

ANNEXURE B1

**PERFORMANCE AGREEMENT
EMS: SCHOOL BASED
(PRINCIPAL / DEPUTY PRINCIPAL)**

ENTERED INTO BY AND BETWEEN

I (*Full Name*)
as the Principal/Deputy Principal of
(*Name of School*) in the (*Province*) Education
Department (herein referred to as the Employee/EMS member).

AND

The (*Province*) Education Department herein
represented by (full name)
in her/his capacity as.....(*position*) based at
..... (*Name of School/ Circuit/
District*) (herein referred to as the Employer).

WHEREBY IT IS AGREED AS FOLLOWS:

1. PURPOSE

- 1.1 The purpose of entering into this agreement is to communicate to the Employee/ EMS member the performance expectations of the Employer.
- 1.2 The performance agreement and accompanying work plan shall be used as the basis for assessing the suitability of the Employee/EMS member for permanent employment (if on probation); and to assess whether the Employee/EMS member has met the performance expectations applicable to his/her job. In the event that the Employee/EMS member has significantly exceeded the performance expectations, he/she may qualify for appropriate rewards.
- 1.3 Should any non-agreement arise between the Employer and the Employee/ EMS member in respect of matters regulated by this agreement, the process outlined in paragraph 8.5 of the EMS PMDS should be followed. If this process fails, the employee may apply the formal grievance rules of the Personnel Administration Measures (PAM).

2. VALIDITY OF THE AGREEMENT

- 2.1 The agreement will be valid for the period **to**.....
- 2.2 The content of the agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon, especially where changes are significant.
- 2.3 If at any time during the validity of this agreement the work environment of the

employer (whether as a result of Government or Management decisions or otherwise), to the extent that the contents of this agreement are no longer appropriate, the contents shall immediately be revised.

3. JOB DETAILS

3.1 Persal number	
3.2 School name	
3.3 Pay Point	
3.4 Notch (EMS package)	
3.5 Occupational classification	

4. JOB PURPOSE

Briefly describe the purpose of the job (overall focus) as it relates to the Vision and Mission of the Department. Capture the overall accountability that the job holder has in relation to his/her position as a principal/deputy principal.

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.....

5. REPORTING REQUIREMENTS/LINES & ASSESSMENT LINES

5.1 The Employee/EMS member shall report to the
(job title in Department) as her/his supervisor on all parts of this agreement. The Employee/EMS member shall:

- Timeously alert the supervisor of any emerging factors that could preclude the

achievement of any performance agreement undertakings, including the contingency measures that she/he proposes to take to ensure the impact of such deviation from the original agreement is minimised.

- Establish and maintain appropriate internal controls and reporting systems in order to meet performance expectations
- Discuss and thereafter document for the record and future use any revision of targets as necessary as well as progress made towards the achievement of performance agreement measures.

5.2 In turn the supervisor shall:

- Meet to provide feedback on performance and to identify areas for development at least four times a year.
- Create an enabling environment to facilitate effective performance by the Employee/EMS member.
- Facilitate access to skills development and capacity building opportunities.
- Work collaboratively to solve problems and generate solutions to common problems within the department, that may be impacting on the performance of the Employee/ EMS member.

6. PERFORMANCE ASSESSMENT FRAMEWORK

Performance will be assessed according to the information contained in the WORKPLAN and the Core Management Criteria (CMC) framework.

6.1 The KRAs and CMCs during the period of this agreement shall be as set out in the table below.

6.2 The Employee/EMS member undertakes to focus and to actively work towards the promotion and implementation of the KRAs within the framework of the laws and regulations governing the Education sector. The specific duties/outputs required under each of the KRAs are outlined in the attached work plan.

