indicated in **Figure 4.1** there was a total of 11 participants, of whom 8 are males and 3 were females. These figures indicate that the sample of the study was not so diverse.

Figure 4.1: Respondents' gender



Source: Researcher's own (2015)

4.3.3) Respondents' age groups

The following represents the number of respondents who fall into each of the age groups presented in brackets:

2 (25-30);

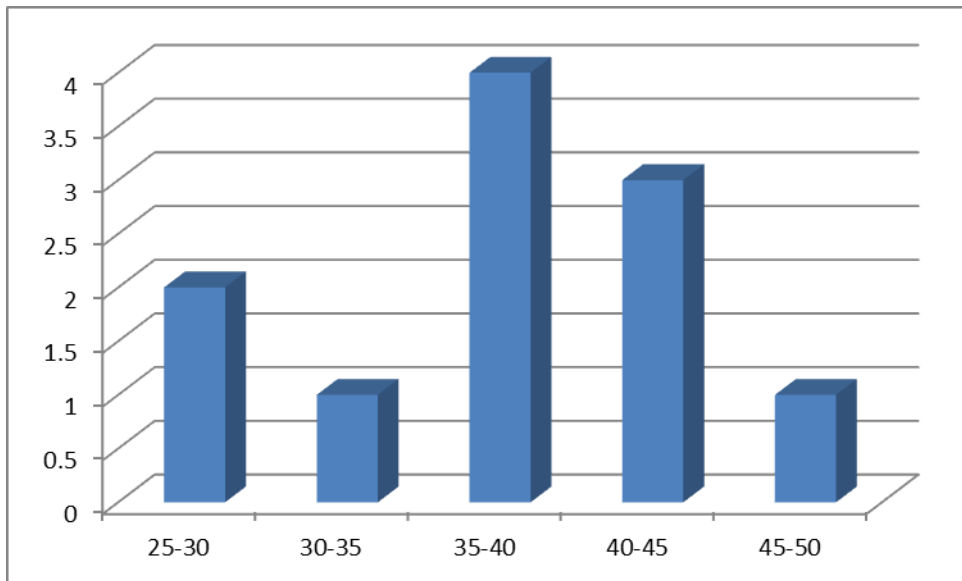
1 (30-35);

4 (35-40);

3 (40-45); and

1 (45-50).

Figure 4.2: Respondents age groups



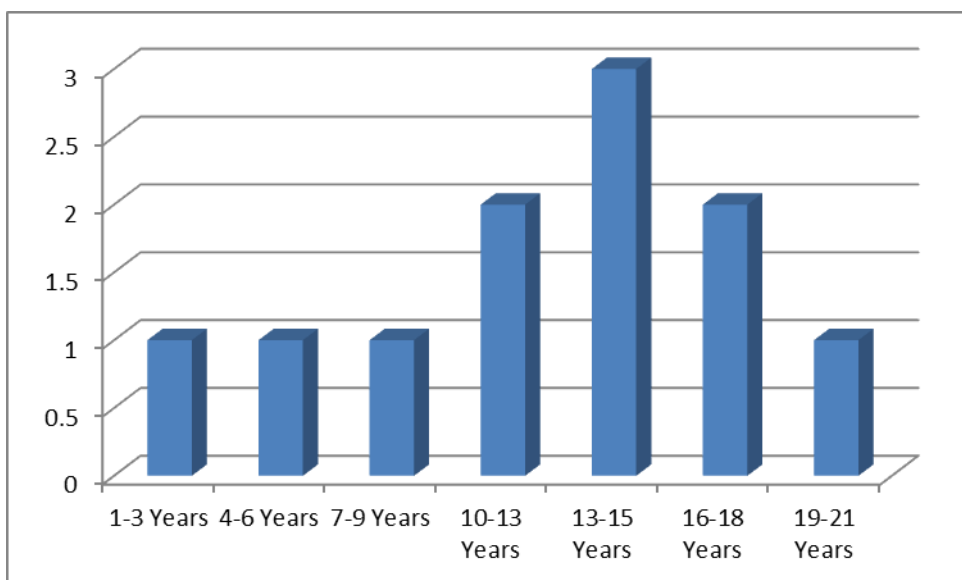
Source: Researcher's own (2015)

As illustrated by Figure 4.2, the group of respondents comprised of a diverse group in terms of age.

4.3.4) Period of employment

As indicated in **Figure 4.3** is a presentation of period of employment of employees.

Figure 4.3: Period of employment in DRDLR



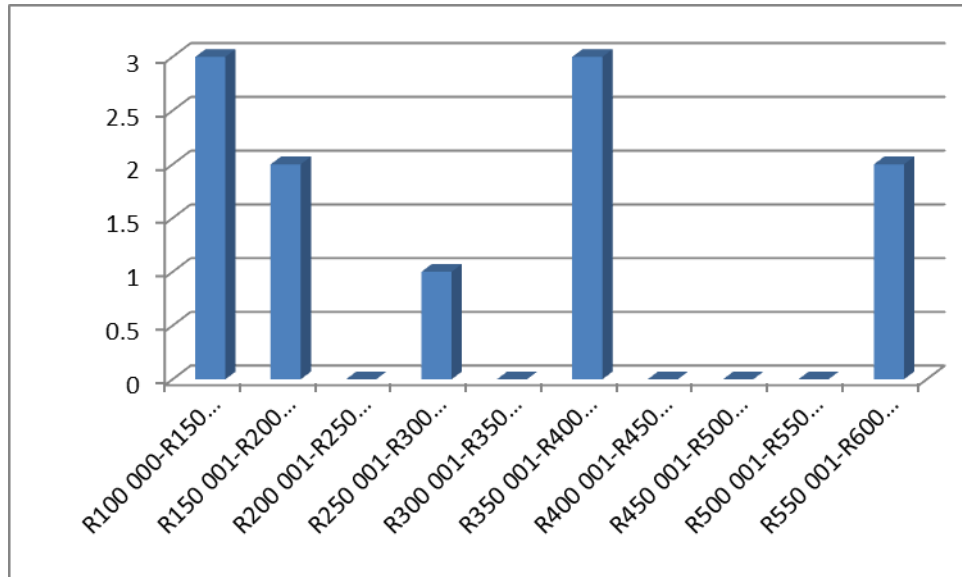
Source: Researcher's own (2015)

Based on the biographical data presented on the participant's number of years employed at the NDRDLR, some participants still feel that there can be change brought by the EPMS, while indicated that they have a long history working at the NDRDLR and there see no change brought by the EPMS.

4.3.5) Respondents' salary package

As indicated in **Figure 4.4** is a summary of interviewees' salary packages. Employees who earn a salary package more than R250 000.00 is on a junior management level. Employees earning less than R250 000.00 is on a supervisory or entry level.

Figure 4.4: Salary package of interviewees



Source: Researcher's own (2015)

Employees earning more than R350 000.00 comprises of DAC or MC. However, HR representative or secretariat may earn less than R350 000.00.

4.4 Understanding Performance Management

A total of 90% of interviewees indicated an understanding of EPMS by noting that the EPMS rewards performing employees and assists underperforming employees towards achieving the department's goals. Some asserted that EPMS is applied to roll out the outcome 7 mandate, as indicated by the department of Monitoring and Evaluation, and to keep the department accountable to their mandate. They also indicated that the system is designed to assist the department to identify the skills that they have and the skills that they still need, thus integrating it with Recruitment and Selection and Training and Development. A total of 62% of interviewees indicated that the policy was not effectively rolled out to DAC and MC role-players. The other 38% states that on numerous occasions at the DAC and MC sessions they had to call the Director of Performance Development when they reached deadlock while assessing employees. As indicated by one of the participants:

"The policy was not effectively rolled out to DAC and MC role-players" (14, November, 2014).

The research revealed that 42% of the employees who were interviewed understood the Performance Management System as a tool/mechanism to assist the department to identify their shortcomings and to find appropriate mechanisms to close these gaps or shortcomings. As indicated by participants:

“The system assists the department to achieve its overall objective on the whole, and to ensure that they have a pool of skilled employees at hand. It rewards performing employees, and employees who are willing to go the extra mile” (14, November, 2014).

Conversely, more than 58% were not fully familiarised with the system. They indicated that with further training they would have a clearer understanding of the performance management system. “According to Department of Rural Development and Land Reform (2010:8), the “Employee Performance Management System is to provide an integrated framework for managing performance of employees through continuous improvement and development”. This is by linking individual activities, which include the behaviour and competencies of all employees to the departmental goals. The EPMS serves as a vehicle for efficient and effective implementation of the department’s goals and strategies, and to create alignment between the department’s and individual’s objectives and to serve as a developmental and management tool, and developing a results-orientated culture that ensures that the department operates efficiently and effectively. One of the employees alluded to knowledge of performance management, and commented:

“The performance management system is to ensure officials meet their targets they outset to do. Agreed that the performance management system is a measuring tool, to ensure the department achieve their goals they set out to do. Performance Management is to reward excelling employees and to find appropriate measure to ensure employees achieve their targets. Indicated that the performance management system is tool to identify the skills shortage within the department.” (15, November, 2014).

Similarly, they affirmed that EPMS can result in a working relationship in respect of interaction and planning of work performance between employees and their supervisors.

Furthermore, to establish a driving force to create a participative culture and a performance culture with recognition thereof. The EPMS policy is to reward

employees for outstanding performance and to remediate poor performing employees positively. The policy serves as a remedial tool for poor performing employees and a rewarding tool for outstanding performance. Furthermore, the EPMS policy is a tool, which advises other directorates such as Recruitment and Selection in terms of, which pool of candidates to recruit, and Training and Development in terms of, which training intervention to concentrate on. Thus, to ensure that the department always has a pool of candidates with the right skills for the task at hand.

Interpretational analysis

As analysed, the EPMS policy was not effectively rolled out. No clear guidelines were given to management. According to the Department of Rural Development and Land Reform (2010:22), the Director of Human Resource Development shall ensure that all employees and senior managers in the department understand and adhere to the EPMS policy. The policy was implemented too hastily without giving it an opportunity to be reformulated. Human Resources should have ensured that regular follow-up sessions were conducted. Role-players and employee representatives should request HRD to retrain role-players on the policy.

4.5 Challenges in the implementation of EPMS

The research indicate that 77% of interviewees suggested that employees, from the top to the lowest on the organogram at DRLR, do not take the EPMS policy seriously enough, while there is not enough to keep employees accountable. The other 23% of interviewees indicated that employees, management and practitioners do not stick to the agreed times when performance assessment should take place. They also indicated that the EPMS policy is too complex, especially for unskilled employees such as messengers and drivers. No one is kept accountable. There is no uniformity when it comes to presenting reports, especially templates and outputs. There is no consistency for example, one province's target is 6 land claims, and another province's target is 9 land claims.

It also surfaced during interviews that the policy was not effectively rolled out to employees on the receiving end, hence it was that the policy was not effectively rolled out. The policy was approved the one week and the following week it was rolled out. With regard to training they indicated that the presenters were not fully familiar with the topic, and indicated that it was obvious that the presenters were not part of the policy formulation process as they could not answer certain questions that were posed to them. Presenters indicated that they needed to park the question. A total of 95% of interviewees indicated that all role-players are not effectively kept accountable

on the part of employees, supervisor, management and practitioners. Management is not assessed on performance management as a key performance indicator. As indicated by participants:

“Managers are not evaluated on the management of EPMS. Therefore they do not take it too seriously” (14, November, 2014).

Interpretational analysis

The results indicated that not enough is being done to keep role-players responsible in terms of EPMS procedures and processes. Therefore, role-players do not take performance management seriously. They see it as a burden. As indicated in the Department of Rural Development and Land Reform (2010:22), the Director of Human Resource Development shall ensure that all employees and senior managers in the department understand and adhere to the EPMS policy. In reality, the Director of Human Resource Development does not ensure that senior managers and employees adhere to the policy or not enough is done to ensure that they adhere to it. The results clearly indicates that employees do not comply. The Directorate of Human Resource Development does not do enough follow up sessions to ensure that the end-users understand the policy effectively and efficiently.

The component head on salary level 14 must ensure that each post within the Chief Directorate has performance standards that are developed per post and salary level, which means that equal posts must have the same performance standard, namely a Chief Planner in the North West must have the same as a Chief Planner in the Free State the (Department of Rural Development and Land Reform 2010:24).

The component heads do not communicate with other provinces with regard to standards and objectives, and the policy clearly indicates that standards should be standardised for the entire department. As indicated by the Department of Rural Development and Land Reform (2010:24). Supervisors must conduct performance review discussions and performance agreement discussions and provide employees with the necessary assistance and support. In certain cases supervisors wait until the last minute to assist employees. Individual employees ensure that they complete and implement their own performance agreement the Department of Rural Development and Land Reform (2010:24). As indicated above, all are responsible to ensure that the EPMS policy functions effectively. If there is a weak link in the system it is impossible to ensure that the policy functions. Therefore, all are accountable. According to the Department of Rural Development and Land Reform (2010:22), the Director of Human Resource Development shall ensure that all employees and senior

managers in the department understand and adhere to the EPMS policy. Workshop sessions have taken place to ensure that the policy is effectively rolled out. It is clearly indicated in the results that many are not familiar with the process and procedures.

4.6 Performance Reviews

A total of 85% of interviewees indicated that employees enter into a performance agreement before the 31 March each year. Hereby they agree with their target for each quarter. Further, they also indicate that training, workshops and development should take place throughout the year. Employees are assessed on a quarterly basis namely 1 Quarter: April-June, 2 Quarter: July-September, 3 Quarter: October-December and 4 Quarter: January-March. Employees are advised in writing and orally about the outcomes of the performance. However, even though this is the process supposed to take place, it does not happen this way. In some instances employees are assessed once for the entire year.

According to the Department of Rural Development and Land Reform (2010:9), the performance cycle is a 12 month period in which performance is planned, implemented, reviewed, and assessed, which should be aligned with the operational plan and budget from the 1 April to the 31 March the following year. Performance management should be completed within a year. The process involved is indicated below:

As indicated by the Department of Rural Development and Land Reform's (2010:9), performance planning and agreement, before starting a new performance cycle the department is required to develop a strategic plan that must be finalised and approved by the Minister. Once the strategic plan is approved and tabled in Parliament, the branches operationalize their strategic objectives by developing Directorates' operational plans, which set clear outputs. Employees should be trained before entering into and signing a performance agreement as per **(Appendix B)**. Employees compile a personal development plan as per **Appendix C** to identify the shortcomings and the appropriate intervention to address the shortcomings. A work plan, which forms part of the performance agreement and, which contains the essence of the performance agreement includes the outputs, which are derived from the job description.

Performance monitoring is conducted and monitored on a continuous basis to identify performance barriers and challenges. A quarterly performance review and

assessment takes place, the EPMS depends on the agreement between supervisor and employee to verify what they agreed on. The same processes are followed for the annual assessment process.

4.7 Benefits of EPMS

The 43% of interviewees indicated that performing employees are rewarded as per the performance rating scale. A percentage calculated with the package of the employee, is a once off cash allowance, which is taxable. A total of 10% of interviewees indicated that poor performing employees are remediated either by re-training, mentoring and so on. This assists the Department to account for finances spent. Information is readily available for annual reports and the medium expenditure framework.

“Employees scoring above 113% qualify for a performance bonus. Employees scoring below 100% are place on a remedial program.” (14, November, 2014).

Interpretational analysis

The study revealed that the EPMS policy rewards performing employees by a “performance bonus”, which is a percentage of the employees’ total cost to the company. The policy remediate poor performing employees either by re-skilling them, hence the policy rewards employees either by incentives or by re-skilling. For performing employees there are two types of rewards, namely pay progression and performance bonus.

As indicated in the Department of Rural Development and Land Reform (2010:18), employees on a salary level 1-12 qualify for a pay progression to the maximum notch of the salary level in their posts, provided that they have continuous service and at least a fully effective performance. The pay progression is a 1% annual progression to the next notch within the relevant level. This is linked to the financial year, but effective from 1 July. This means that employees with a satisfactory rating above 100% with a minimum of twelve calendar months of service, namely one full financial year of service, qualify for a pay progression. According to the Department of Rural Development and Land Reform (2010:18), in order for an employee to qualify for a bonus, an employee must complete a continuous period of at least twelve months on his/her salary level on 31 March of a year. This means that there should be no breakage of service on a particular level within the financial year (Department of Rural Development and Land Reform 2010:18). The bonus is calculated on the employee’s

actual notch (level 1-10) or (level 11-12). **TABLE 4.2** is an example of the DRDLR's outcomes of performance assessment.

TABLE 4.2: Outcomes of Performance Assessment

Salary levels 1 to 10

PERFORMANCE CATEGORY	TOTAL SCORE	PROBATION	DEVELOPMENT	PAY * PROGRESSION	CASH ** BONUS
Unacceptable performance	69% and lower	Extend probation or terminate its Incapacity Code	Agree on development programme	-	-
Performance not fully effective	70% - 99%	Extend probation	Agree on development programme	-	-
Performance fully effective	100% - 115%	Confirm appointment	Agree on development opportunities	Yes	-
Performance significantly above expectations	116%-119%	Confirm appointment	Agree on development opportunities	Yes	5%
	120%-122%	Confirm appointment		Yes	6%
	123% -126%	Confirm appointment		Yes	7%
	127%-129%	Confirm appointment		Yes	8%
Outstanding performance	130% - 135%	Confirm appointment	Agree on development opportunities	Yes	9%
	136% - 140%				10%
	141% - 145%				11%
	146% - 149%	Confirm appointment	Agree on development opportunities	Yes	12%
150% and above	13%				

Salary levels 11 and 12 (MMS)

PERFORMANCE CATEGORY	TOTAL SCORE	PROBATION	DEVELOPMENT	PAY * PROGRESSION	CASH ** BONUS
Unacceptable performance	69% and lower	Extend probation or terminate its Incapacity Code	Agree on development programme	-	-
Performance not fully effective	70% - 99%	Extend probation	Agree on development programme	-	-
Performance fully effective	100% - 115%	Confirm appointment	Agree on development opportunities	Yes	-
Performance significantly above expectations	116%-119%	Confirm appointment	Agree on development opportunities	Yes	4%
	120%-125%				5%
	126% -129%				6%
Outstanding performance	130 -137%	Confirm appointment	Agree on development opportunities	Yes	7%
	138% - 144%				8%
	145% - 149%				9%
	150% and above	Confirm appointment	Agree on development opportunities	Yes	10%

Source: Department of Rural Development and Land Reform (2010:19)

Employees qualify for a pay progression once they receive a total score of 100% and a cash bonus when they have a total score of above 116%. The cash bonus varies between 4%-10% of the employee's actual notch. It assists the employer to keep employees accountable for the duty that they are assigned to. The department has information readily available to account in their annual report, while the approved policy confirms that the department complies with the Public Service and Administration's request to have a policy in place. According to the Department of Rural Development and Land Reform (2010:8), the EMPS complies with the legal and regulatory framework in terms of the Public Service Regulations (2001) the White Paper on Public Service Delivery (Batho Pele) (1997) and the Labour Relations Act (1995).

4.8 Self-Assessment and Management Reviews

A total of 88% of interviewees indicated that they are part of the Directorate's Assessing Committee and Moderating Committee. The other 22% indicated that they attended training on EPMS, while 25% indicated that they assisted in one full assessment term which is 12 month plus. A total of 3% indicated that they have Moderating Committee Chairperson experience, 1% is part of the Appeals Committee, which deals with all the appeals within the department, and should employees not have a satisfactory answer from the DAC and MC.

Interpretational analysis

Results were interpreted as follows: Supervisors to Managers on level 9-12 are trained as DAC panel members; DAC panel members evaluate EMPS reports that are presented to them on a quarterly and annual basis, and score them accordingly. Supervisors to Managers on level 9-12 are also trained as MC panel members. MC panel member's moderate reports that are presented to them and score them accordingly. Senior managers on level 13-14 are trained as chairpersons for the DAC or MC panels.

