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Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

DIRECTIVE ON THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM (PMDS) FOR HEADS OF DEPARTMENT (HODS)

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1. Introduction

1.1 Heads of Department (HODs) are appointed by the President in the case of national departments and the Premier in the case of provincial departments. HODs are the incumbents of those posts mentioned in Column 2 of schedule 1, 2 or 3 of the Public Service Act, 1994, and are generally the accounting officer of the department as defined in section 36 of the Public Finance Management (PFMA) Act 1 of 1999. However, the management of their performance has been decentralised to departmental level within a broad regulatory framework.

1.2 In April 2000, Cabinet approved a framework for the evaluation of HODs; and in order to facilitate the evaluation of HODs in terms of the framework, the PSC annually issued evaluation guidelines, at the latest by 31 August of each year. Those guidelines were aligned with the Senior Management Service Performance Management and Development System (SMS PMDS), which in the past was also the approved performance management and development system for HODs. The inception of the outcomes-based performance management in 2010 and the consequent establishment of the Department of Planning, Monitoring and Evaluation (DPME) in the Presidency resulted in an increased focus on organisational performance and its linkage with HOD performance and evaluation.

1.3 A number of challenges are currently being experienced with the PMDS of HODs. These include among others the failure to enter into and sign Performance Agreements (PAs) between HODs and their relevant Executive Authorities (EAs), delay and absence of performance assessments and feedback and the fact that the HOD's performance assessment outcome is not linked to the department's performance.

1.4 HODs are expected through the signing of a PA to contract with the relevant EA and commit to the achievement of the strategic objectives/goals of the department and therefore of government priorities. The PAs therefore represent a clear, mutually understood commitment regarding expectations surrounding roles and goals. Such a system enables government to assess the extent to which HODs have succeeded in achieving the strategic goals/objectives assigned to them and to link their individual performance and that of their department.

1.5 The Public Service Regulations, 2016 assign power to the Minister for the Public Service and Administration (MPSA) to issue separate directives to categories of SMS members and it requires that a single instrument must be used to assess the performance of employees; this is also applicable to HODs. The PMDS for HODs augments the implementation of the Public Service Regulations in providing specific direction in terms of linking individual and organisational performance to the strategic objectives of the department.

1.6 The evaluations of HODs hinges on a signed PA with the relevant EA. The aim is to clarify the scope of performance, manage expectations by defining deliverables and expectations for the performance cycle. Therefore, the PMDS for HODs will primarily be used as a mechanism to translate the departmental strategic goals, measures and targets in the government's multi-year plans into performance expectations for HODs and to assist in achieving these expectations through a process of monitoring, review and continuous

improvement and the subsequent processes to be implemented in the event of poor or non-performance.

2. Authorisation

This Directive is issued by the MPSA in terms of section 41(3) of the Public Service Act, 1994, read with regulations 71(1) and 88 of the Public Service Regulations, 2016.

3. Scope of Applicability

The PMDS applies to all HODs as indicated in schedule 1, 2 and 3 of the Public Service Act, 1994.

4. Date of Commencement

The PMDS for HODs will be effective from 01 April 2018.

5. Facilitation of Evaluations of Heads of Department

The Presidency, with the assistance and coordination by the Department of Planning, Monitoring and Evaluation (DPME) will be responsible for providing oversight and facilitating the evaluation of HODs. To give effect to this, the Presidency via the DPME will, in consultation with the DPSA, may issue guidelines, which are not inconsistent with the Public Service Act, the Public Service Regulations or any determinations and directives issued by the MPSA, to facilitate the HOD evaluation process.

6. Compliance

Any non-compliance with this Directive must be dealt with in terms of section 16A of the Public Service Act.

7. Deviations and Condonation

7.1 **Deviation**: Subject to paragraph 7.2 and 7.3 hereof, the MPSA may under justifiable circumstances consider granting a deviation from timeframes/ due dates, parts of the performance management and development processes and procedures with or without restrictions.

