

ANNEXURE C: GENERIC ASSESSMENT FACTORS

GUIDE TO THE 15 GENERIC ASSESSMENT FACTORS FOR ASSESSING PERFORMANCE OF EMPLOYEES

1	JOB KNOWLEDGE
Rating 1	Unsatisfactory Performance Demonstrates a lack knowledge of relevant policies and practices. Experiences great difficulty in learning. Little value placed on keeping abreast of new work related developments.
Rating 2	Performance needs to improve Demonstrates little knowledge of aspects of work-related policies and practices. Experiences some difficulty in acquiring/learning. Places little value in keeping abreast of new work related developments.
Rating 3	Competent Demonstrates knowledge of policies and practices well. Experiences very little difficulty in acquiring/learning knowledge/information. Keeps abreast of work related developments.
Rating 4	Good Performance Demonstrates sound knowledge of all facets of work-related policies and practices. Eagerly keeps abreast of work related and public service wide developments.
Rating 5	Excellent Performance Demonstrates outstanding breadth of knowledge on a wide spectrum of related work areas and public service issues.
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2	TECHNICAL SKILLS
Rating 1	Unsatisfactory Performance Fails to show willingness or ability to apply technical/professional knowledge and skills. Abnormal amount of supervision is required. Performance of workgroup/component is being adversely affected.
Rating 2	Performance needs to improve Requires close supervision and constant guidance in order to properly apply technical/professional knowledge and skills to task in hand.
Rating 3	Competent Demonstrates ability to apply technical/professional knowledge and skills to immediate work situation. Normal level of supervision and guidance necessary.
Rating 4	Good Performance Shows above average technical/professional knowledge and skills in immediate work area and wider work environment. Little guidance/ counseling required.
Rating 5	Excellent Performance Consistently demonstrates exceptional technical/professional knowledge and skills in connection with immediate work areas and those of wider work environment. Normally no counselling or guidance necessary.
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3 ACCEPTANCE OF RESPONSIBILITY

- Rating 1 Unsatisfactory Performance**
Declines all responsibility for own areas of work and that of subordinates, seriously impairing the work of workgroup/ component. Requires abnormal amount of supervision/instruction.
- Rating 2 Performance needs to improve**
Either needs assistance in the form of training/counseling, or cannot cope with the full range of responsibilities involved in the job, even though some training and/or counseling has been provided. Still room for improvement.
- Rating 3 Competent**
Constantly accepts responsibility in a competent manner for own areas of work and those of subordinates. Can be relied upon to accept responsibility in respect of other employees in their absence when requested to do so. Normal level of supervision and counselling required.
- Rating 4 Good Performance**
Occasionally exceeds normal expectations, accepts responsibility very competently for own areas of work, those of subordinates and of other employees in their absence. Only minimal guidance or counseling required.
- Rating 5 Excellent Performance**
Often exceeds all normal expectations and accepts responsibility very competently for own areas of work, those of subordinates and other employees in their absence. Conduct may only be described as exceptional, the employee displaying outstanding qualities far exceeding the requirements of the job. Normally no guidance or counseling required.
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4 QUALITY OF WORK

- Rating 1 Unsatisfactory Performance**
Unwilling or unable to accomplish routine tasks. Requires abnormal level of supervision and instruction. Work of workgroup/component is being adversely affected.
- Rating 2 Performance needs to improve**
Needs assistance to fulfil important or key tasks. Work not completed on time or at required level of competency. Individual targets not always met.
- Rating 3 Competent**
Accomplished most of key tasks most of the time in a competent and acceptable way. Requires normal level of supervision and guidance.
- Rating 4 Good Performance**
Work attests to high level of commitment and technical competence. Minimal supervision or guidance required.
- Rating 5 Excellent Performance**
Constantly produces exceptional work, accomplishing all key tasks with high level of accuracy. Normally no guidance/counselling required.
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5 RELIABILITY

- Rating 1 Unsatisfactory Performance**
Fails to execute functions as instructed and within agreed upon time frames.
- Rating 2 Performance needs to improve**
Needs to be reminded of responsibilities continually. Usually make excuses.

Rating 3	Competent Seldom needs to enquire about progress of a task. Shows commitment to work.
Rating 4	Good Performance Takes on additional work eagerly and can be trusted to deliver.
Rating 5	Excellent Performance Far exceed normal expectations. Handles greater responsibility independently

6 INITIATIVE

Rating 1	Unsatisfactory Performance Demonstrates little or no creativity at work, seeking out repetitive or routine work. Consequently requires abnormal amount of supervision and instruction. Lack of creativity is detrimental to the workgroup/component.
Rating 2	Performance needs to improve Performance of routine work satisfactory. Occasionally shows creativity, but not at expected level.
Rating 3	Competent Works out own programmes/approaches to overcome problems and competently performs to expectations where general principles are not adequate to determine procedure or decisions to be taken. Requires normal level of supervision and counselling.
Rating 4	Good Performance Produces high level creative work, even in absence of guiding principles and precedents. Only limited guidance or counseling required.
Rating 5	Excellent Performance Constantly shows a high level of creativity. Always volunteers for additional responsibilities. Normally no guidance or counseling necessary.

