



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

ANNEXURE A

GENERIC ASSESSMENT FACTORS OF EMPLOYEES OTHER THAN MEMBERS OF THE SENIOR MANAGEMENT SERVICE

GUIDE TO THE 15 GENERIC ASSESSMENT FACTORS FOR PURPOSES OF IDENTIFYING DEVELOPMENTAL AREAS OF EMPLOYEES

1 JOB KNOWLEDGE

Rating	Category	Description of Ratings
1	Not Effective	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.
2	Partially Effective	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.
3	Fully Effective	Demonstrates knowledge of policies and practices well. Experiences very little difficulty in acquiring/learning knowledge/information. Keeps abreast of work related developments
4	Highly Effective	Demonstrates outstanding breadth of knowledge on a wide spectrum of related work areas and public service issues.

2 TECHNICAL SKILLS

Rating	Category	Description of Ratings
1	Not Effective	Fails to show ability to apply technical/professional knowledge and skills. Abnormal amount of supervision is required. Performance of workgroup/component is being adversely affected.
2	Partially Effective	Requires close supervision and constant guidance in order to properly apply technical/professional knowledge and skills to task in hand.
3	Fully Effective	Demonstrates ability to apply technical/professional knowledge and skills to immediate work situation. Normal level of supervision and guidance necessary.
4	Highly Effective	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.

3 ACCEPTANCE OF RESPONSIBILITY

Rating	Category	Description of Ratings
1	Not Effective	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.
2	Partially Effective	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. Room for improvement exists.
3	Fully Effective	Constantly accepts responsibility in a competent manner for own areas of work and those of subordinates where applicable. 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.
4	Highly Effective	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.

4 QUALITY OF WORK

Rating	Category	Description of Ratings
1	Not Effective	Unwilling or unable to accomplish routine tasks. Requires abnormal level of supervision and instruction. Work of workgroup/component is being adversely affected by employee performance.
2	Partially Effective	Needs assistance to fulfil important or key tasks. Work not completed on time or at required level of competency. Individual targets are frequently not met.
3	Fully Effective	Accomplished most of key tasks most of the time in a competent and acceptable way. Requires normal level of supervision and guidance.
4	Highly Effective	Constantly produces exceptional work, accomplishing all key tasks with high level of accuracy. Normally no or minimal guidance/counselling required.

5 RELIABILITY

Rating	Category	Description of Ratings
1	Not Effective	Fails to execute functions as instructed and within agreed upon time frames.
2	Partially Effective	Needs to be reminded of responsibilities continually. Usually make excuses.
3	Fully Effective	Supervisor seldom needs to enquire about progress of a task. Shows commitment to work.
4	Highly Effective	Takes on additional work eagerly, far exceed normal expectations. Handles greater responsibility independently.

6 INITIATIVE

Rating	Category	Description of Ratings
1	Not Effective	Demonstrates little or no initiative at work, seeking out repetitive or routine work. Consequently requires abnormal amount of supervision and instruction. Lack of initiative is detrimental to the workgroup/component.
2	Partially Effective	Performance of routine work satisfactory. Occasionally shows creativity, but not at expected level.
3	Fully Effective	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.
4	Highly Effective	Constantly shows a high level of initiative. Always volunteers for additional responsibilities. Normally no guidance or counseling necessary.

7 COMMUNICATION

Rating	Category	Description of Ratings
1	Not Effective	Unable to express facts and ideas clearly and logically both orally and in writing. Considerable time spent on guidance, editing or correction.
2	Partially Effective	Demonstrates some ability to express facts and ideas orally or in writing in a clear and logical manner. Often requires guidance, editing or correction.
3	Fully Effective	Expresses facts and ideas orally or in writing in a clear and logical manner. Needs normal guidance, editing or correction.
4	Highly Effective	Demonstrates an exceptional ability to express facts and ideas clearly and logically both orally and in writing. Requires minimal guidance, editing or correction.

8 INTERPERSONAL RELATIONSHIPS

Rating	Category	Description of Ratings
1	Not Effective	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.
2	Partially Effective	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.
3	Fully Effective	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.
4	Highly Effective	Is a sought after team member. Listens well and is able to mobilise others to achieve organisational goals 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	Category	Description of Ratings
1	Not Effective	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.
2	Partially Effective	Ability to adapt to change is tolerable but not up to standard.
3	Fully Effective	Will readily accept changes in work, work patterns or procedures, work location etc. in order to help achieve objectives. Encourages others to adopt more flexible approaches to work.
4	Highly Effective	Often exceed all normal expectations, encouraging and promoting flexibility at every opportunity.

10 TEAM WORK

Rating	Category	Description of Ratings
1	Not Effective	Unwilling or unable to co-operate with others. Demonstrates lack of commitment and negates teamwork. Work of team adversely affected. Counter productive to group goal.
2	Partially Effective	Able to demonstrate a level of co-operation with immediate colleagues but needs assistance in communicating and influencing others. Sometimes does not fulfil group obligations.
3	Fully Effective	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.
4	Highly Effective	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 required.

11 PLANNING AND EXECUTION

Rating	Category	Description of Ratings
1	Not Effective	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 is weak.
2	Partially Effective	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.
3	Fully Effective	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.
4	Highly Effective	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.

12 LEADERSHIP

Rating	Category	Description of Ratings
1	Not Effective	Makes no attempt to motivate or control subordinates. Lack of leadership is having detrimental effects on the workgroup/component.
2	Partially Effective	Motivation and control of subordinates is sometimes deficient and there is room for improvement and personal development
3	Fully Effective	Demonstrates leadership qualities through motivation and control of subordinates. Workgroup/component produces good standard of work in terms of quality and quantity. Supports stakeholders in achieving their goals. Inspires staff with own behavior.
4	Highly Effective	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. Assist in the management and calculation of risks.

13 DELEGATION AND EMPOWERMENT

Rating	Category	Description of Ratings
1	Not Effective	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.
2	Partially Effective	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.
3	Fully Effective	Defines roles and responsibilities for project team members and clearly communicates expectations. Shows the ability to trust the ability of others and to develop their potential.
4	Highly Effective	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	Category	Description of Ratings
1	Not Effective	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.
2	Partially Effective	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.

3	Fully Effective	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.
4	Highly Effective	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	Category	Description of Ratings
1	Not Effective	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.
2	Partially Effective	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.
3	Fully Effective	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. Performance management of staff under her/his supervision.
4	Highly Effective	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 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. Performance management of staff under her/his supervision.