7.2 **Condonation**: Requests for a condonation from the deadline on the signing of PAs must be submitted to the MPSA within 30 days after the deadline of signing PAs (i.e. 31 May) or as applicable. Submissions for condonation received after 30 days of the due date will not be considered. The copy of the signed PA must still be submitted to the DPME and the mid-year review and annual assessment must be conducted. However, the HOD will not be eligible for any performance incentives, i.e. pay progression and performance bonus.

7.3 Requests for condonation from the deadlines and prescripts regarding mid-year performance reviews and annual assessments must be submitted to MPSA

within 30 days after the deadline for such reviews and assessments. Submissions for condonation received after the 30 days of the due date will not be considered.

8. Head of Department Performance Management and Development Framework

(a) The performance management system for HODs integrates the management of individual performance with the management of organisational performance. It is designed to link the HOD's PA to the department's strategic plan and the government mandate and/or priorities. In addition, it will also serve as a tool to monitor, evaluate and connect the individual performance outcome with the organisational performance results.

(b) Various management control tools will be used to validate the performance outcome of HODs such as the Auditor-General's (AG) Report and the departmental Annual Report (AR). It will require an HOD and relevant EA to periodically review and assess the HOD's performance progress against the predetermined standard and measurement and to take appropriate corrective action, where deviations have been identified.

8.1 Key Dimensions of the HOD PMDS

8.1.1 The HODs performance management system is characterised by the following (four) overarching elements:

a. Employee performance,
b. Key Government Focus Area (KGFA),
c. Organisational Performance based on the Annual Performance Plan (APP), as reported in the Annual Report, and the
d. Auditor General's Audit Opinion and Findings

8.1.2 The performance contracting and assessments of HODs who are not Accounting Officers will include the employee performance element and organisational performance (APP). The employee performance will comprise 80% and the organisational performance based on the APP will count 20% towards the final assessment score.

8.1.3 As illustrated below the overall HOD performance assessment will, in terms of this methodology be based on an integrated approach encompassing:

- Employee performance and will comprise 40% of the final performance evaluation score;
- KGFA will comprise 20% of the total score;
- Performance based on the APP will comprise 20% of total score; and
- The Auditor-General's Audit Opinion and Findings will comprise 20% of the total score of the HOD evaluation.

Figure 1

8.2 Employee Performance

8.2.1 This dimension focuses on the main deliverables in relation to the department's mandate to be contracted for the financial year. These high level deliverables are cascaded from the departmental strategic plan. It details the work that will be performed by the HOD and constitutes Key Result Areas (KRAs).

8.2.2 For each KRA specific deliverables must be identified and relevant standards must be agreed on during the performance contracting phase and must be captured in detail in the workplan.

8.2.3 Employee performance is weighted at 40**%** of the overall assessment and the different KRAs can be weighted differently to reflect their importance and complexity. KRAs will be weighted in terms of whole numbers and no single element shall be weighed more than 30% and less than 10%. **Annexure A** provides criteria and standards and describes the manner in which the KRAs shall be evaluated using a four point rating scale.

8.2.4 The Batho Pele Principles (BPPs) and Core Management Competencies (CMCs) as reflected below are integral to this dimension. In drafting the PA and conducting the assessment, the HOD should incorporate both BPPs and CMCs and this will be assessed. Questions in this regard will be provided in the guideline.

8.3 Batho Pele Principles

8.3.1 The applicable BPP for KRAs will have to be determined during the signing and conclusion of the PA. The customer, client and beneficiaries should also be identified at this stage. This integrated approach reflects how each KRA was achieved while simultaneously demonstrating the BPP in practice.