Key Responsibility Areas (KRAs) – PRINCIPAL	Weight
1. Leading the Learning at School	
2. Shaping the Direction and Development of the School	
3. Managing Quality and Securing Accountability	
4. Developing and Empowering Self, Others and wellness of the Staff	
5. Managing the School as an Organisation	
6. Working with and for the immediate school community, as well as the broader community	
7. Managing Human Resources (Staff) in the School	
8. Management and Advocacy of Extra-M ural Activities	
TOTAL	100%

Key Responsibility Areas (KRAs) – DEPUTY PRINCIPAL	Weight
1. Leading and Managing the school	
2. Managing Quality and Securing Accountability	
3. Developing and Empowering Self and others	
4. Managing the School as an Organisation	
5. Working with and for the immediate school community, as well as the broader community	
6. Managing Human Resources (Staff) in the School	
7. Management and Advocacy of Extra-Mural Activities	
TOTAL	100%

NOTE:

- Minimum weighting of a KRA = 10%**
- Maximum weighting of a KRA = 20%**
- Weighting should be in multiples of 10%**
- Weighting of KRAs must total 100%**

6.3 The Employee's/EMS member's assessment will be based on her/his performance in relation to the duties/outputs outlined in the attached WORKPLAN as well as the CMCs marked here-under. At least **five** CMCs, inclusive of any that may be

prescribed from time to time, should be selected from the list that are deemed to be critical for the Employee's/EMS member's specific job.

Core Management Criteria (CMCs)	Weight
1.	
2.	
3.	
4.	
5.	
Total	100%

7. CONDITIONS OF PERFORMANCE

The Employer shall provide the Employee/EMS member with the necessary resources and leadership to perform in terms of this agreement. Resource requirements should be outlined in the WORKPLANS of individual Employees/EMS members.

8. PERFORMANCE ASSESSMENT

The assessment of an Employee/EMS member shall be based on her/his performance in relation to the KRAs and CMCs and performance indicators, as set out in this PERFORMANCE AGREEMENT and attached WORKPLAN.

The performance of the employee in respect of all individual KRAs and all individual CMCs will be assessed using a 5 point rating scale, i.e.:

5	OUTSTANDING PERFORMANCE
4	PERFORMANCE SIGNIFICANTLY ABOVE EXPECTATIONS

3	PERFORMANCE FULLY EFFECTIVE
2	PERFORMANCE NOT FULLY EFFECTIVE
1	UNACCEPTABLE PERFORMANCE

The total KRAs and the total CMCs scores are combined to produce an overall performance percentage score with percentage ranges that coincide with the above 5 point assessment scale.

Employees/EMS members: KRAs shall contribute 70% and CMCs 30% of the final assessment.

9. FEEDBACK

Performance feedback shall be in writing on the September Review Form and Annual Review Form, based on the supervisor’s assessment of the employee’s/EMS member’s performance in relation to the KRAs and CMCs and standards outlined in this performance agreement and taking into account the Employee’s/PMS member’s self-assessment.

10. DEVELOPMENTAL REQUIREMENTS

10.1 The Employer and Employee/EMS member agrees that the following are the Employee’s/EMS member’s key development needs in relation to his/her current job and envisaged career path in the Education sector. **Please forward the completed Form PDP to the Skills Development Facilitator** (as it is a requirement for the approval of training).

* Only itemise development areas below

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10.2 In so far as the above training needs coincide with the Employer’s requirements and taking into account financial realities, the Employer undertakes to expose the Employee/EMS member to development in these areas. The developmental needs of the Employee/PMS member shall be reviewed as part of the September Review and the annual assessment of performance. Details of courses, conferences, etc. to be attended shall as far as possible be included in the Employee’s/EMS member’s PDP.

11. TIMETABLE AND RECORDS OF REVIEW DISCUSSIONS AND ANNUAL ASSESSMENT

11.1 First Quarter Review (Informal)	
11.2 Mid-Year Review (Formal)	
11.3 Third Quarter Review (Informal)	
11.4 Annual Review (Formal)	

12. MANAGEMENT OF POOR PERFORMANCE OUTCOMES

The supervisor and employee will identify and develop interventions together to address poor and non performance at feedback sessions, or any time during the performance cycle.

13. DISPUTE RESOLUTION

13.1 Any dispute about the nature of the employee’s/EMS member’s PA, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in this agreement, shall be mediated by:

.....(next person in hierarchy)

13.2 If this mediation fails, the normal grievance rules will apply.

14. AMENDMENT OF AGREEMENT

Amendments to the agreement shall be in writing and can only be effected after discussion and agreement by both parties.

15. SIGNATURES OF PARTIES TO THE AGREEMENT

The contents of this document have been discussed and agreed with the Employee/EMS member concerned.

Name of Employee/EMS member:

Signature: Date:

AND

Name of supervisor:

Signature:Date:

