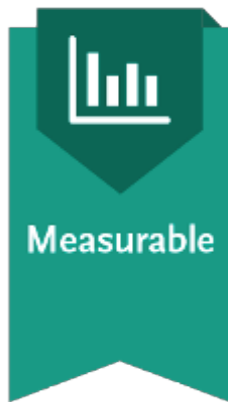




## JUDICIAL SERVICE COMMISSION



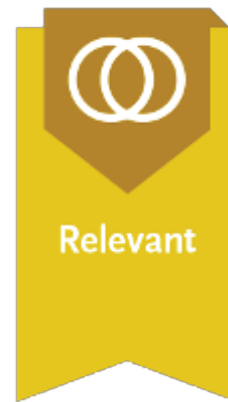
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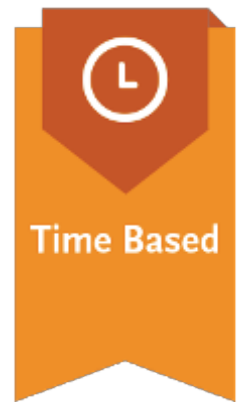
Measurable



Attainable



Relevant



Time Based

# PERFORMANCE MANAGEMENT SYSTEM





# JUDICIAL SERVICE COMMISSION



## PERFORMANCE MANAGEMENT SYSTEM



## FOREWORD

When the Judicial Service Commission (JSC) came into existence in 2010, it inherited a generic appraisal system that was being used in Government for all employees in different Departments and Ministries. That system did not adequately address the peculiarities of unique work done by judicial and non-judicial officers in the Judiciary. This made it difficult to effectively measure and appraise the work of those categories of employees. As a result, following a benchmark visit to other jurisdictions in the region in 2018, the JSC introduced its own performance management system.

This is a homegrown system specifically designed to meet the performance needs of the JSC taking into account its internal processes, each job category and the Constitutional mandate of the JSC. It is a more developed system in that it is an improvement on those of other judiciaries in the region which the JSC benchmarked on. It must be emphasized, however, that this document is a living document that must continue to be developed until its desired results are achieved. This follows from lessons learnt from other jurisdictions who implemented performance management systems before us that such exercises require time for them to be perfected.

It is recognized that the individual performance of each member has a huge bearing on the overall performance of the organization as a whole, hence the focus of the performance management system on the individual member. The most notable aspect of this system is the involvement of each member, right from the onset of the performance cycle. This has been designed to ensure ownership of the process.

I encourage every employee of the JSC to read through this document to grasp its important aspects especially the objectives of this system and how it is implemented.



**W. T. CHIKWANA**  
**SECRETARY, JUDICIAL SERVICE COMMISSION**

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## BACKGROUND

The performance management system that has been developed by the Judicial Service Commission evolved from the Government of Zimbabwe National Monitoring and Evaluation (N, M & E) policy and guidelines launched in May 2015 and revised in April 2020.

The policy identifies state actors that have roles and responsibilities in its implementation. The Judiciary is one such state actor, the other two being the Executive and the Legislature. The Judiciary is required to carry out its role in implementing the policy as is mandated by the Constitution.

There are various provisions in the Constitution that spell out the mandate and performance obligations imposed on the Judicial Service Commission and the Judiciary.

**Section 190** of the Constitution provides for the functions of the Judiciary as follows;

- (1) *The Judicial Service Commission may tender advice to the Government on any matter relating to the judiciary or the administration of justice, and the Government must pay due regard to any such advice.*
- (2) *The Judicial Service Commission must promote and facilitate the independence and accountability of the judiciary and the efficient, effective and transparent administration of justice in Zimbabwe, and has all the powers needed for this purpose.*
- (3) *The Judicial Service Commission, with the approval of the Minister responsible for justice, may make regulations for any purpose set out in this section.*
- (4) *An Act of Parliament may confer on the Judicial Service Commission functions in connection with the employment, discipline and conditions of service of persons employed in the Constitutional Court, the Supreme Court, the High Court, the Labour Court, the Administrative Court and other courts.*

Section 191 further requires the Judicial Service Commission to conduct its business in a just, fair and transparent manner. These two provisions speak to efficiency, effectiveness, transparency and fairness in the manner the Judicial Service Commission performs its functions.

**Section 165 (a) to (c)** provides for the principles that must be followed by the Judiciary as it performs its Constitutional mandate. It provides as follows.

- (1) *In exercising judicial authority, members of the judiciary must be guided by the following principles—*
  - (a) *Justice must be done to all, irrespective of status;*
  - (b) *Justice must not be delayed, and to that end members of the judiciary must perform their judicial duties efficiently and with reasonable promptness;*
  - (c) *The role of the courts is paramount in safeguarding human rights and freedoms and the rule of law.*



As a public Institution, the Judicial Service Commission is also guided by the founding principles and values which are in Section 3 of the Constitution. In **section 3 (2)** the principles of good governance are stated and the relevant ones are captured in **3 (2) (g)** which are transparency, justice, accountability, and responsiveness. These are the principles that must guide members of the Judicial Service as they provide service to the public. Finally, **section 9 (1)** of the Constitution requires the state entities like the Judicial Service Commission to practice good governance. It states as follows;

- (1) *The State must adopt and implement policies and legislation to develop efficiency, competence, accountability, transparency, personal integrity and financial probity in all institutions and agencies of government at every level and in every public institution, and in particular—*
  - (a) *Appointments to public offices must be made primarily on the basis of merit;*
  - (b) *Measures must be taken to expose, combat and eradicate all forms of corruption and abuse of power by those holding political and public offices.*

## THE STRATEGIC PLAN

The Judicial Service Commission has a Strategic Plan that guides it to fulfil the Constitutional requirements stated in various provisions of the Constitution. The importance of the Strategic Plan cannot be over-emphasised.

- It provides guidance and directions on where the organisation intends to go and how it intends to arrive at its destination.
- It is the compass that guides the members of staff on how to perform their functions in order to meet the aspirations and objectives of the organisation.

The current Judicial Service Commission Strategic Plan is for the period 2021 – 2025. Each member of staff must have a copy of the Strategic Plan. It is this document that informs the strategy and the manner members of staff are to apply themselves at work. It is, therefore, important that members have an appreciation of what the Judicial Service Commission strategies are and how each member is to contribute towards implementing those strategies.