No	Batho Pele Principles	Descriptions
1	Consultation	Citizens should be consulted about the level and quality of the public service they receive, and wherever possible, should be given the choice about service that are offered.
2.	Service standard	Citizens should be told what level and quality of public service they will received so that they are aware of what to expect.
3.	Access	All citizens should have equal access to the service to which they are entitled.
4.	Courtesy	Citizens should be treated with courtesy and consideration.
5.	Information	Citizen should be given full, accurate information about the public service 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 explanations and a speedy and effective remedy, and when complains are made, citizens should receive a sympathetic, positive response.
8.	Value for money	Public service should be provided economically and efficiently in order to give citizen the best possible value for money

Table 1

8.4 Core Management Competencies

8.4.1 The approach to CMCs is based on the core and process competencies of the SMS Competency Framework as outlined in Chapter 5 of the SMS Handbook and in the Leadership Development Management Strategic Framework (LDMSF) for the SMS. The core competencies focus on functional characteristics that SMS members are expected to perform in their roles as leaders and managers in the public service (**See Annexure B for details**).

8.4.2 There are five (5) Core and Process Competencies and all core competencies are applicable to HODs.

CORE COMPETENCIES	PROCESS COMPETENCIES
Strategic Capability and Leadership	Knowledge Management
People Management and Empowerment	Service Delivery Innovation
Programme and Project Management	Problem solving and analysis
Financial Management	Client Orientation and Customer focus
Change Management	Communication

Source: SMS Handbook Chapter 5 (2015) **Table 2**

8.4.3 The Core competencies represent the *content* - "the what", of what needs to be done by SMS members in demonstration of their leadership and managerial

roles/function. The process competency represents the manner in which the function is performed, "*the how*".

8.4.4 The CMCs focuses on the actual behaviour displayed by the HOD in achieving departmental goals and managing resources. Although it will not be directly assessed, the CMCs must be incorporated and assessed in an integrated manner for the KRAs, and KGFA of the PA for the HoD similar to BPP. The competencies shall form the basis for performance improvement and shall inform the areas of development contained in the Personal Development Plan (PDP) for HODs.

8.4.5 The CMCs shall be reviewed and discussed during the performance contracting, as well as the mid-year and annual performance assessments to identify possible developmental requirements. The HOD and relevant EA shall agree on the relevant CMCs that need to be improved or strengthened and included in the PDP.

8.5 Key Government Focus Areas (KGFA)

8.5.1 This dimension focuses on key Government focus areas in the public service which HoDs must contract for and will be assessed against. These focus areas may be amended from time to time by the MPSA. The MPSA will issue separate directives to give effect to any amendments to these focus areas. The weighting of the different activities and outputs under each of the focus areas will be prescribed by the MPSA for purposes of assessment and scoring. The following KGFA's are included in the HoD's PA.

(i) Integrated Governance.

This element will focus on how the HOD has contributed and integrated the work of the department with that of the relevant clusters. Information provided by Outcome Facilitators in DPME and Cluster Chairs can be used as base evidence for assessments. For provincial departments, the Office of the Premier will provide such information.

(ii) International and Regional Integration*.

This element will focus on how the HOD has contributed and integrated the work of the department with relevant international and regional institutions. This will be motivated by individual HoDs and included in PAs.

*(*certain provincial departments would not have any activities that relates to this area. In that case the weight of the other areas must be adjusted to ensure that it adds up to 100%)*

(iii) Implementation of the Minimum Information Security Standards (i.e. MISS) and overall accountability for security at the Department.

This element will focus on how the HOD has managed information and security of the department as defined in the MISS. This will be motivated by individual HoDs and included in their PAs.

(iv) Supply Chain Management.

This element will focus on how the HOD manages compliance with procurement policies and processes (e.g. submission of procurement plans,

contract management, paying suppliers within 30 days). Data from relevant Treasury and DPME and AGSA can be used as baseline evidence for assessments.

(v) Diversity and Transformation Management.

This element will focus on how the HOD has managed the department with regards to progress made towards achieving equity targets and improving working relations amongst a diverse workforce. Data from DPSA and DPME can be used as baseline evidence for assessments.

8.5.2 The KGFA are weighted at **20%** of the overall assessment. **Annexure C3.1, C3.2, C3.3, C3.4 & C3.5** provides criteria, standards and describes the manner in which the priority areas will be evaluated using a four point rating scale.

8.6 Annual Performance Plan

8.6.1 The APP covers the financial year of the performance cycle, in the MTEF period. The APP sets out what the department intends doing in the upcoming financial year and during the MTEF period to implement its strategic plan. It, therefore, sets out performance indicators and targets for budget programmes and sub-programmes, where relevant, to facilitate the realization of its goals and objectives set out in the strategic plan.

8.6.2 For the purposes of assessment, only the performance indicators and targets for the relevant year of the APP are monitored and assessed. The performance achievements of a department in terms of the APP targets are reflected in the audited annual report and this should inform the performance assessment of the HOD.

8.6.3 The APP dimension linked to the AR results will comprise **20%** of the final total score in the performance assessment of the HOD. A four point rating (i.e. 0-3) scale will be used to assess achievement against the APP. The audited annual report of the department will be used in the evaluation of the HOD by the Presidency supported by the DPME.

8.7 Auditor General's Findings and Opinions

8.7.1 Taking into consideration that a HOD’s PA is directly linked to the department Strategic Plan (SP) and APP. It is important for HODs to ensure that the financial statement is free from material misstatements. Furthermore, that there are no material findings on non-compliance with legislation and there are key internal measurements controls to achieve a clean audit report.

8.7.2 The AG report/findings is an appropriate mechanism to validate the performance outcome of the HODs. Audit results should not be seen in isolation, but should form an integral part in management’s monitoring and evaluation of the HOD’s activities.

8.7.3 HoDs may include improvements in AG findings as a goal under the Employee Performance dimension to be considered during assessment.

8.7.4 The Audit Opinion and findings of the AG will be scored and will comprise **20%** of the total score of the HOD assessment and evaluation (**See Annexure D**).

9. HOD Performance Management Timelines and Activities

9.1 The performance management cycle for HODs will run for a twelve month period commencing in April annually and concluding at the end of March of the following year. The HOD's performance management cycle will be linked with departmental strategic and budget planning period. During this period, the HOD and relevant EA will enter into a PA, monitor and evaluate the performance results.

9.2 The process flow in the performance cycle of the HOD is outlined in **Annexure E**, and the key activities, persons responsible and associated timeframes are shown in the table below:

Time Frames	New Cycle Activities	Previous Cycle activities to be completed	Person/ Department responsible
December to March	Planning and contracting for the next or new performance cycle.	N/A	HOD, EA
30 April	Conclude, sign and submit/file copy of PA with DPME and PSC. The original is kept in the department	DPME issues evaluation guidelines for the process of HOD assessment for the previous cycle.	EA and HOD Presidency via the DPME
31 May	DPME conduct quality assurance on HOD's PA.	N/A	EA, DPME and Presidency
30 June	Reports by the DPME submitted to DPSA on: • HOD PA compliance for current cycle;	Report on poor performance based on the half-yearly performance assessment results.	DPME, DPSA and Presidency
01 September - November.	EA and HOD conduct mid-cycle performance review for current cycle and submit the half-yearly review to DPME on or before 30 November.	N/A	HOD, EA

Time Frames	New Cycle Activities	Previous Cycle activities to be completed	Person/ Department responsible
October - December	N/A	EA and HOD conduct annual performance assessment and file it with the DPME on or before 31 December.	HOD, EA, Presidency and DPME
January - 31 March	N/A	Facilitation of the evaluations of HOD performance outcomes for the cycle.	Presidency via the DPME / AG/PSC/DPSA/OTP and other informally partners
30 April	N/A	DPME issue annual report to MPSA on the results of evaluation	Presidency via the DPME and Office of the Premiers

Table 3

10. HOD Performance contracting and assessments

10.1 Entering into Performance Agreement and compliance

10.1.1 All HODs must enter into and sign a PA with the relevant EA and lodge a signed copy of the PA with the DPME and PSC on or before 30 April of each financial year. Newly appointed or transferred HODs must conclude and sign their PAs within three months from the date of appointment. The signed copy of the PA of newly appointed or transferred HODs must be lodged with the DPME and PSC within three months after the date of appointment or transfer of the HOD. A new PA is required for every performance cycle.

10.1.2 In the event of National and Provincial elections occurring within the first three (3) months of any financial year, HODs must sign and file their PAs with the DPME for that financial year, within three (3) months following the month of the elections. This period will enable HODs to review and make the necessary amendments that may emanate from the changes of the government priorities which impact on the APP.

10.1.3 The relevant EA and HOD should enter into a PA, identifying appropriate measures and targets against which the HOD's performance will be assessed. The agreement shall outline the four dimensions of HOD PMDS for a specific financial year. The agreement must be signed by both the relevant EA and HOD and a copy submitted to the DPME on or before the stipulated date.

10.1.4 If there is a disagreement between the relevant EA and HOD on the content of the PA, the unsigned PA must still be submitted to the DPME and PSC. A cover letter submitted by the departmental HR should be attached to the PA stating the reason for the non-signing of the PA. The disagreement on the signing of the PA must be dealt with in terms of paragraph 19.1.1 below.

10.1.5 The PA template (Annexure C) makes provision for the following mandatory documents that must be completed and submitted by the HOD, workplan (Annexure C.1), PDP (Annexure C.2) and KGFA's (Annexures C.3.1-3.5).

11. Validation of the Performance Agreement

For national departments, HODs should file their signed PA with the DPME and provincial departments with the Office of the Premier. The DPME and Offices of the Premiers will conduct quality assurance on the PA. If the PA does not meet the quality standard, it will be returned to the relevant EA/HOD for revision and resubmission. Comments from DPME must be considered and the revised PA must be re-submitted by the indicated due date.

12. Performance Assessments

12.1 The relevant EA must conduct the compulsory mid-year review and annual assessment with the HOD. These must be in writing and the performance of the HOD shall be rated (scored) using the HOD PMDS calculator. A signed copy must be attached to the documentation.

12.2 The rating/scoring of Employee Performance and KGFAs shall be in whole numbers for both the mid-term review and annual assessments.

(a) HODs and relevant EAs must ensure that the mid-year assessment is finalised and submitted to DPME by 30 November of each financial year, and

(b) The annual performance assessment between the relevant EA and HOD must be finalised within nine (9) months after the end of a performance cycle (i.e. April – 31 December). The annual assessment meeting should not be postponed more than once by either the relevant EA or HOD.

(c) Evaluation panels must be finalised within four (4) months (September - 31 December) after the publication of Annual Report.

12.3 If there is a disagreement on the assessment score or if the relevant EA did not conclude and/or sign the performance assessment by 31 December, the HOD may forward the assessment form to the DPME and PSC. A cover letter should be attached to the assessment form indicating the reason for the non-signing or non-concluding of the HOD's performance assessment by the relevant EA.

13. Mid-year Performance Review

13.1 A mid-year performance is necessary to ensure ongoing monitoring, support and continuous assessment of performance between the HOD and relevant EA. A formal performance review between the relevant EA and the HOD shall be conducted in the middle of the performance cycle, i.e. September to November for the performance period April to September (**see Table 3**).

13.2 This performance review will only focus on assessing progress made against the employee performance and KGFAs. It will include the review of management competencies to determine any developmental areas or requirements.

13.3 It is important to realise that there must be flexibility when agreeing on performance measures and targets. There should be a mutual understanding that the PA may have to be adjusted during the course of the performance cycle because of circumstances beyond the control of the HOD; or where a change in circumstances resulted in the original performance targets being revisited or no longer being valid. A process of re-planning and reformulation of more realistic performance targets should be entered into, emanating in a revised PA, which must immediately be lodged with the DPME and PSC.

13.4 The mid-year performance review template in **Annexure F** shall be utilised when conducting a mid-cycle performance review.