7 COMMUNICATION

Rating 1	Unsatisfactory Performance Demonstrates a lack of being able to express facts and ideas clearly and logically both orally and in writing. Considerable time spent on guidance and editing of work.
Rating 2	Performance needs to improve Demonstrates some ability to express facts and ideas orally or in writing in a clear and logical manner. Often requires guidance and editing.
Rating 3	Competent Expresses facts and ideas orally or in writing in a clear and logical manner. Needs normal guidance and editing.
Rating 4	Good Performance Above average ability in expressing facts and ideas clearly and logically both orally and in writing. Needs minimal guidance and editing.
Rating 5	Excellent Performance Demonstrates an exceptional ability to express facts and ideas clearly and logically both orally and in writing. Requires virtually no guidance and editing.

8	INTERPERSONAL RELATIONSHIPS
Rating 1	Unsatisfactory Performance Demonstrates the need for persistent mediation and intervention when interacting with others. Shows lack of co-operation, consideration and respect to other employees/clients. Is impolite and inconsiderate.
Rating 2	Performance needs to improve Demonstrates the need for more than normal mediation and intervention when interacting with others. Gives little co-operation to others and consideration for ideas when not self-initiated.
Rating 3	Competent Co-operates well with supervisors, colleagues and those supervised. Is polite and respectful of others. Demonstrates a sound and healthy attitude when interacting with others.
Rating 4	Good Performance Is a sought after team member. Listens well and is able to mobilise others to achieve organisational goals. Demonstrates a sound and healthy attitude when interacting with others.
Rating 5	Excellent Performance Demonstrates an exceptionally sound and healthy attitude when interacting with others. Able to get the co-operation of others under difficult circumstances.

9	FLEXIBILITY
Rating 1	Unsatisfactory Performance Refuses to undertake new work or accept changes in work practices. Work of workgroup/ component seriously impaired as a result. Requires abnormal amount of supervision and instruction.
Rating 2	Performance needs to improve Ability to adapt to change is tolerable but not up to standard.
Rating 3	Competent Will readily accept changes in work, work patterns or procedures, work location etc. in order to help achieve objectives.
Rating 4	Good Performance Not only adapts to change him-/herself, but also encourages others to adopt more flexible approaches to work
Rating 5	Excellent Performance Often exceed all normal expectations, encouraging and promoting flexibility at every opportunity

10	TEAM WORK
Rating 1	Unsatisfactory Performance Unwilling or unable to co-operate with others. Demonstrates lack of commitment and negates teamwork. Work of team adversely affected.
Rating 2	Performance needs to improve Able to demonstrate a level of co-operation with immediate colleagues but needs assistance in communicating and influencing others.

- Rating 3 Competent**
Acceptable and gets on well with colleagues. Able to influence and communicate well as part of a team. Works to achieve team objectives. Requires normal level of supervision and guidance.
- Rating 4 Good Performance**
Good influencing and communication skills, is able to produce better than expected results for team. Requires minimal guidance or counseling.
- Rating 5 Excellent Performance**
Demonstrates exceptional abilities working as member of a team. High level of co-operation communication skills and ability to influence and motivate others to achieve targets. Coaches other team members to better results. Little or no guidance ever required.
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11 PLANNING AND EXECUTION

- Rating 1 Unsatisfactory Performance**
Generally inadequate which results in fruitless expenditure in terms of energy, time, human resources, equipment and finances. Lacks ability to scope length and difficulty of project. No clear breakdown of the process steps. Development of work-plans weak.
- Rating 2 Performance needs to improve**
Some aspects of work result in fruitless expenditure. Very little contingency arrangements. Shows little ability to scope length and difficulty of project. No clear breakdown of the process steps. Development of work-plans weak.
- Rating 3 Competent**
Demonstrates ability effectively and efficiently. Demonstrates the ability to scope length and difficulty of project. Clear breakdown of the process steps. Well thought out work-plans.
- Rating 4 Good Performance**
Demonstrates ability to consistently be effective and efficient, and considers relevant information critically and thoroughly. Demonstrates the ability to scope length and difficulty of project well. Well thought out process steps. Well thought out work plans.
- Rating 5 Excellent Performance**
Demonstrates an exceptional ability to scope length and difficulty of projects. Clear sequencing of events/activities/process steps. Work-plans exceptionally well thought through and expressed. Achieves results on time and with required quality.
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12 LEADERSHIP

- Rating 1 Unsatisfactory Performance**
Makes no attempt to motivate or control subordinates. Lack of leadership is having detrimental effects on the workgroup/component.
- Rating 2 Performance needs to improve**
Motivation and control of subordinates is deficient and there is room for improvement and personal development
- Rating 3 Competent**
Demonstrates leadership qualities through motivation and control of subordinates. Workgroup/component produces good standard of work in terms of quality and quantity.
- Rating 4 Good Performance**
Demonstrates leadership qualities of above normal acceptable level. Workgroup produces good to superior standard of work in terms of quality, quantity and timeliness.