The key areas in the strategic plan are as follows;

- (a) Vision** – *“A Zimbabwe in which world class justice prevails!”*
- (b) Mission** – *“In accordance with the laws of Zimbabwe and best practice, to provide administrative support to the Judiciary in the promotion and maintenance of a justice delivery system that inspires public trust and confidence in the rule of law”*
- (c) Core values**
  - (i) *Independence;*
  - (ii) *Fairness;*
  - (iii) *Professionalism;*
  - (i) *Accountability;*





- (ii) *Accessibility; and*
- (iii) *Transparency.*

**(a) Founding Principles**

- (i) *Accessible justice for all;*
- (ii) *High quality service to the public;*
- (iii) *Performance culture; and*
- (iv) *Competent Judicial Service.*

For the Judicial system to be considered world class, it must achieve excellence. This is what the JSC Zimbabwe wants to achieve. The following key attributes are evident in the world's best judiciaries:-

- (i) **Accessibility** – Courts should be open and accessible to the public in terms of physical location, public areas and facilities.
  - The cost of justice should not be prohibitive.
  - Facilities for special needs groups, such as people with disabilities and minors, should be easily available.
- (ii) **Efficiency** – Proceedings should be conducted expeditiously, minimising delays that cause injustice and hardships.
- (iii) **Transparency** – This includes fairness and impartiality. Proceedings and interactions with the courts should be transparent, with all parties treated equitably and provided with due process under the law.
- (iv) **Independence** – Courts should operate independently and be held accountable for safe guarding the rule of law.
- (v) **Professionalism** – Courts should be well managed with effective planning and performance management systems, cases should be presided over by professional, well trained and well compensated judiciary staff.

**(b) STRATEGIC GOALS AND OBJECTIVES**

The Judicial Service Commission has developed key strategic goals that must be achieved. Every member of the Judicial Service must be aware of these strategic goals and work in his or her own way, within the sphere of his or her duties, to contribute to achieving these strategic goals. The goals are as follows;

- (a) To provide and deliver an efficient and effective system of justice administration in Zimbabwe.
- (b) To continuously develop the skills of its members so as to enhance the quality and quantity of service output.
- (c) To provide a professional service to the people of Zimbabwe who approach the courts.



- (d) To fight corruption in whatever way it presents itself.
- (e) To install and utilise comprehensive ICT solutions for the entire Judicial Service, including automated case management system to enhance quality and reduce delays and congestion.

The NM& E policy also makes reference to Results Based Management (RBM) that should be embraced by all State entities. The components of RBM are stated as follows:-

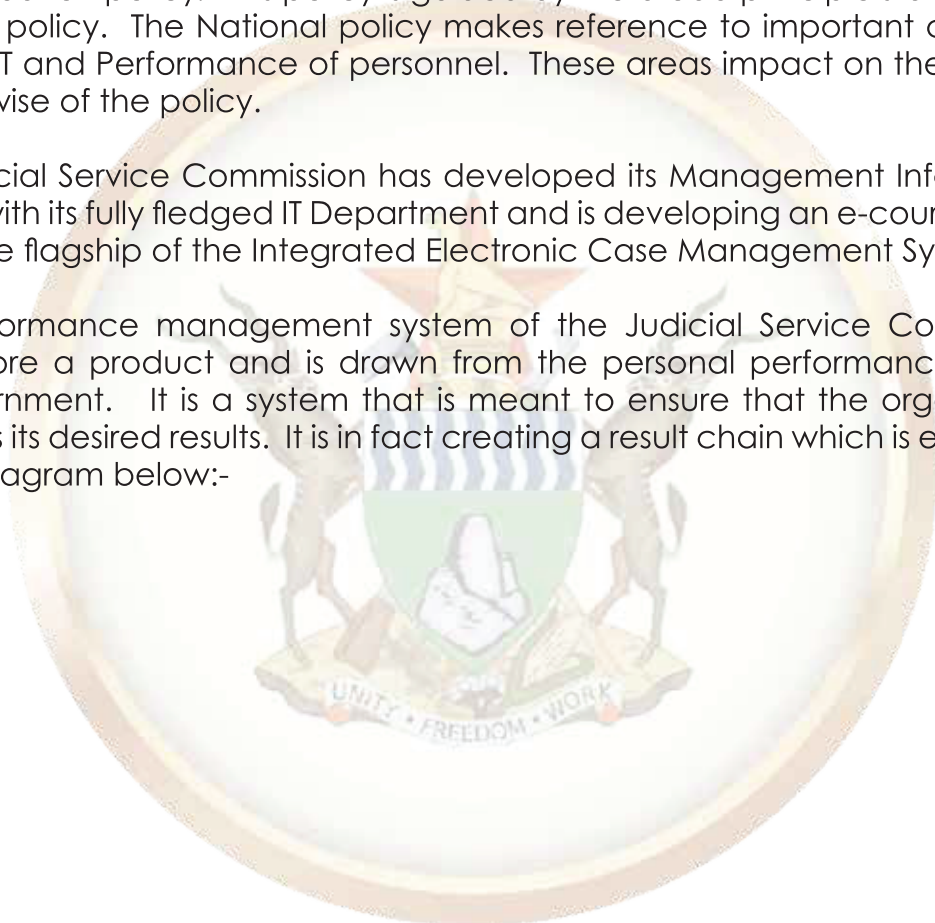
- a) Integrated Strategic Planning;
- b) Result-based budgeting;
- c) Monitoring and Evaluation;
- d) Personal Performance System;
- e) Information Management System; and
- f) E-Government.

The Judiciary is a unique State entity which is also the third arm of the State. Section 164 of the Constitution provides for the independence of the Judiciary. It is, therefore, important that the implementation of such government policy must not interfere with the independence of the Judiciary. It becomes imperative also that when the Judicial Service Commission embraces these policies, it must tailor make them for its operations without violating the law.

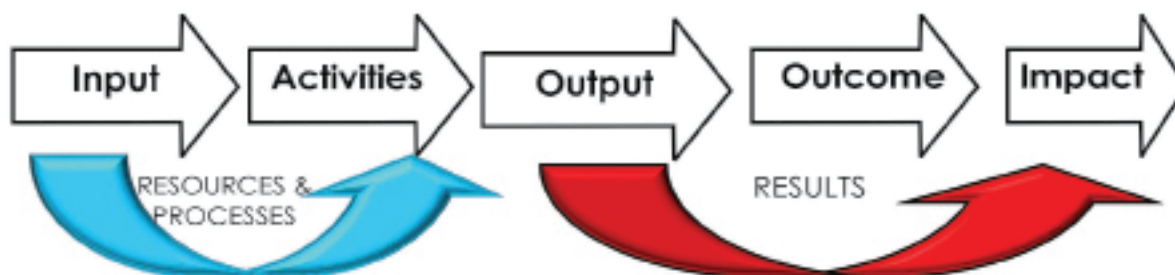
The Judicial Service Commission has designed its own home-made Monitoring and Evaluation policy. This policy is guided by the broad principle stated in the National policy. The National policy makes reference to important areas like use of ICT and Performance of personnel. These areas impact on the success or otherwise of the policy.

The Judicial Service Commission has developed its Management Information System with its fully fledged IT Department and is developing an e-courts system under the flagship of the Integrated Electronic Case Management System.

The performance management system of the Judicial Service Commission is therefore a product and is drawn from the personal performance system of Government. It is a system that is meant to ensure that the organisation achieves its desired results. It is in fact creating a result chain which is explained by the diagram below:-



## RESULTS CHAIN



This result chain is referred to in the revised National Monitoring and Evaluation guidelines. This is a tool that can be used to measure or monitor how the Organisation is performing to fulfill strategic objectives.

### (i) INPUTS

The JSC is required to put in resources into its operations for success to be achieved. Examples of the resources besides staffing are funding, equipment, furniture, transport and others. Members of staff will not be able to perform to optimum levels if they are not provided with resources. It becomes difficult to assess their performance when they did not have the required resources to do their work. For example, a Magistrate will not be able to go to circuit court if there is no vehicle to take him or her there.

### (ii) ACTIVITIES

These are the activities that are performed after the provision of resources. If the vehicle is provided, then the activity is that the Magistrate and his or her team must go for circuit court as is required.

### (iii) OUTPUTS

These are the immediate deliverables achieved out of the activity. In the example given above, the output is that matters are heard and finalised at the circuit court. Measurement of the performance of the Magistrate becomes easy.

### (iv) OUTCOMES

This is the ultimate result from what has been done. In the example given, after matters are heard and finalised, it results in the reduction of backlog of cases in the courts system. Cases are being handled and finalised without any delays. Where the Judicial Officer fails to do this and to meet the desired target, then the performance management system will find him or her wanting.

### (v) IMPACT

The impact of the results chain in the example given above is that there is efficiency in the administration of Justice and there is expeditious delivery of Justice in the courts. This is the ultimate requirement that is imposed on the courts by the Constitution. This is how the courts will have managed to achieve their Constitutional mandate and strategic objective.





The performance management system comes in to deal with the human element that is expected to perform for Judicial Service Commission to meet its desired objectives as illustrated in the results chain above. The results chain will come to naught if the human element does not perform as expected. As will be explained below, the performance management system will closely monitor how the members are performing in the results chain. It further helps to identify the gaps in the system that are affecting performance and the interventions that must be made. As a management tool, the system must assist management in meeting its desired objectives.

## WHAT IS PERFORMANCE MANAGEMENT?

Performance management is the continuous process of improving performance by setting individual and team goals which are aligned to the strategic goals of the Organization. It also involves reviewing and assessing progress, and developing the knowledge, skills and abilities of members of staff.

It is a continuous process - not a once-a-year activity.

- It is often mistaken with performance appraisal. Performance appraisal is a component of a performance management system which focuses on individual employee performance and their contribution to the entire Organisation's achievement.
- Effective performance management should, therefore, bring together a number of different, coordinated activities to form an ongoing performance management cycle in the Organisation as a whole.



# HISTORY OF PERFORMANCE MANAGEMENT SYSTEM IN THE JUDICIAL SERVICE COMMISSION

Before the coming into being of the JSC in 2010, members of the Judicial Service Commission were employed by the Public Service Commission under the Ministry of Justice, Legal and Parliamentary Affairs. The performance system in place then was a performance appraisal system. This involved target setting which was conducted between an appraisee and an appraiser, a review could be done in the middle of the year and then at the end of the year or cycle a mark is allocated to the appraisee.

- There was an apparent lack of knowledge by both the appraiser and the appraisee on how this system worked.
- The two stages were neither properly monitored nor evaluated. The process would not achieve the desired results in the circumstances.

The JSC came into being in 2010. The implication was that members of the Judicial Service changed employers from Public Service Commission and Ministry of Justice Legal and Parliamentary Affairs to Judicial Service Commission. The Commission then abandoned the performance appraisal system which was used by the Public Service Commission. The Commission developed some *ad hoc* process of assessing staff performance like the submission of monthly statistical reports which also included individual performance by judicial officers.

- There was, however, a need for the JSC to come up with a performance management system that would enhance the performance of the courts.
- In 2012 the JSC developed a Strategic Plan for the period 2012 – 2016. One of the key goals of the Strategic Plan was to develop a performance management system framework by August 2016.
- This goal was not achieved as by the end of the Strategic Plan lifespan in 2016, there was no performance management system in place. It remained an outstanding objective which was carried over in the 2016 – 2020 Strategic Plan.

In 2018, after carrying out various studies on best practices including visiting Kenya, we developed our very own home-grown performance management system. We commenced implementing this system in the year 2019.

The key component of this system was that it is a continuous process of evaluating and monitoring the performance of staff. Unlike the appraisal system which was more or less like one or two stage event during the year, the performance management system involves a two way traffic interaction between a supervisor and member. It involves a continuous process of assessing the performance of the member by the supervisor continuously during the course of the day, week, month and year. It also involves continuous feedback from the member to management on his or her performance and availability of resources to ensure optimum performance. Where gaps are noted in terms of the performance or



lack thereof of the member, for example lack of application, lack of skill, etc., they are attended to immediately, you do not wait until the end of the year to do that. At the same time where the member raises gaps caused by the employer like lack of resources, which would affect his or her performance, these are dealt with immediately.

This is the major difference between performance appraisal system and performance management system in the JSC. The JSC has adopted the performance management system because it is more result-oriented and the philosophy is that every member of the organisation must contribute to achieving its goals and objectives. If the station fails to deal with matters expeditiously and there is a rise in backlog of cases, then that station has failed to meet its goals. Such failure should visit upon the Resident Magistrate or Station Head, it should also be extended to the other Magistrates and members of staff at the station. In other words, the success or failure to perform by a station should attach to the final rating that members of the station are going to get. It is only in exceptional situations where a member has a good rate at a poor performing station.

- The performance management system requires that all members of the organisation appreciate the model and how it pans out.
- It further requires the setting up of clear targets that are achievable and measurable.
- It requires candidness between the member and supervisors on what is expected of either of them.
- There should be a clear relationship between the final rating and the result of performing.

## PERFORMANCE CONTRACTS

Annexure "A"	-	Secretary
Annexure "B1, B2" and "B3"	-	Chief Magistrate and Deputy Secretaries
Annexure "C1" to "C10"	-	Heads of Departments

A performance contract is constituted by various components that are assessed to measure the performance of the member. The areas are as follows;

- (i) Key Result Areas (KRAs)/ objectives
- (ii) Goals / Aims
- (iii) Key Performance Areas/ Activities
- (iv) Key Performance Indicators / Measurements
- (v) Review results
- (vi) Performance Description
- (vii) Performance Score / Rating



## (i) KEY RESULT AREAS (KRAs) / OBJECTIVES

Key result areas refer to a short list of overall goals that guide how a member does his or her job. The KRAs define the job profile for the member and enable the member to have better clarity of his or her role in the Organisation. More importantly, they also help employees to align their role with that of the Organisation. In other words, the role or job profile of a member must contribute in the Organisation meeting its objectives or goals. For example, one of the goals of JSC is to deliver justice expeditiously. A KRA for the Secretary would be to provide adequate resources to the courts so that they operate efficiently for justice to be delivered expeditiously. A Key Result Area for a Magistrate will be to finalise matters before him or her without delay. In this way, he or she contributes in ensuring that JSC meets its goals of delivering Justice expeditiously.

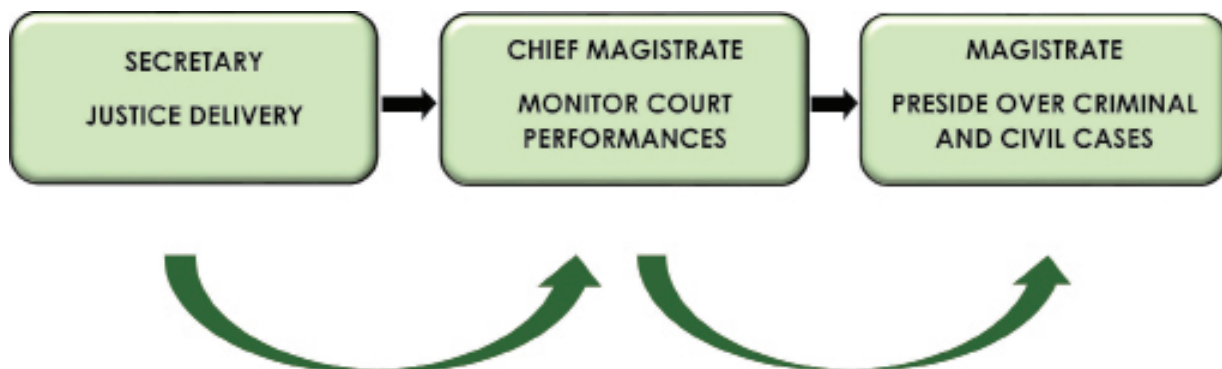
Every member must have KRAs that must meet the objectives or goals of the Organisation. To that end, KRAs must be directly derived from the JSC's mandate, strategy and objectives.

KRAs should be well defined, quantifiable and easy to measure. They must be:

- S**pecific
- M**easurable
- A**chievable
- R**esult-oriented
- T**ime-based

The rationale of designing KRAs is to ensure alignment of effort of people in the organisation to the overall goals of the Organisation. There should be a chain of KRAs by different members of staff which, taken together, would result in the JSC meeting its goals. Below is an example of chain of KRAs:-

### JSC Mandate - Expeditious delivery of justice





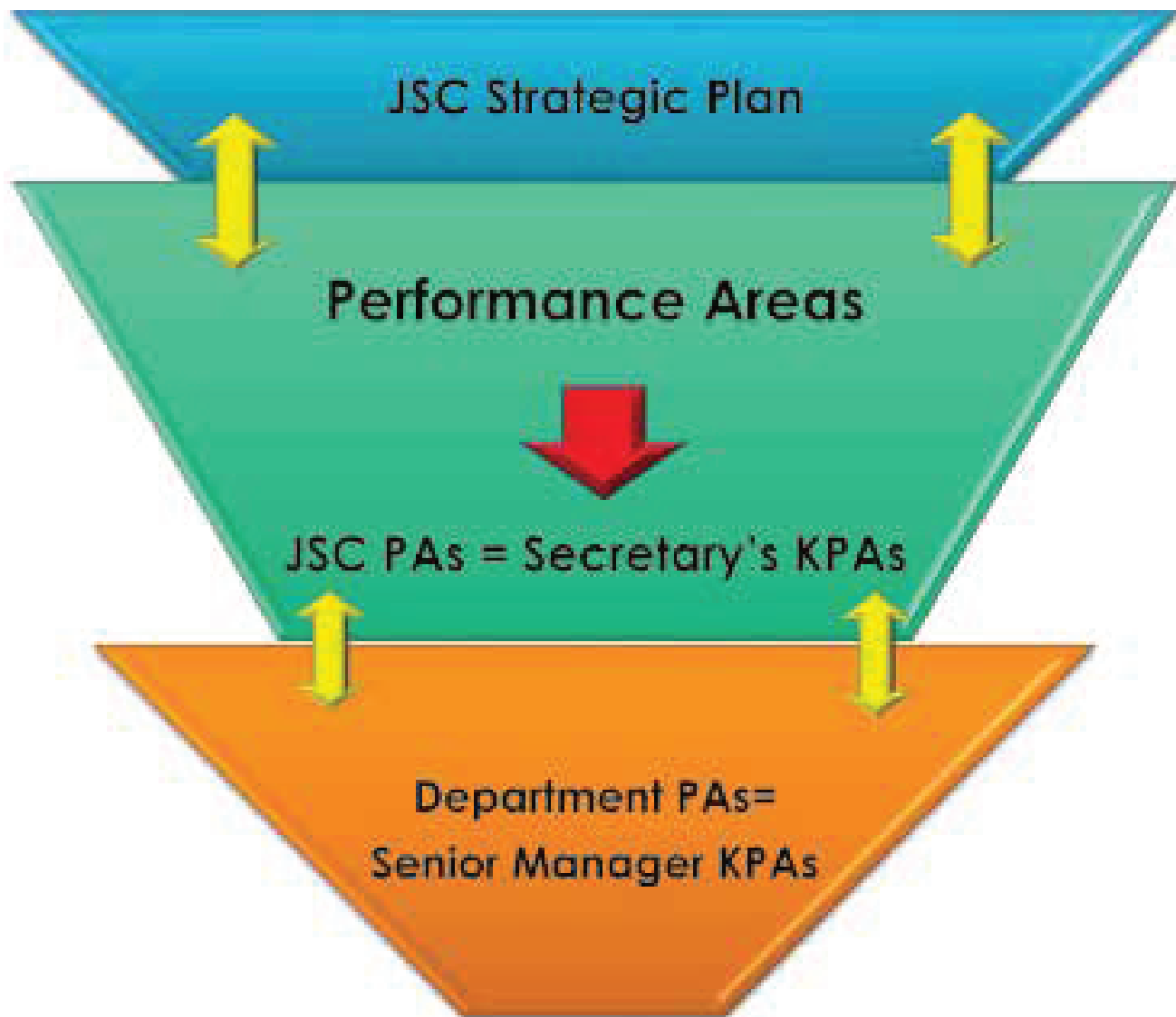
According to study and best practices, the number of KRAs for a person must not be less than four or more than eight. The rationale being that if the KRAs are three and below they are too few to add value to the Organisation. It means the job profile or the role may not be required or it is covered by other jobs. Where they exceed eight there is a problem again because they will be too many making it difficult for the member to adequately and efficiently apply himself or herself to all the KRAs. The member will now be all over the place and his or her effectiveness is compromised.

### TOP TO BOTTOM PMS

- The Judicial Service Commission KRAs and Secretary's KRAs are relevant performance indicators for the Judicial Service Commission.
- KRAs for other Senior Managers equate to respective Departmental KRAs and cascade from the Commission's/ Secretary's KRAs.
- These should also cascade to Provinces, Divisions, Sections and Stations.
- Departmental KRAs should aggregate to the JSC Performance Indicators.
- The rationale is to ensure alignment of effort of the people in the organisation to the overall goals of the organisation.

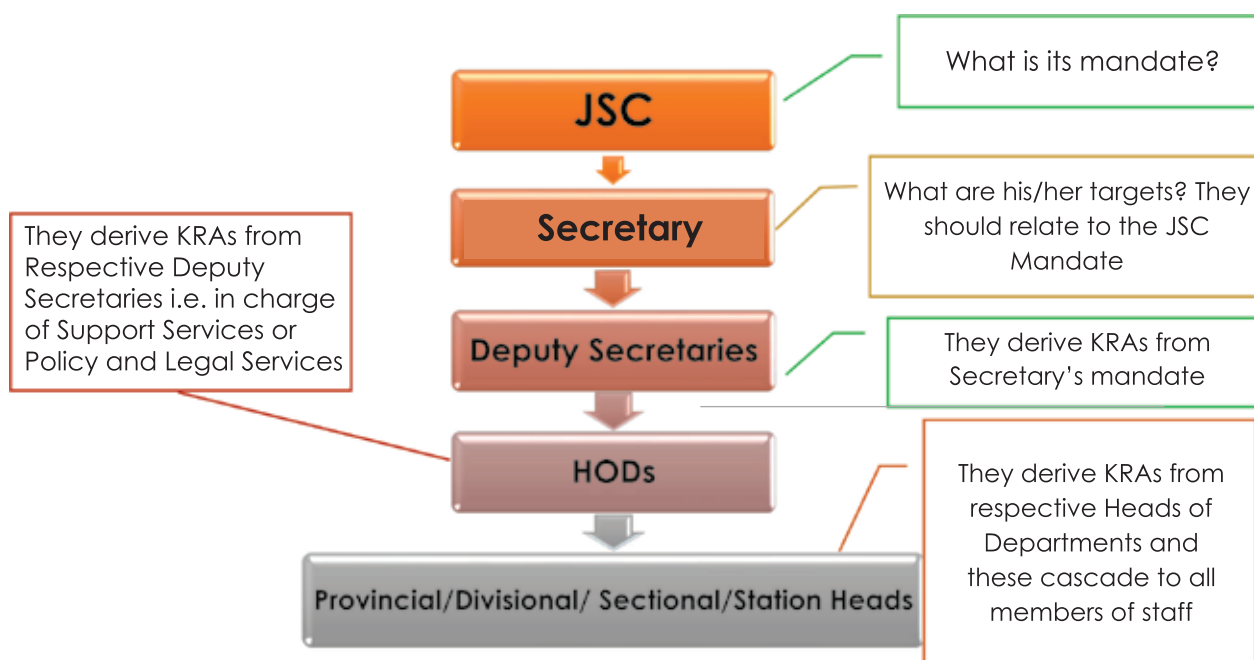


## Guidelines in designing KRAs



- The JSC Strategic Plan contains the Key Strategic Areas or Key Result Areas for the Organisation. These will then constitute the performance expected of the Secretary.
- Everything else that follows is derived from the KRAs of JSC.

## JSC PERFORMANCE MANAGEMENT SYSTEM: TOP TO DOWN APPROACH



### (i) GOALS/AIMS

The question should be what do you aim to achieve with the objectives or key result areas chosen?

The answers to this question are the goals. Goals or aims are what you want to achieve through the KRAs you have chosen. For example, the key result area for Secretary is justice delivery. The goal or aim of this KRA is to have an efficient justice delivery system. The KRA for Chief Magistrate is monitoring performance of courts and the goal or aim is to ensure efficient and expeditious delivery of justice.

The KRA for the Master of High Court is Administration of insolvent and deceased estates and the goal or aim is to ensure effective and efficient winding up of estates. The focus is the monitoring of undertaking the KRA that is the goal or aim.

### (ii) KEY PERFORMANCE AREAS OR ACTIVITIES

These focus on the activities that must be undertaken to achieve the goals and the objectives set. What is it that a member is expected to do to achieve the KRAs and goals set? What activities should you undertake to meet the goals set? For example, the goal for Secretary is to have an efficient justice delivery system, the activities that must be undertaken to achieve this is the deployment of staff, provision of resources and monitoring and supervision of operations. All these activities will ensure that the goal of having an efficient justice delivery system is achieved.



A magistrate's KRA is to preside over criminal and civil cases, the goal is to ensure delivery of justice efficiently and expeditiously. The activities that must be undertaken by the magistrate to achieve this goal is to hear and determine matters as and when required and delivering decisions timeously. This is what you do, your actions in order to achieve the goals set.

It has already been indicated that one may have between four and eight KRAs. There should be corresponding goals for each KRA and there should be activities or actions that must be done for these goals.

### **(iii) KEY PERFORMANCE INDICATORS**

These are tools used to measure performance. It is a type of measure that is used to evaluate the performance of an Organisation, a Department, a Province, a Station or a member against the strategic objectives of the Organisation.

After work has been done through the activities in order to achieve set goals, there is need to evaluate, to monitor or to measure whether the performance has achieved the desired result. There should be tools that are used to do the evaluation or the measurement.

Examples of such tools are registers, audit reports, monitoring and evaluation reports, cash book, bank deposits slips, monthly statistical reports, court files, asset register, court rolls and even observations.