13.5 The final score for an HOD's mid-year performance review will focus on the employee performance and the KGFA's.

13.6 Aspects of poor performance should be dealt with immediately and be reported to the DPSA and the Presidency or Office of the Premier.

14. Annual Performance Assessment

14.1 The annual performance assessment of the HODs should follow an integrated approach, and will be conducted after the performance cycle but by no later than 31 December (see Table 3).

14.2 The relevant EA and HoD shall conduct an annual performance assessment and discuss the HODs achievement, agree on scores and sign off on the assessment. Both Employee Performance and KGFA informed by the BPP and CMC integration and based on the predetermined measures/standards and targets in the PA and the workplan shall be assessed using the four point rating scale.

14.3 All HODs must be assessed for a performance cycle, irrespective of whether they have completed a full 12 months in the post, or not. The mid-year review, the annual assessment documentation together with any other documentation stipulated by the Presidency should be forwarded to DPME. The Annual Performance Assessment Template in **Annexure G** shall be utilised by the relevant EA when conducting an Annual performance Assessment.

15. The HOD Performance Evaluation Process

15.1 Appointment of Evaluation Panels

15.1.1 The Director-General (DG) in the Presidency and the DG in the Office of the Premier, in consultation with the relevant EA, will appoint and chair evaluation panels of HODs for national and provincial departments respectively. The PSC will chair the evaluation panels for the DG in the Presidency and the DGs of Provincial Administrations.

15.1.2 The Presidency via the DPME and each Office of the Premier will provide the secretariat function for the national and provincial annual evaluation respectively. The Presidency via the DPME shall issue guidelines in this regard.

16. Final Performance Evaluation Result for the HOD

16.1 Subject to paragraph 16.2 below, the final score for HODs will include the employee performance, KGFA's, APP as per the annual report and the AG Audit Opinion and Findings (See **Annexure H**).

16.2 For HODs who are not Accounting Officers as provided in section 36(3) of the PFMA, the final assessment may exclude the element of KGFAs and AG audit opinion and findings. A separate assessment calculator shall be used to calculate the final score of these HODs (see 8.1.2)

16.3 The relevant EA will take into account the recommendation of the panel in making the final decision on the HOD's performance. The relevant EA will be required to respond to the panel within 30 days, if no response is received it will be regarded that the relevant EA concurs with the recommendation of the panel, which will then become the final result. It should be noted that the relevant EA's final decision in relation to the HODs performance assessments shall be limited to the employee performance and government priorities components and no changes shall be made to the AG's Audit Opinion and Findings and the APP aspect as contained in the Annual Report.

17. Managing the Outcomes of Performance Assessment and Evaluation

17.1 EAs may use performance assessment and evaluation results to make decisions in a range of areas, such as:

(a) Confirmation/non-confirmation of appointment of the HOD
(b) HOD developmental needs
(c) Access to career development opportunities for the HOD
(d) Initiation of incapacity procedures.
(e) Rewarding and recognising performance

17.2 **Unsatisfactory performance** –Where the outcome of a performance review, Annual Assessment or Performance Evaluation reflects poor performance the processes outlined in **Annexure I** will be followed in conjunction with the ***Chapter 7 of the SMS Handbook***, which contains the procedures that must be applied in the cases of misconduct, incapacity due to poor performance and incapacity due to ill health.

17.3 **Performance Reward and Recognition** – Relevant EAs shall base their decision to award incentives to HODs on the directive issued by MPSA in terms of the Incentive Policy Framework.

18. Forfeiting of Performance incentives

18.1 HODs who have not submitted documents for their assessment and failed to submit it to the relevant EA, and/or failed to finalise or communicate to the Presidency, DPSA or the Office of the Premier and the PSC, where applicable the challenges in finalising their assessment within nine (9) months (31 December), will forfeit performance incentives (pay progression and performance bonus) that they may have been eligible for.