As cited in the Department of Rural Development and Land Reform (2010:25), the DAC is chaired by the responsible Director and Deputy Director or Assistant Directors for level 1-8 or any person who is one level higher than the employee that is being assessed. For level 9-12, the DAC is chaired by a Chief Director. The chairperson is responsible for the following functions:

- Ensure consistency and fairness during assessments of employees;
- Resolve assessment disputes and quality assurance;
- Record discussions during assessments;
- Ensure that the department does not exceed the 1.5% of its remuneration budget for bonuses; and
- Provide feedback five days after DAC.

The MC should constitute the following for level 1-8:

- Chairperson: Deputy Director (Level 11-12);
- Members: Deputy Directors or Assistant Directors; and
- Human Resource Practitioner: Secretariat.

Level 9-12 should constitute the following:

- Chairperson: Chief Director;
- Members: Directors; and
- Human Resource Practitioner: Secretariat.

The panel should ensure the following:

- Consistency and fairness in the assessment of the performance of employees;

- Moderate assessments from the DAC;
- That supervisors are setting and agreeing on PA's and appraising performance in a realistic and fair manner across the component;
- Resolve assessment disputes between supervisor and employee with the necessary or additional motivation;
- That motivation is in line with scoring;
- Provide written feedback to the assessed employees within five working days after the MC;
- Comply with budgetary allocation as determined by the DPISA; and
- Deal with appeals from the DAC.

According to the Department of Rural Development and Land Reform (2010:26), the appeals committee will consist of a Chief Director in HR, three senior managers, union representative and human resource practitioner as secretariat. The role of the appeal committee is to:

- Resolve disputes;
- Take decisions on the outcomes of the final assessment; and
- Inform the appellant of the outcome.

4.9 Successes and Failures Come to Performance Management

The researcher revealed that 69% of interviewees indicated that the department has an approved EPMS policy, which can be seen as a success. A total of 31% further indicated that one of the developing areas is to ensure that deadlines are met during the EPMS cycle. It was agreed that the approved policy is a huge success, because prior to the establishment of the policy, the department was functioned silos. A total of 21% indicated that one of the failures is that the performance development plan is not effectively implemented as certain supervisors misuse the EPMS policy as a punitive measure. This confirmed that grey areas leave the policy open for interpretation. The policy should be re-developed, as 100% of the respondents agreed that the policy should be redeveloped. A total of 78% indicated that the department has not yet achieved its objective. The department also does not accommodate for employees who just pass the threshold of performance.

“The department achieved its success with the implementation of the EPMS. Prior to implementation the components functioned individually. However, the policy was not implemented effectively.” (14, November, 2014).

Interpretational analysis

The EPMS policy was approved and implemented. According to the Department of Rural Development and Land Reform (2010:1), the EPMS policy was implemented on the 1 April 2010. Poor performance is remediated accordingly. Performing staff are

rewarded accordingly, which directly assists with retaining skilled employees. A number of employees are not yet fully effective with the policy and employees are unable to motivate why they deserve a good rating during assessments. If an employee or supervisor is unable to motivate effectively, he or she will be underscored. Supervisors use the EPMS tool as a punitive measure.

All management participants indicated that action should be taken to identify the shortcomings. The DG instructed HRM to finalise the EPMS cycle by December 2011. Employee representatives have taken the department to task for the non-compliance. According to Adonis (2012) on the 1 October 2012, of the 4373 employees who qualified for assessment, 4043 employees were assessed, and 330 cases were not yet finalized for the 2011/2012 performance assessment cycle. During 2011 the Director-General had to intervene to avert industrial action because the 2010/2011 performance cycle had not been finalized. Actions have been taken, but it is not enough to ensure that the policy operates like a well-oiled machine. More should be done to ensure that the EPMS policy functions effectively.

According to the Department of Rural Development and Land Reform (2010:8), the purpose of the Employee Performance Management System is to provide an integrated framework to manage employee performance. The Department has not yet achieved this. As cited by the Department of Rural Development and Land Reform (2010:18), employees who receive a satisfactory rating of 100% qualify for a pay progression. This is 1% of the employee's salary, hence employees are motivated to improve their performance.

4.10 Completion of EPMS

The research revealed 78% indicated the performance management cycle according to the policy need to be concluded by 30 June. In reality for the past three years the cycle are concluded in 2010-2011 in December, 2011-2012 to October and 2012-2013 February 2014.

Interpretational analysis

Hence for the past three years the EPMS cycle never concluded within the set timeframe. The Department of Rural Development and Land Reform (2010:9) states that the performance cycle is a 12-month period, whereby performance should be planned, implemented, reviewed and assessed. This is in line with the department's strategic/operational plan and budget, which are from the 1 April to 31 March of the following year.

4.11 Corrective measures for poor performance

Poor performing staff members are placed on a performance development plan (training, re-training, mentoring and counselling), and if they still do not perform then they are re-deployed to a function, which suits them better. Performing employees are financially rewarded by a percentage of their package.

Interpretational analysis

Corrective measures are in place, but it is not monitored efficiently and effectively. No one monitors whether the poor performing employees are on path with the rest of the staff. Employees who have concluded their performance development plan cannot be measured or benchmarked with other employees. As indicated in the Department of Rural Development and Land Reform (2010:20) poor performances should be dealt with accordingly and supervisors, together with their employees, should deal with poor performance. The following action should be taken instead of disciplinary procedures:

- Counselling;
- Mentoring and coaching;
- Training/retraining;
- On the job training;
- Restating the PA and performance requirements;
- Provision of enabling working facilities and resources; and
- Conducting work environment audits to establish if there are other factors affecting performance.

Supervisors should also ensure that employees are monitored and that constant feedback is given.

The researcher found that 88% of respondents indicated the Moderating Committee will advise on appropriate development interventions; however, the supervisors fail to follow through with the intervention. No updates are given back to the Moderating Committee in terms of whether the suggested intervention worked or not. The other 22% agreed that placing employees on a performance development plan affects their feelings within the workplace. Most employees rather opt to be moved to another unit to do another function. Employees do not want to be labelled as the underperforming staff.

Interpretational analysis

Corrective measures are not implemented effectively although the policy is clear on how it should be implemented. As cited by the Department of Rural Development and Land Reform (2010:20) supervisors must ensure that employees are monitored and

that constant feedback is given, in writing or verbally, on the extension of probationary period.

4.12 Summary

Although the policy has been in existence since 2010, it is clear that there is still room for improvement to ensure that the policy is implemented and executed efficiently and effectively. Role-players should establish solutions to ensure the effectiveness of the EPMS policy.

CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS

“It is much more difficult to measure nonperformance than performance. (Geneen, 1910)

5.1 INTRODUCTION

This chapter presents the conclusion and proposed recommendations of the development of a theoretical framework to implement a performance management system within the National Department of Rural Development and Land Reform in South Africa.

CONCLUSION

The purpose of this study was to analyse the management of EPMS in the DRLR, with particular reference to the challenges experienced in the implementation by the department. Based on the findings presented in the study, it becomes clear that the implementation of the EPMS is not a straight forward exercise. Challenges have been experienced by the employees with the implementation of the EPMS policy such as:

- Employees not fully conversant with the EPMS policy;
- Implementation turnaround time; and
- Adherence to the policy.

Employees also felt that they were not appropriately consulted with the replacement of the PPMS and formulation of the EPMS, hence some of them did not comply with all the procedures and requirements of the policy.

In response to the main research question, barriers impeding the application of EPMS policy included; the non-compliance to the EPMS policy and buy-in from stakeholders, while the objectives of the study were also achieved. In concluding this research, it is evident that the respondents from the Department of Rural Development and Land Reform indicated that there is a general understanding of the Employee Performance Management System (EPMS). However, employees on levels 1 to 12 believe that it should be reworked, and be implemented and monitored again to ensure that employees adapt to the changes. The objectives of the study was achieved. The researcher proposed valuable recommendation the department may implement.

The researcher analysed results that were retrieved from individual respondents and the focus groups both (unskilled, semi-skilled, supervisors) and (management).

The chapters of this research comprised the following:

Chapter 1: Background and introduction

This chapter introduced and summarised the study. A statement of the research problem identified the shortcomings, research objectives and the research questions, which were derived from the objectives.

Chapter 2: Theoretical and legislative literature review

This chapter discussed the context of the study by focusing on literature by other researchers, and covered a theoretical overview of similar subjects and legislative frameworks that organisation and departments have to comply with.

Chapter 3: Research methodology

This chapter consisted of the research methodology which was applied namely qualitative research methodology. The data collection instrument of purposive sampling and probability sampling was explained, and the chapter also include the data analysis methods.

Chapter 4: Data analysis

This chapter consisted of data, which was obtained from the interviews with the sample groups, and it presented an analysis of it.

5.2 Recommendations

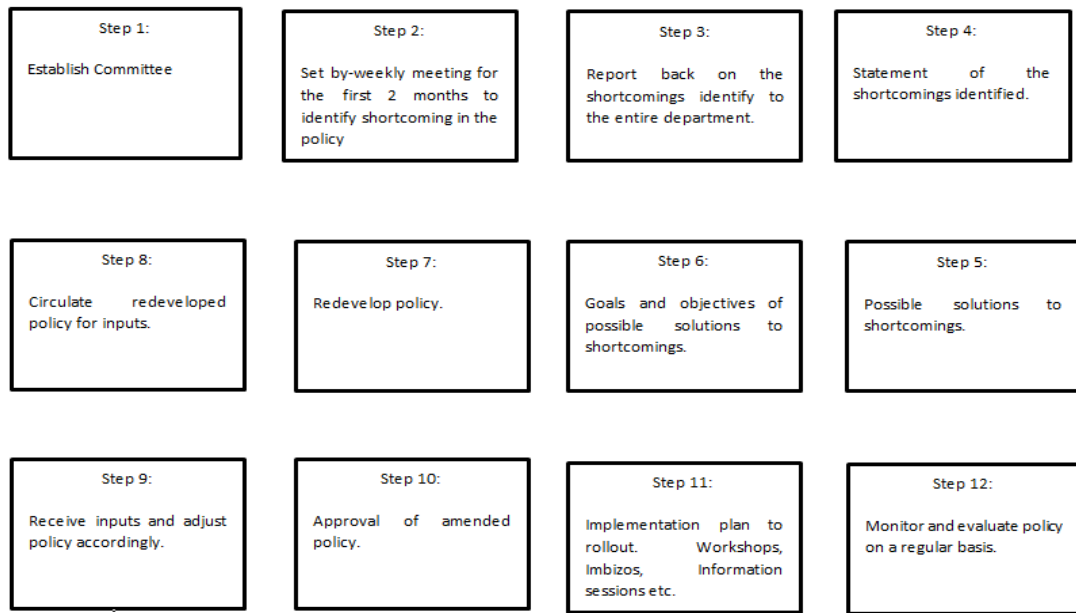
The recommendations which are set out below are based on the researcher's background of the topic, and information that was extracted from the sample groups.

5.2.1 Recommendation 1

The EPMS policy should be reworked. An EPMS Committee should be established to rework the policy. The EPMS Committee should consist of the following representatives:

- Level 1-4 (One from each province);
- Level 5-6 (One from each province);
- Level 7-8 (One from each province);
- Level 9-12 (One from each province);
- Union representatives (One from NEHAWU and one from PSA);
- Senior management;
- Human Resource Development delegate;
- Directorate Performance Management; and a
- Human Resource representative (One from each province).

Figure 5.1: Steps to Establish on EPMS Committee



Source: Researcher's own (2015)

5.2.2 Recommendation 2

The Human Resource Development component should ensure that any policy or programme should be effectively implemented. An assessment questionnaire should be completed by employees to suggest any shortcomings or sections which require clarity. The questionnaire should be designed as in **Appendix E**.

The questionnaire will assist with evaluation of the presenter and the course outline. This will also assist the presenter to ensure that he or she meets the attendee's expectations. Should 80% of the evaluation forms indicate that the presenter was not familiar with the topic, or that the material was sub-standard, the topic would have to be re-represented to attendees. To equip presenters' the department should ensure that presenters are equipped with appropriate presentation and facilitation skills. Presenters should have a minimum of 1 year's co-trainer experience in order to present and facilitate an information session.

5.2.3 Recommendation 3

One of the participants indicated that: "*From top down employees do not take the policy serious enough and there is not enough done to keep employees accountable (November 2014)*". Officials from top down should be kept accountable, hence necessary sanctions should be established, and these are shown in **Table 4.4**, which is presented below.

Table 4.4: Disciplinary phases in EPMS

TRANSGRESSION	SANCTION		
	1 st offence	2 nd offence	3 rd offence
Failure to comply with EPMS policy	Verbal warning	Written warning	Final written warning
Failure to submit Performance Development Plan	Written warning	Final written warning	Suspension without pay
Failure to enter into a performance agreement within stipulated timeframe	Written warning	Final written warning	Suspension without pay
Failure to complete a work plan	Written warning	Final written warning	Suspension without pay
Failure to conduct performance review discussions	Written warning	Final written warning	Suspension without pay
Failure to sit as a DAC or MC within a stipulated timeframe	Written warning	Final written warning	Suspension without pay
Failure to provide written or verbal feedback within 5 days	Written warning	Final written warning	Suspension without pay

Source: Researcher's own (2015)

5.2.4 Recommendation 4

The department should also establish a non-remunerative policy. This is especially essential for those who are placed on a performance development plan, where improvement is visible. Non remuneration should include the following:

- New furniture;
- New workstation or laptop;
- Flexi working hours; and a
- 3, 6 or 9 month bus ticket for the MyCity

5.2.5 Recommendation 5

Officials who are unable to motivate why they should receive a rating of more than 3 should be granted an opportunity to present themselves personally. This should be limited to 10 employees per Directorate. This will afford employees with an opportunity to demonstrate their actual performance.

5.2.6 Recommendation 6

On documents which are presented to DAC or MC, only the persal number should be an indication of the individual that is presented to ensure that no bias takes place.

5.2.7 Recommendation 7

A performance development Plan should be monitored and implemented effectively, while supervisors should be assessed on the PDP's that are implemented and monitored, and on the outcomes of the intervention.

5.3 Future Research

Future research could be explored on how the amended policy functions' and whether the policy should be readjusted to meet the department's vision and mission.

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APPENDICES

APPENDIX A: PERFORMANCE ASSESSMENT RESULTS IN THE DIRECTORATE ASSESSING COMMITTEE



rural development & land reform

Department:
Rural Development & Land Reform
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM REPUBLIC OF SOUTH AFRICA

Persal Number: 123456

Mr A BCDEFG
C/o Chief Director

Dear Mr BCDEFG

PERFORMANCE ASSESSMENT RESULTS IN THE DIRECTORATE ASSESSING COMMITTEE 2010/2011

The directorate assessing committee of the Chief Directorate: Land Claims Commission considered your work performance. After reviewing the presentation by your office, the directorate assessing committee decided to change your rating to **105%** based on the following reasons:

- a) Output 1: decreased to 3, performance fully meets the standard expected in all areas of the job; and
- b) GAF 3: decreased to 3, performance fully meets the standard expected in all areas of the job.

If you do not agree with the ratings and remarks of the directorate assessing committee, you are requested to respond in writing to the Chief Director. Kindly note that if no written response is received within 5 working days after receipt of this letter it will be concluded that you agree with the amended ratings of the directorate committee.

This opportunity is taken to thank you for your contribution to the mission and strategic objectives of the Department.

Kind regards

MR G HIJKLMN
CHAIRPERSON: DIRECTORATE ASSESSING COMMITTEE
DATE:

APPENDIX B: PERFORMANCE AGREEMENT

PERFORMANCE AGREEMENT

DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

ENTERED INTO BY AND BETWEEN

MR A BCDEFGHI

**In his/her capacity as
Clerk**

Herein referred to as the Employee

and

The Department of Rural Development and Land Reform herein represented by

MR W XYZ

As the Deputy Director of the

Department of Rural Development and Land Reform

Herein referred to as the Employer

PERIOD OF AGREEMENT: From 1 April 2013 to 31 March 2014

WHEREBY IT IS AGREED AS FOLLOWS:

1. PURPOSE

The purpose of entering into this Performance Agreement is to communicate to the Employee the performance expectations of the Employer.

- 1.1 The Performance Agreement shall be used as the basis for assessing the suitability of the Employee for permanent employment (if on probation); and to assess whether the Employee has met the performance expectations applicable to his/her job. In the event that the Employee has significantly exceeded the performance expectations, he/she may qualify for appropriate rewards. Details are outlined in the EPMS Performance Management Policy.
- 1.2 Should a dispute arise between the Employer and the Employee in respect of matters regulated by this agreement, the dispute shall be resolved in terms of the provisions of the Labour Relations Act and PSCBC Resolution 3 of 1999 also outlined in the Employee Performance Management Policy.

2. VALIDITY OF THE AGREEMENT

- 2.1 The Performance Agreement will be valid for the period 1 April 2013 to 31 March 2014.
- 2.2 The content of the Performance Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 2.3 If at any time during the validity of this Performance Agreement of the work environment of the Department of Rural Development and Land Reforms alters (whether as a result of Government or Management decisions or otherwise), to the extent that the contents of this agreement are no longer appropriate, the contents shall immediately be revised.

3. JOB DETAILS

Persal number	:	123456
Component	:	Land Restitution Support
Salary Level	:	5
Notch (package)	:	R120 XXX
Occupational classification :	:	Clerk
Job Title	:	Senior Clerk

4. JOB DESCRIPTION

Responsible for human resource management for land restitution Western Cape.

- 4.1 The Employee shall report to MR W YYZ as his Supervisor on all parts of this Performance Agreement.
The Employee shall:
- 4.2 Timeously alert the Supervisor of any emerging factors that could preclude. The achievement of any performance agreement undertakings, including the

contingency measures that he/she proposes to take to ensure the impact of such deviation from the original Performance Agreement is minimised.

- 4.3 Establish and maintain appropriate internal controls and reporting systems in order to meet performance expectations.
The supervisor shall:
- 4.4 Discuss and thereafter document for the record and future use any Revision of targets as necessary as well as progress made towards the achievement of performance agreement measures.
- 4.5 In turn the Supervisor will meet with the Employee to provide feedback on Performance and to identify areas for development at least four times a year.
- 4.6 Create an enabling environment to facilitate effective performance by the Employee.
- 4.7 Provide access to skills development and capacity building opportunities.
- 4.8 Work collaboratively to solve problems and generate solutions to common problems within the Department that may be impacting on the performance of the Employee.

5. PERFORMANCE APPRAISAL FRAMEWORK

- 5.1. Performance will be assessed according to the information contained in Appendix 1.
- 5.2. The Outputs and GAFs together with their weighting during the period of this agreement shall as set out in the table below.

.OUTPUTS	WEIGHT
1. Human Resource Administration	70%
2. Recruitment and Selection	30%
TOTAL	100%

- 5.3 The Employee's assessment will be based on his/her performance in relation to the duties outlined in the attached WORKPLAN. Only those outlined in the HRM Employee Performance Management Policy inclusive of any that may become prescribed from time to time should be selected from the list that is deemed to be critical for the Employee's specific job.

GAFs	WEIGHT
1. Quality of work	25%
2. Customer focus	25%
3. Team work	25%
4. Acceptance of responsibility	25%
TOTAL	100%

- **NOTE: WEIGHTING OF OUTPUTS/GAFs MUST TOTAL 100.**

- 5.4. The Employee undertakes to focus and to actively work towards the promotion and implementation of the Outputs within the framework of the laws and regulations governing the Public Service. The specific duties required under each of the Outputs should include all special projects the employee is involved in. The performance agreement/ work plan should outline the Employee's specific responsibility in such projects

6. PERFORMANCE ASSESSMENT

- 6.1. The assessment of an Employee shall be based on his/her performance in relation to the Outputs and GAFs, as set out in this Performance Agreement. Both Outputs and GAFs will be assessed using a five point scale, as will be employee's overall performance.
- 6.2. For both employees Outputs and GAFs shall contribute 80% and 20% respectively towards the final total assessment.

7. FEEDBACK

- 7.1 Performance feedback (at least four times a year) shall be based on the Supervisor's assessment of the Employee's performance in relation to the Outputs and GAFs and standards outlined in this Performance Agreement.

8. DEVELOPMENTAL REQUIREMENTS

- 8.1. The following areas require development:

Labour Relation

To be abreast with the latest LR developments.

- 8.2. The plan addressing the development gaps is attached.

9. TIMETABLE AND RECORDS OF REVIEW DISCUSSIONS AND ANNUAL APPRAISAL

Progress reviews, feedback sessions will take place, as well as the annual evaluation session before the following dates:

- 8 July 2012
- 7 October 2012
- 10 January 2013
- 7 April 2013
- Annual Performance Assessment will occur during April of every year.

10. MANAGEMENT OF POOR PERFORMANCE OUTCOMES

- 10.1 To be completed during annual assessment and /or feedback sessions.

11. DISAGREEMENT AND DISPUTE RESOLUTION

11.1 Any dispute about the nature of the employee's Performance Agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in this agreement, shall be mediated by the next level supervisor.

11.2 If this mediation fails, the normal dispute resolution procedures referred to in Employee Performance Management Policy will apply.

12. AMENDMENT OF AGREEMENT

Amendments to the Performance Agreement should be in writing and can only be effected after discussion and agreement by both parties.

13. SIGNATURES OF PARTIES TO THE PA

The contents of this document have been discussed and agreed with the Employee concerned.

Name of Employee:

Signature:

Date:

AND

Name of Supervisor of Employee:

Signature:

Date:

WORKPLAN

OUTPUT	WEIGHT	KEY ACTIVITIES PER OUTPUT	PERFORMANCE INDICATOR/TARGET (QUALITY, QUANTITY, TIME AND COST)
1. Human Resource Administration	70%	1.1 Facilitate Training and Development: Facilitate Training and Development according PDP's	Achieved Training needs analysis were prepared and submitted to attend training for financial year. Training and Development plan in place by 31 May 2013 and training implemented on a quarterly basis as per PDP initiated by office.
		1.2 Ensure that PA's Assessments submitted to SSC/NO annually. Quality check reports for alignment with PA's. Secretariat and Admin support to DAC's and MC's.	PA's submitted to SSC/NO by 30 April.
		1.3 Supervision of Labour Relation: Conduct the investigation and present the report after completion of investigation.	Draw up charge sheet and notice to inform the charged employee about details of hearing.
		1.4 Service benefits: Approval of Leave applications on PERSAL To assist all staff with applications and Coordinate various service benefits.	Accurate information available on "SP" file and on PERSAL SYSTEM FUNCTION #4.5.4 records. Leave approved within 1 day after capturing. Screen print outs on file. Copy of approved leave form scanned to staff.
		1.5 Implement Employee Wellness Activities as directed by Provincial EWP Coordinator. Coordinate annual planning and implementation of operational plans of provincial HIV/AIDS committees.	Wellness Activities Events taken in line with Health Calendar.
2. Recruitment and Selection	30%	Recruitment and Selection: Facilitate short listing and interview process. Draw and submit submission for appointment/ Draw offer of employment/promotion, acceptance letters for approval by the delegated authority. Verify information on persal staff establishment #3.3.4	Record of all proceedings on advert file. Completed interviews. Interviews to take place 5 working days after short listing. Ensure that the process runs smooth in accordance with departmental policy. Confirmation of attending the interview. Successful candidate receive appointment letter within 3 months after post was advertised. Updated establishment

GAF	WEIGHT	KEY ACTIVITIES PER GAF	PERFORMANCE INDICATOR
1. Quality of work	25%	Produce work, reports with less percentage of mistakes. Demonstrate accuracy and thoroughness	Submit report of the expected standard within a particular timeframe. Production of comprehensive work or reports.
2. Customer focus	25%	Handle and deal with customer queries and complaints in line with Batho pele principles. Willing and able to deliver services effectively and efficiently to internal and external clients in order to put the spirit of customer service (Batho Pele) into practice.	Customers', complaints and queries resolved within e.g. 4 days. Able to apply Batho pele principles when carrying out the duties
3. Team work	25%	Impart knowledge and skill with team members. Co-operates with immediate colleagues. Able to perform team objectives/tasks allocated.	Contribution to the achievement of team goals and objectives.
4. Acceptance of responsibility	25%	Willingness to assist others. Able to prioritize and perform task that are not related to one scope of work.	Capable to perform his/her duties effectively and efficiently whilst at the same time assisting others to complete tasks. Supervision of 1 Senior Admin Clerk.

APPENDIX C: PERFORMANCE DEVELOPMENT PLAN

DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

PERSONAL DEVELOPMENT PLAN (PDP)

JOB TITLE: Human Resources

INCUMBENT: MR A BCDEF

PERSAL NO: 12345

Province: Western Cape

Office: Restitution Support

PURPOSE: To enable the supervisor and the employee to identify skills development requirements and agree on the steps to be taken to address the developmental gaps.

1. AREAS OF DEVELOPMENT FROM THE PREVIOUS PERFORMANCE CYCLE (2013-2014)

Areas of Development as identified in the previous performance cycle, is brought forward to be addressed in the current performance cycle. This information must be completed from the Annual Assessment Form of the previous performance cycle.

AREAS OF DEVELOPMENT AS IDENTIFIED IN THE PREVIOUS PERFORMANCE CYCLE (Indicate the outputs or GAF that applies)
Computer Skills ETC

2. AREAS OF DEVELOPMENT FOR THE CURRENT PERFORMANCE CYCLE

AREA IDENTIFIED FOR DEVELOPMENT	OBJECTIVE OF DEVELOPMENT	TYPE OF INTERVENTION (SHORT COURSE, BURSARY)	QUARTER TARGETED
e.g. research (Design, implement, analyses questionnaires/interviews)	To develop research capability for high level information gathering)	Short course at Tech/University	Third quarter

You may attend a conference within the year that would be substitute for any of the areas of development.

CONFERENCES ATTENDED	TYPE OF CONFERENCE
e.g. Labour Law	e.g. Dealt with current application of employment legislation
Talent Management	Selecting talented staff

IMPACT ASSESSMENT

IMPACT OF DEVELOPMENT ON WORK (AFTER SIX MONTHS)	
EMPLOYEE	SUPERVISOR/MANAGER
e.g. Did not have the opportunity to use all skills development due to the need to focus on other priority areas of my work	e.g. Employee completed first draft questionnaire for a survey to be implement in Aug 06

We, (Employee) and (Supervisor) agree that the above-mentioned areas for development and the type of intervention suggested would be engaged in to achieve the required objective for development. We also understand that due to the operational requirements and budget constraints of the Department (component/unit), it may not be possible to undertake the training and development stated with the type of intervention stated and/or within the quarter of the year as stated. There is also an understanding between ourselves that areas for development could be identified throughout the year and that this may change the order of priority and type of intervention as stated in this plan.

Employees' signature: ----- Date: -----

Manager's signature: ----- Name: -----Date: -----

Chairperson Training Committee or HRD official signature: -----

Province: -----

Date: -----

APPENDIX D: INTERVIEW QUESTIONS

RESEARCH QUESTIONS

1. QUESTION FOR STAFF, INDIVIDUAL INTERVIEW AND FOCUS GROUPS (UNSKILLED, SEMI-SKILLED, SUPERVISORS)

- 1.1 In your own words, what is your understanding/purpose of the Performance Management System?
- 1.2 What do you think are the problems in the Department relating to EPMS policy?
- 1.3 Have the Department of Rural Development PPMS policy been clearly articulated to all staff members?
- 1.4 What are the processes involved in the EPMS cycle?
- 1.5 What benefits does the EPMS present to the employee?

2. QUESTIONS FOR INDIVIDUAL INTERVIEW AND FOCUS GROUPS (MANAGEMENT)

- 2.1 In your own words, what is your understanding/purpose of the Performance Management System?
- 2.2 What experience do you have when it comes the performance management?
- 2.3 What do you think are the problems in the Department relating to EPMS policy?
- 2.4 Have the Department of Rural Development PPMS policy been clearly articulated to all staff members?
- 2.5 What successes and failures have the Department of Rural Development experienced or has it experienced when it comes to Performance Management?
- 2.6 Has any action been taken to identify the specific barriers and obstacles to effectively implement the PPMS policy?
- 2.7 Kindly indicate the timeframe in which performance management are concluded?
- 2.8 What corrective measures must be put in place for poor performers and rewards for excellent performers?
- 2.9 How effectively are the corrective measures implemented for poor performing employees?
- 2.10 What benefits does the EPMS present to the employer?
- 2.11 Has the Department of Rural Development EPMS policy achieved its objective?

APPENDIX E: ASSESSMENT OF TRAINING FACILITATOR



rural development & land reform

Department:
Rural Development & Land Reform
REPUBLIC OF SOUTH AFRICA

ASSESSMENT OF PRESENTER, COURSE OUTLINE BY ATTENDEE

The purpose of this form is to assess the presenter course/presentation outline, therefore we request your objectivity and sincerity in completing the questionnaire.

Course/Presentation/Information Session: _____

Name of Presenter: _____

Venue: _____

Date: _____

A. Assessment of presenter

1. Was the presenter knowledgeable about the topic/subject?

If not, please indicate which topics or subtopics he/she did not appear knowledgeable about.

2. Was the presenter able to demonstrate clarity in cases where attendees needed clarification? *If not, please indicate where this occurred.*

3. Has your expectation been achieved? *If not, please explain further.*

4. On a scale from 1-5. 5 being excellent, 4 being good, 3 average, 2 being poor, and 1 very poor. How would you rate the presenter?

5 Excellent	
4 Good	
3 Average	
2 Poor	
1 Very poor	

5. Do you have any suggestions regarding any of the above issues?

B. Assessment on presentation outline:

1. Was the content of the presentation in line with the topic?

If not, please indicate, which topics or subtopics were not.

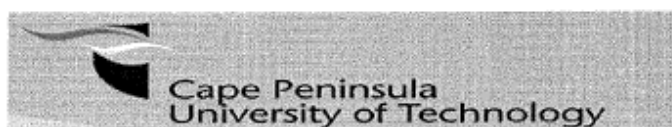
2. Has your expectation been achieved? *If not, please explain further.*

4. On a scale from 1-5, 5 being excellent, 4 being good, 3 being average, 2 being poor, and 1 very poor. How would you rate the course outline?

5 Excellent	
4 Good	
3 Average	
2 Poor	
1 Very poor	

5. Do you have any suggestions regarding any of the above issues?

APPENDIX F: REQUEST TO UNDERTAKE RESEARCH WITHIN DRDLR



**Dear Mr T Mtintsilani
Deputy Director
Human Resource Management**

RE: PERMISSION TO UNDERTAKE RESEARCH WITHIN YOUR ORGANISATION

**STUDENT: CLAYTON HENDRICKS (REGISTERED FOR: MASTER'S DEGREE
IN TECHNOLOGY: PUBLIC MANAGEMENT)**

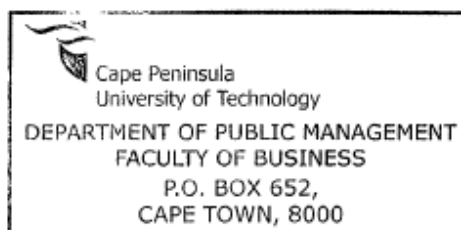
Kindly be informed that the above mentioned student is currently registered for MTech: Public Management at the Cape Peninsula University of Technology, and he is required to undertake research as a requirement for the completion of the dissertation. It is within this context that we seek your permission to allow him to undertake this research by collecting data and involving your staff members from your organisation (Department of Rural Development and Land Reform). The information collected and analysed is purely for academic purposes and is subject to research ethics and the university guidelines and has already been approved by the university research ethics committee. We will appreciate if you can assist the candidate who is also the member of your department by allowing him to collect data and interview your staff about matters relating to his research topic. On completion of the project, the student can supply you with a copy of the research project.

Thank you so much for your willingness to assist in not only granting us permission to undertake the research, but also for furnishing us with information that may be of value to the researcher and enhance conclusive and relevant results.

Yours faithfully

A handwritten signature in black ink, appearing to read "Nolutshando Matsiliza".

**Dr Nolutshando Matsiliza
Cape Peninsula University of Technology
Department of Public Management
Cape Town
Ph: 021 460 3930
Email: MatsilizaN@cput.ac.za**



APPENDIX G: PERMISSION GRANTED TO CONDUCT RESEARCH



rural development & land reform

Department:
Rural Development & Land Reform
REPUBLIC OF SOUTH AFRICA

OFFICE OF THE REGIONAL LAND CLAIMS COMMISSION: WESTERN CAPE 1ST AND 2ND FLOORS, 14 LONG STREET / PRIVATE BAG X9163, CAPE TOWN, 8000; TEL: 021 409 0300 ; FAX: 021 4245146

To whom it may concern

RE: PERMISSION TO CONDUCT RESEARCH

The purpose of this letter is to inform you that I give Clayton Clint Hendricks permission to conduct the research titled "The development of a theoretical framework for implementing a performance management system within the National Department of Rural Development and Land Reform in South Africa" at Cape Peninsula University of Technology.

Yours sincerely,

MR TOBANI MTINTSILANA
DEPUTY DIRECTOR
HUMAN RESOURCE MANAGEMENT
DATE: 24/05/2013

APPENDIX H: GRAMMARIAN CERTIFICATE

GRAMMARIAN CERTIFICATE

SHAMILA SULAYMAN PROOF READING AND EDITING
SERVICES

30 April 2015

Dear Sir / Madam

This confirms that I have proof read and edited the research study entitled "***The management of employee performance in the Department of Rural Development and Land Reform in the Western Cape, South Africa***", and that I have advised the candidate to make the required changes.

Thank you.

Yours faithfully



(Mrs) SHAMILA SULAYMAN

Communication Lecturer: CPUT

Professional Editor's Group

shamilasulayman@gmail.com

sulaymans@cput.ac.za

071-478-1020