An example was given above of KRA of a Magistrate which is to preside over civil and criminal cases. The goal is to have an efficient and effective justice delivery system. The activities include hearing and determining matters expeditiously and without delay. How then do you measure that the activities performed have met the goals set? You need to check whether the court starting times are being adhered to, judgments are delivered within the stated times, monthly court returns show reduction or there is no backlog. An accountant does banking as one of his or her KRAs. The goal is to ensure that funds receipted are banked without delay and within the stipulated timelines. The activities involve banking funds receipted daily. The performance indicators are the bank deposit slips, registers, and cash book that will show how often funds are banked.

### **(iv) PERFORMANCE REVIEW**

It has already been stated that the performance management system is a continuous process that is done to assess the performance of a member. It is repeated again here that this is a management tool and the process can be done daily, weekly, monthly, quarterly, half-year and so forth.

There should a process of reviewing the performance of the member. The review of the performance of a member is meant to create a platform of interactions between the supervisor and the member on assessing the performance of the member thus far and decide whether there is need to make some interventions:-





- It allows the member to give feedback to the supervisor on the challenges that may be militating against the successful execution of the tasks and set goals agreed at the beginning of the performance period.
- It gives a platform for reality assessment on the key performance area agreed and whether they may be varied or not.
- It is meant to identify areas of strength on the members and compliment him or her.
- It is also meant to point out areas of weakness and look at ways to assist the members to improve.

Various other interventions can be done as a result of performance review. These include provision of more resources, training, varying of the KRAs and goals, reprimand and compliments,

It is expected that after this review process there is consolidation of good performance or improvement from poor performance.

## SCORING/RATING

The performance management system whose life span commenced at the beginning of the year must terminate at the end of the year. There must be a way to conclude the process so that a fresh process may start in the following year.

The system is concluded by conducting a performance appraisal for each member of the organisation. This is done by rating and scoring the member against expected and agreed results. The rating is done by looking at every goal agreed at and assessing the extent to which the member has managed or failed to achieve that goal. This assessment is then reduced to a “mark” and a “grade” provided in the performance rating scale. The rating scores are between “**1 and 5**” and “**E to A**” as grades”. “**E or 1**” relate to poor performer and “**A**” OR “**5**” relate to the performer who by far exceeds expectations. This is a performer who by way of analogy will be “walking on water”.



## PERFORMANCE RATING SCALE

RATING/ SCORE	PERFORMANCE DESCRIPTION	%	GRADE
5	Far exceeds expectations/ Outstanding	100%	A
4	Meets and exceeds some expectations/ Excellent/ Very good	80%-99%	B
3	Meets most but not all expectations/ Good	50%-79%	C
2	Fails to meet most of the expectations/ Fair	40%-49%	D
1	Poor performer/ Poor	0%-39%	E

The following principles are pertinent in the rating exercise;

- The rating involves an honest and candid discussion between the member and the supervisor.
- The supervisor is required to visit the member's office, station or province.
- Some of the observations that need to be made by the supervisors require observations, to be made on the ground, for example, court ambiance, office cleanness and staff welfare.
- The rating must be fair. Even though it is expected that the member and supervisor may not agree on some of the ratings, it is encouraged that there must be an endeavour to reach a consensus.
- Ratings in which one scores a **"five"** or **"A"** grade which is exceeding expectations or where one scores a **"one"** or **"E"** for poor which is poor performance, will be subjected to audit by the Internal Audit team.



## PERFORMANCE RESULTS

All the performance management system results must be submitted to the office of the Secretary by the 31<sup>st</sup> of December in a summary form.

There will be consequences for good and bad performers. This position must be made clear to all members at the beginning of the performance cycle. The best performers in category **“A” and “B”** or **“four” and “five”** must be rewarded by the employer. The worst performer which is also graded in **“E” or “one”** must also have some recriminations visited on him or her.

There are various ways to award good performers. These include but are not limited to-

- Once off bonus payment;
- Salary increment ;
- Promotion;
- Commendation letter;
- Performance awards trips.

A poor performer must be made aware of the areas that caused such performance. Some of the consequences for poor performance may be as follows-

- A letter of warning;
- Preferring misconduct charge;
- Demotion;
- Training and skills development;
- Redeployment.

The results of performance management system should be used in interviews to assess the suitability or otherwise of a candidate for promotion. The Human Resources department must always ensure that the performance rates of the candidate are included in the interview packages.

## CONCLUSION

The performance management system is an international best practice which is implemented in both private and public institutions. It is a system that enhances the performance of the organisation through the value addition of every member of staff. This is the system that we have designed in the JSC.

It recognises the role that every member of staff has to play to ensure that the Organisation achieves its strategic objectives. It is a system that concerns itself more on collective responsibility either in success or failure to achieve our goals and discourages individualism in operations.

The success of this system is dependent on the cooperation of every member of staff. It is important that we all embrace the guidelines set out.





Performance Targets and Assessment: <b>SECRETARY</b>						
Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description Performance Score	
<b>Justice Delivery</b>	To have an efficient, effective and accessible justice delivery system	Recruitment, deployment and training of staff.	Improved quality justice and enhanced public trust and confidence in the Judiciary and the Rule of Law			
	To ensure delivery of quality justice	Review of Statutes, Court Rules and other relevant statutory instruments	Backlog of cases			
	To ensure justice is delivered expeditiously	Establishment of court stations to localise access	Gazetted Statutes, Rules and Statutory Instruments			
	To promote independence of the Judiciary	Timely provision of resources and tools of trade	Availability of court facilities and reduced distance to courts			
	To regulate the manner of JSC operations	Automation of court systems	Adequately resourced courts and offices			
	To promote the JSC mandate and brand	Automation of court systems	Digitised court systems; functional IECMS			
			Monitoring and evaluation of court operations and support services	Monitoring and evaluation reports to the Board of Commissioners		
				Annual Report to Parliament		



## Performance Targets and Assessment: **SECRETARY**

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Performance Culture</b>	To direct and take full responsibility for the efficient and effective day to day service delivery throughout the country To ensure an accountable, committed and responsible current and future leadership	Comprehensive organisational culture development Leadership development Efficient and effective justice delivery	High Performance culture Increased Productivity Monitoring and evaluation reports Approved Policies, SOPs and manuals Secretary's reports to the Board of Commissioners To ensure efficient and effective justice delivery			
<b>Advisory role</b>	To advise the Commission on any matter issues pertaining to the Judicial Service or the administration of justice To advise Government on matters relating to the Judiciary and the administration of justice	Advising the Commission on issues affecting the Judicial Service and or the administration of justice	Smooth operations of the Courts and offices of the Master of High Court and the Sheriff Advisory opinions Monthly and annual reports Secretary's reports to Board of Commissioners			



