

Approved: 25 July 2014

PERFORMANCE MANAGEMENT POLICY AND PROCESS

The Legal Assistance Centre acknowledges the contribution of individual employees in reaching its goals and that human resource is its most important resource.

The performance management appraisal process is focused on achieving objectives, development opportunities, motivation and acknowledgment and is also a tool for performance linked remuneration.

The principles of the new process are:

- simple process
- easy to complete
- relates directly to work
- objective assessment of work of person being appraised
- leads to improved work performance

There will be one annual performance management appraisal at the end of February.

The supervisor will take into account the personal appraisal form, the monthly reports of the staff member being appraised and any other relevant information. In any given year, the Coordinating Committee may also opt for a peer review which will be taken into account. "Peers" in this sense may be other staff in the same Project/Department, or people carrying out similar jobs in other Projects/Departments.

NOTE: February 2015 will be the first appraisal in terms of this policy. For this first appraisal, section A1 will be utilized in relation to key result areas. This first appraisal process will realize the formulation of 3 to 5 specific key result areas for the year ahead. The following appraisals will therefore replace section A1 with specific key result areas, A2, as agreed upon annually.

PERSONAL APPRAISAL FORM

Name:

Job title:

Date employment commenced:

Peromnes Grade:

Date:

Period covered by appraisal:

For appraisals, all staff will give a written report to their supervisors which cover the points below. The supervisor and staff member will then agree which score to give for each performance quality, based on this form, monthly reports and any other relevant information.

Outstanding performance – 5; Exceeds standards – 4; Meets standards – 3; Does not meet standards – 2; Poor performance – 1

A. Key Result Areas (weighing 70% of total assessment)

Please detail what you have accomplished in terms of the performance qualities below for the period under review. Please provide specific examples wherever possible.

A.1. Quality of work (To be used in appraisal of February 2015)

Quality of work will be assessed in terms of the following areas:

Technical knowledge and understanding of issues that are the focus of your work; time management; necessary language skills; necessary computer literacy; general efficiency and administrative skills; thoroughness, neatness and accuracy of work done; acceptable work volumes; clear understanding of factors necessary to attain quality of work; effective prioritization. Other factors affecting quality of work may also be taken into account if properly motivated.

A.2. Key Result Areas (To be used in appraisals after February 2015 while utilizing the assessment criteria under Quality of Work above) – list 3 to 5

1	Objective:	RATING		
		Employee	Supervisor	Agreed
	Actual achievement:			
2	Objective:	RATING		
		Employee	Supervisor	Agreed
	Actual achievement:			

3	Objective:	RATING		
		Employee	Supervisor	Agreed
	Actual achievement:			

4	Objective:	RATING		
		Employee	Supervisor	Agreed
	Actual achievement:			

5	Objective:	RATING		
		Employee	Supervisor	Agreed
	Actual achievement:			

B. Behavioural Competencies (Weighing 30% of total assessment)

RELIABILITY

Reliability will be assessed in terms of the following areas:

punctuality for meetings; meeting deadlines; returning phone calls; responding to emails; following up on clients/queries; keeping appointments; doing something which you undertook to do; proper and punctual reporting; informing appropriate colleagues if you will not be in the office at expected times.

Employee rating () Supervisor rating () **Agreed rating** ()

RESPONSIVENESS

Responsiveness will be assessed in terms of the following areas:

response when asked to do something; general attitude and willingness to assist colleagues and clients.

Employee rating () Supervisor rating () **Agreed rating** ()

INITIATIVE

Initiative will be assessed in terms of the following areas:

Proactively identifying opportunities to further the LAC's work, and taking action as appropriate (which will usually include checking with one's supervisor); appropriate self-development initiatives.

Employee rating () Supervisor rating () **Agreed rating** ()

INTEGRITY

Integrity will be assessed in terms of the following areas:

Using integrity and ethics in judgments about work and other organizational issues.

Employee rating () Supervisor rating () **Agreed rating** ()

C. Achievements

Using the information supplied in A and B as well as the objectives from your previous appraisal, please indicate your best achievements during the period of review as well as the extent to which you attained your stated objectives, if applicable.

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D. Shortcomings

Using the information supplied in A and B please indicate where you feel you did not achieve the required work performance and stated objectives, if applicable, giving reasons for any shortcomings as well as possible ways in which to remedy these shortcomings and achieve the stated objectives in future.

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E: Staff development

Please list any staff development initiatives you believe you would benefit from, explaining why.

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F: Objectives for the year ahead

Please list 3 to 5 main objectives for the year ahead and how you plan to attain these. Please also list any assistance you may require in achieving these objectives.

Objective	Achievement indicator	Support needed