

SCENARIOS IN THE EVENT OF NON-AGREEMENT ON ASSESSMENT RATING SCORES

Agreement between an employee and her/his supervisor, and/or with the Moderating Committee, on employee performance issues such as rating, is not always guaranteed. If the requirements of the system are met for regular consultation and discussion between the supervisor and the employee, there should normally be little cause for continued non-agreement. However, non-agreement may occur (a) between the employee and her/his supervisor; (b) between an employee and her/his supervisor on the one hand, and the Component Moderating Committee on the other hand; (c) between the Component Moderating Committee and the departmental Moderating Committee; and even between the Moderating Committee and the Head of Department or Executing Authority.

A policy framework such as this cannot in detail provide for each possible scenario. However, each department must, depending on size and macro-organisation, practically provide for the structures and processes to deal with different scenarios in which continued disagreement may occur. Disagreements at the levels of the Component and/or the departmental Moderating Committee may be limited or minimised if the assessment of senior managers is done before the assessment of non-managers. This may assist in limiting possible contradictions or inequities between the assessment of, for example, particular cascading KPAs found on the different levels. This approach may set certain parameters of performance that may partially serve as benchmarks when assessing individuals below the management level in the organisation.

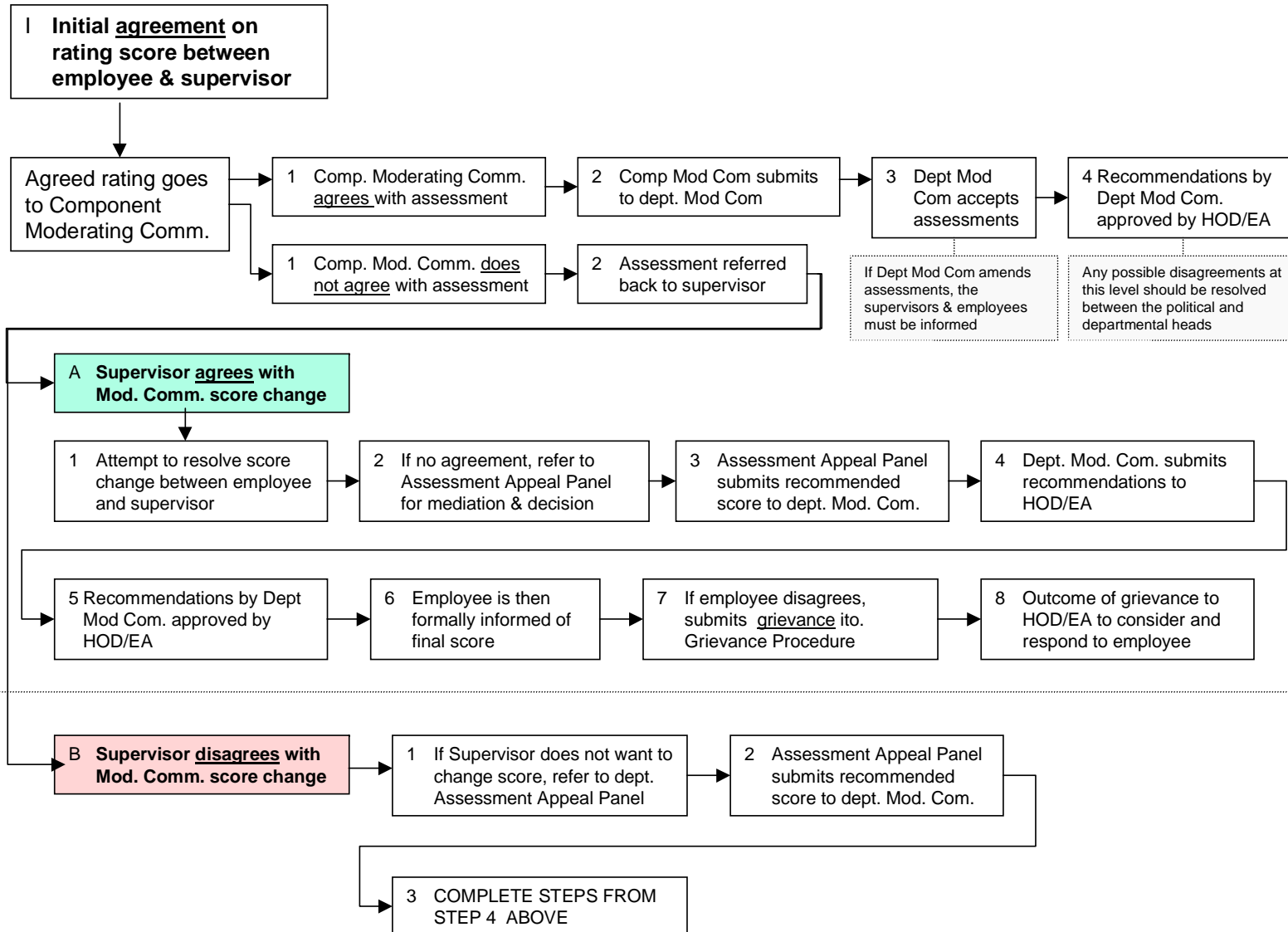
This Annexure addresses two broad scenarios with different types of possible interventions and/or recommendations or decisions, by the supervisor, the Component Moderating Committee, the Assessment Appeal Panel, the departmental Moderating Committee and even the Head of Department or the Executing Authority. The two scenarios are based on the assumption that self-assessment by the employee is followed by an assessment by the supervisor, followed by an attempt to reach agreement between them on a score. The two scenarios are —

- Initial agreement on an assessment score between the employee and supervisor
- Initial disagreement on an assessment score between the employee and supervisor

The steps contained in the two scenarios, relating to the moderation or review of performance and/or possible amendments by higher levels of management of lower level assessments, should in most cases result in a conclusive outcome. Non-agreement on a rating between a supervisor and employee must be resolved within 5 days. If it cannot be resolved and is referred to the Assessment Appeal Panel, the AAP must within 5 days take a decision on the disagreement and make a recommendation to the departmental Moderating Committee.

If there are fundamental disagreements between component moderating committees and the departmental Moderating Committee, or if the departmental Moderating Committee wishes to amend ratings by component moderating committees, or if the Head of Department or Executing Authority does not wish to approve recommendations of the Moderating Committee, such issues should be resolved at management level. If this leads to a change in any individual assessment score, and the employee refuses to accept the change, the employee may follow the formal grievance rules of the Public Service. If the above processes ultimately fail to resolve the disagreement or grievance, the employee is entitled to seek redress through other means available in law.

SCENARIO 1: PROCESS IN THE EVENT OF INITIAL AGREEMENT BETWEEN EMPLOYEE AND SUPERVISOR, FOLLOWED BY PROPOSED AMENDMENTS BY THE COMPONENT MODERATING COMMITTEE



SCENARIO 2: PROCESS IN THE EVENT OF INITIAL DISAGREEMENT BETWEEN EMPLOYEE AND SUPERVISOR, FOLLOWED BY PROPOSED AMENDMENTS BY THE COMPONENT MODERATING COMMITTEE