# Performance Targets and Assessment: **SECRETARY**

<b>Performance Areas/ Objectives</b>	<b>Goal/ Aims</b>	<b>Key Performance Areas/ Activities</b>	<b>Key Performance Areas/ Measurements Indicators / Measurements Indicators / Measurements Indicators</b>	<b>Performance Assessment (To be completed at the end of the appraisal period)</b> <b>Results as of 30 June 2025</b>
<b>Strategic Development</b>	-To establish the greatest priorities to be pursued in the next five years.	-Collaborate with the Board of Commissioners to set the strategic direction of the JSC.	Strategic plan Annual report to Parliament	Performance Assessment (To be completed at the end of the appraisal period) Results as of 30 June 2025
<b>Human Capital Development</b>	-To oversee the implementation of the systems aimed at improving service delivery in the entire JSC	-Establishment of the Performance Management System	-Established Judicial Training Institute -Signed Performance Contracts -Signed Performance Contracts	Performance Assessment (To be completed at the end of the appraisal period) Results as of 30 June 2025

guidance to all Heads of Departments





## Performance Targets and Assessment: **SECRETARY**

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)	
				Review Results as at 30 June 20...	Performance Description Performance Score
<b>Financial Leadership</b>	-To ensure financial balance to promote and facilitate the independence and accountability of the Judiciary and the efficient, effective and transparent administration of justice in Zimbabwe.	Facilitating budgetary support Accounting for the organisation's resources in a transparent manner Monitoring and evaluating financial plans and reports	-Financial autonomy -Financial and Audit Reports -Financial Discipline -Effective financial enterprise risk management system -Monitoring and evaluation reports. -Secretary's Reports to the JSC Board - Annual Report to Parliament		
<b>Resource mobilisation</b>	Ensure greater, efficient and independent Judiciary	Mobilise financial, technological and physical resources for the Judicial Service	Adequate financial, technological and physical resources		
<b>TOTAL</b>					
<b>AVERAGE</b>					
<b>OUT OF 5</b>					
<b>TOTAL</b>					

## Performance Targets and Assessment: CHIEF MAGISTRATE

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
Supervision, Monitoring and Evaluation of performance of the Magistrates' courts	Efficient and expeditious delivery of justice	Visit and evaluate performance of each Province	To produce M and E reports quarterly to the Secretary			
	To ensure efficiency in the performance of courts	Produce M and E Report Compile and analyse the statistics of the courts by way of Reports	To produce accurate reports by the 7 <sup>th</sup> of each month			
Presiding over Criminal and Civil Cases	To ensure delivery of efficient and expeditious justice	Hearing and determining matters as and when required Timeous delivery of decisions Liaising with PRAZ	To give judgment within 3 months			
			To produce monthly Court returns to the Secretary on the 2nd of each month To produce Anti-Corruption returns on the 2nd day of each month to the Secretary Submit Review records within 7 days Submit Appeal records within 21 days.			







## Performance Targets and Assessment: **CHIEF MAGISTRATE**

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Complaints management</b>	Enhance integrity of the Magistrates services and to instill public confidence.	Investigate, attend to and respond to complaints	To produce quarterly complaints analysis report to the Secretary  Respond to complaints in writing within 21 days of receipt			
<b>Staff training</b>	To have a skilled and competent staff	Organize and hold training programmes for all staff categories	Hold at least one training programme for each job category quarterly			
<b>Maintenance of Infrastructure and Court Ambience</b>	To ensure well maintained court premises	Ensuring constant provision of cleaning materials and detergents to court stations  Overseeing cleaning and maintenance of court premises	Adequate stock of cleaning materials maintained  Courts, offices and environs maintained in a high state of cleanliness.			

## Performance Targets and Assessment: CHIEF MAGISTRATE

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Staff Wellness</b>	To motivate the staff members and ensure a conducive working environment	Attending to welfare requirements of staff members Attending to requests by staff	Constant and timeous availability of provisions and teas. Staff members provided with adequate tools of trade Promptly resolved grievances Introduce at least one wellness programme per year Annual reports produced on staff wellness by the 31st of December of each year.			
<b>TOTAL</b>						
<b>AVERAGE</b>						
<b>OUT OF 5</b>						
<b>TOTAL</b>						



## Performance Targets and Assessment: DEPUTY SECRETARY, SUPPORT SERVICES

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Monitoring and Evaluation of Support Service Departments</b>	To ensure compliance with approved Judicial Service Commission policies and SOPs	Monitoring and evaluation of court operations and support services	Quarterly and annual reports			
	To ensure efficiency and effectiveness in the discharge of functions by all support services departments.		Monitoring and evaluation reports submitted seven (7) days after visits			
<b>Provision of Resources</b>	To ensure that all courts and departments have adequate equipment and resources	Identifying financial, technological and physical resources and equipment required by JSC Ensuring that procurement of goods and services is done timeously and in accordance with the law Liaising with PRAZ	Adequately resourced courts and departments  Successfully completed tenders			
<b>Management of assets</b>	To ensure that all JSC assets are secure and well maintained	- Putting in place measures to ensure that all assets are recorded Overseeing the repair of all equipment and assets	Assets in good state of repair  Well maintained asset registers  Submitted Annual Asset reports			



## Performance Targets and Assessment: DEPUTY SECRETARY, SUPPORT SERVICES

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Management of Projects and Events</b>	To ensure efficient execution of all JSC Projects	Engaging Public Works and Private Contractors Overseeing Procurement of material for projects Supervising and monitoring progress of all projects	Completed buildings Site visit reports submitted after each visit Successfully implemented services projects ( e.g. IECMS)			
<b>Human Capital Development</b>	To ensure there are no skills gap in the organisation	Overseeing development and implementation of Annual Training Plans	Approved Training Plans in place Trained Staff Training Registers			
<b>Stakeholder Management</b>	To establish and maintain beneficial relationships with stakeholders	Liaising with stakeholders such as CMED, vehicle service garages and suppliers of goods and service	Good working and mutually beneficial relationships with stakeholders. Credit lines extended by suppliers and service providers Feedback from stakeholders			
<b>TOTAL</b>						
<b>AVERAGE</b>						
<b>OUT OF 5</b>						
<b>TOTAL</b>						