Rating 5 **Excellent Performance**
Constantly maintains very high standards and manages to overcome problems of motivation and control with minimum guidance or counseling from above. Quality, quantity and timeliness of workgroup/ component of excellent order.

13 **DELEGATION AND EMPOWERMENT**

Rating 1 **Unsatisfactory performance**
Demonstrates an inability to assign tasks/functions to develop employees. Fails to make instructions clear. Fails to communicate expectations. Impedes applicable and appropriate initiatives and the creativity of employees without valid reason.

Rating 2 **Performance needs to improve**
Seldom assigns tasks/functions to develop employees. Seldom takes time to make instructions/tasks clear. Fails to communicate expectations. Often impedes applicable and appropriate initiatives and the creativity of employees without valid reason.

Rating 3 **Competent**
Experiences very few problems in assigning tasks/function responsibly. Shows the ability to trust the ability of others and to develop their potential.

Rating 4 **Good Performance**
Provides clear understanding of responsibility and authority when delegating. Intelligently assigns tasks/functions to develop employees and provides the necessary guidance and support.

Rating 5 **Excellent Performance**
Provides clear understanding of responsibility and authority when delegating. Assigns appropriate tasks/functions to employees and provides the necessary guidance and support. Fully utilises and develops human capital by providing adequate training and development opportunities.

14 **MANAGEMENT OF FINANCIAL RESOURCES**

Rating 1 **Unsatisfactory Performance**
Unable to demonstrate any significant organising and control abilities, delegating skills or time management ability. Ignores or bypasses and is insensitive to subordinate staff. Activities result in fruitless and wasteful expenditure.

Rating 2 **Performance needs to improve**
Demonstrates some organising ability, may define objectives but then loses sight of them. Points the way forward but then allows slackness and ill discipline. Shows some delegating skills but overlooks the need to develop staff. Has some time management ability but requires assistance in this area. Shows some ability to budget and to control expenditure, but not in full control of either.

Rating 3 **Competent**
Demonstrates acceptable organising ability with little guidance being necessary. Able to define objectives, organise staff and demonstrate good budget control with normal supervision and guidance. Delegates to staff, encourages initiative and helps develop abilities and talents of subordinates.

Rating 4 **Good Performance**
Shows good organising abilities and can cope well with occasional large increases in staff or other resources, defines objectives, anticipates problems and has good budget control with little or no supervision or counseling. Effective time management skills in all familiar work areas and most unusual ones. Usually achieves objectives by encouraging and demonstrating enthusiasm to subordinate staff. Delegates using staff potential and coaches and trusts staff.

Rating 5 **Excellent Performance**
Demonstrates ability and experience in organising and controlling large volumes of resources, specialised work and staff. Plans well for contingencies even in pressure situations. Consistently defines objectives, anticipates problems, checks results and demonstrates excellent budget control. Excellent delegation ability with either significant numbers of staff or specialists. Coaches and trusts staff using their potential, holding meetings and formulating plans and objectives with them.

15 **MANAGEMENT OF HUMAN RESOURCES**

Rating 1 **Unsatisfactory Performance**
Unable to demonstrate any significant organising and control abilities, delegating skills or time management ability. Ignores or bypasses and is insensitive to subordinate staff. Activities result in fruitless and wasteful expenditure.

Rating 2 **Performance needs to improve**
Demonstrates some organising ability, may define objectives but then loses sight of them. Points the way forward but then allows slackness and ill discipline. Shows some delegating skills but overlooks the need to develop staff. Has some time management ability but requires assistance in this area.

Rating 3 **Competent**
Demonstrates acceptable organising ability with little guidance being necessary. Able to define objectives, organise staff and demonstrate good control with normal supervision and guidance. Delegates to staff, encourages initiative and helps develop abilities and talents of subordinates.

Rating 4 **Good Performance**
Shows good organising abilities and can cope well with occasional large increases in staff or other resources, defines objectives, anticipates problems and has good budget control with little or no supervision or counseling. Effective time management skills in all familiar work areas and most unusual ones. Usually achieves objectives by encouraging and demonstrating enthusiasm to subordinate staff. Delegates using staff potential and coaches and trusts staff.

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