19. Disputes on Matters Relating to the PMDS

19.1 Disputes on matters related to the PMDS for HODs shall be dealt as follows:

19.1.1 Disputes on the signing of performance agreements will be dealt with in terms of Regulation 72(4) of the Public Service Regulations, 2016.

19.1.2 The DG in the Presidency, the DG in the Office of the Premier and the Chair of the PSC must intervene in disputes on all other matters relating to the PMDS for HODs of national departments, HODs of provincial departments and the DGs in the Presidency and Premiers Offices respectively.

19.1.3 Failing to resolve matters in paragraphs 19.1.1 and 19.1.2, the Grievance Procedure in Chapter 10 of the SMS Handbook must be followed.

20. Role and Responsibility

20.1 The role of DPSA

(a) Provide directives for the HODs Performance Management Development system.
(b) Support and advise the MPSA and DG DPSA in fulfilling her/his responsibilities with regard to the HOD PMDS.
(c) Provide support and advice to departments on the HOD's performance management and evaluation system.
(d) Liaise with Presidency, DPME, PSC and Premier's Office to determine, develop and refine the HOD's PM and Evaluation Framework.
(e) Provide support and advice to role players in dealing with disputes.

20.2 The role of the Presidency

(a) Appoint the evaluation panel for national departments.
(b) The DG in the Presidency will chair the evaluation panel for Heads of Departments in national departments.
(c) The DG in the Presidency will intervene in disputes of HODs in the national departments.

20.3 The role of the Public Service Commission

(a) Chair the evaluation panels for the DG in the Presidency and DGs of Provincial Administrations.
(b) Investigate grievances pertaining to the outcome of performance evaluations for HODs.
(c) The Chairperson of the PSC will intervene in disputes of the DG in the Presidency and DGs in the Offices of the Premiers.

20.4 The role of DPME

(a) Support the Presidency in the establishment of Evaluation Panels for HODs of national departments.
(b) Facilitate the assessment of the HODs, including the DG in the Presidency.
(c) Act as custodian of the signed agreements, and should ensure that all relevant EAs submit the signed PAs by the stipulated date.
(d) Monitor the effective implementation of the HOD's PMDS.

(e) Conduct quality assurance on the PAs of HODs.
(f) Develop and issue guidelines on HOD evaluations.
(g) Provide a secretariat function during HOD evaluations
(h) Deal with disputes on PA and assessments score between the HOD and his/her supervisor.
(i) Report to DPSA on compliance, quality, management of unsatisfactory performance and performance rewards.

20.5 **The role of the Office of the Premiers**

(a) Provide the secretariat function during the evaluation of the provincial HODs.
(b) Appoint evaluation panel members and Chair evaluations meetings.
(c) Oversee compliance of HOD's PMD System and take appropriate measures.
(d) Conduct quality assurance on the PAs of HODs.
(e) The DG in the Office of the Premier will intervene in dispute of HODs in the provincial departments.
(f) Any other aspect to support DPME and the DG of the province in the evaluation process.

20.6 **The role of the Relevant EA:**

(a) Ensure that there is an appropriate and valid strategic plan as well as a departmental operational plan in place, to guide the development of PAs.
(b) Ensure that a PA is entered into and copies are submitted to the DPME within the defined timeframe. The original is kept at the department.
(c) Conduct the performance review for their HODs.
(d) Complete the assessment form and submit it to DPME.
(e) Participate and support in the evaluation of their HODs and communicate the results to the HOD.
(f) Make decisions on the performance of the HOD based on recommendations from the Evaluation Panel.
(g) Deal with grievances/disputes.
(h) Manage unsatisfactory performance.
(i) Reward and recognise good performance.

20.7 **The role of the HOD**:

(a) Develop her/his PA and submit to relevant EA for approval
(b) Ensure that there is alignment between the strategic plan and his/her PA, which shall be cascaded to senior managers.
(c) Meet contracting and assessment timeframes established by the relevant EA.
(d) Report to the relevant role player any disagreement or dispute that cannot be resolved.