**Performance Targets and Assessment: DEPUTY SECRETARY, POLICY AND LEGAL SERVICES**

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<p><b>Monitoring, Supervision and Evaluation of JSC Operations</b></p>	<ul style="list-style-type: none"> <li>-To ensure efficient and expeditious delivery of justice</li> <li>-To ensure efficiency in the performance of all JSC Operational Units.</li> </ul>	<ul style="list-style-type: none"> <li>-Overseeing operational units namely the Magistracy, Superior Courts, Master's Office and the Sheriff's Office.</li> <li>- Overseeing the operations of policy related departments namely Policy and Legal Services and Human Resources.</li> <li>-Providing leadership and operational guidance to all Heads of Departments for Policy and Legal Services</li> <li>- Conducting inspections on Court/ Office Operations</li> <li>-Analysing statistics of all operational units within the JSC</li> </ul>	<ul style="list-style-type: none"> <li>- Monitoring and evaluation reports</li> <li>-Audit reports</li> <li>-Audit follow ups with Heads of Departments</li> <li>-Feedback from Operational and Policy related Units.</li> <li>-Provincial Inspection reports.</li> <li>-Analysis reports on monthly, quarterly and annual statistical and status reports.</li> </ul>			

## Performance Targets and Assessment: DEPUTY SECRETARY, POLICY AND LEGAL SERVICES

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Policy and Legal Developments Management</b>	-To ensure that the administration of justice is maintained in a high state of efficiency through up to date law reports	<ul style="list-style-type: none"> <li>-Overseeing the selection of reportable judgments by the Editorial Committee.</li> <li>- Coordinating the production of Zimbabwe Law Reports</li> <li>- Formulating and reviewing policies and legal instruments as and when required</li> <li>-Ensuring that there is no operational gap caused by outdated policies and legal instruments</li> <li>- Managing stakeholder relationships for example with the Law Society, the NPA, the Ministry of Justice, the ZRP, ZPCS and the public.</li> </ul>	<ul style="list-style-type: none"> <li>-Published law reports which are one volume behind</li> <li>- Number of approved and or reviewed policies and legal instruments</li> <li>-Feedback from stakeholders</li> </ul>			





**Performance Targets and Assessment: DEPUTY SECRETARY, POLICY AND LEGAL SERVICES**

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Litigation management</b>	To ensure that the interests of the JSC are properly protected in litigation by or against it	Overseeing all litigation by and against the Judicial Service Commission	An efficient and effective litigation management system  Number of litigation files efficiently handled			
<b>TOTAL</b>						
<b>AVERAGE</b>						
<b>OUT OF 5</b>						
<b>TOTAL</b>						

## Performance Targets And Assessment: HEAD OF ADMINISTRATION

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Motor Vehicle repairs and Service</b>	To Ensure a well maintained and managed fleet for the smooth flow of day to day operations.	Preparation of monthly motor vehicle repair and service schedules. Sending vehicles for repairs and service to garages.	Service schedule produced by the last day of each month. Monthly motor vehicle service and repairs report every last day of the month.			
<b>Assets Management</b>	To ensure that all JSC movable and immovable assets are secure	Compilation of mid-year and annual Asset Returns. Submission of Asset requirements to PMU. Maintaining and repairing assets	Annual Asset Returns by the 30 <sup>th</sup> of June and 31 <sup>st</sup> of December of each year. Annual site inspections report one week after every visit.			
<b>Stores Management</b>	To equip JSC with required stores items.	Storage of stores items. Maintaining stock inventories Submission of stores requirements to PMU. Re-ordering and distribution of goods	One day execution of requisitions from user departments. Up to date stock inventories Stock returns and Distribution returns			







## Performance Targets And Assessment: **HEAD OF ADMINISTRATION**

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Maintenance of Infrastructure</b>	To enhance access to justice by rehabilitation of JSC infrastructure.	Implementing, monitoring and managing JSC projects.  Rehabilitation and maintenance of JSC infrastructure.	Site inspection reports within a week after every site visit.  Rehabilitation Action Plan by the 31st of October each year.			
<b>Security</b>	To ensure adequate security for JSC premises and all staff members.	Deploying adequate security personnel at all JSC premises.	Monthly security reports by the last day of each month			
<b>Staff Training</b>	To ensure skilled and competent members of staff in the Administration Department.	Identifying skills/training needs  Planning and crafting training programmes for members of staff.  Coordinating and conducting training of staff	Training plan submitted by 31 December of each preceding year  Conduct at least two trainings per quarter  Quarterly training reports by the last day of each quarter.			

## Performance Targets And Assessment: HEAD OF ADMINISTRATION

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Monitoring and Evaluation</b>	To ensure efficiency in the performance of the Department	Formulating strategies and monitoring implementation for efficient performance of the department and day to day operations	Administration department operating efficiently			
		Visiting and evaluating performance of each station.	Visits to each station at least twice a year.			
		Compilation and analysis of statistics of the stations through reports	Accurate Station visits reports produced and submitted within 7 days of the visit.			
		Producing performance reports	Annual report by the 6th of January of the following year.			





## Performance Targets And Assessment: **HEAD OF ADMINISTRATION**

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Staff Wellness</b>	To motivate the staff members and ensure a conducive working environment	Attending to welfare requirements of staff members  Attending to requests by staff	Constant and timeous availability of provisions and teas.  Staff members provided with adequate tools of trade  Promptly resolved grievances  Introduce at least one wellness programme per year  Annual reports produced on staff wellness by the 31st of December of each year.			
<b>TOTAL</b>						
<b>AVERAGE</b>						
<b>OUT OF 5</b>						
<b>TOTAL</b>						

## Performance Targets And Assessment: HEAD OF FINANCE

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Resource Mobilisation</b>	To ensure that the Organisation has adequate funds to meet its financial obligations	Engaging and maintaining liaison with Treasury for release of budgetary allocations	Timely release of appropriated funds			
<b>Budgeting</b>	To keep stakeholders informed on business decisions and align existing plans to the allocated budgets	Budgeting and Stakeholder liaison	Approved Budgets and Approved Financial Plans submitted to Treasury guided by the Annual budget Circular from Treasury Reviewed budgetary allocations quarterly			
<b>Debt Management and Payments Processing</b>	To ensure that all JSC financial obligations are met	Processing payments as requested by departments  Managing JSC debt	Debtors Registers and Payments Registers			





## Performance Targets And Assessment: **HEAD OF FINANCE**

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Training and Development</b>	To ensure that all members of staff are capacitated	Identifying skills/training needs  Conducting institutionalised training for all grades within the financial services  Planning and crafting training programmes for members of staff.	Training plan submitted by 31 December of each preceding year  Trained subordinates both in terms of continued professional development as well as task related competency  Conduct at least two trainings per quarter			

## Performance Targets And Assessment: **HEAD OF FINANCE**

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measure-ments	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Monitoring and Evaluation</b>	To ensure constant review of policy adherence and implementation of approved policies	Compiling performance reports that are compliant to existing approved policy  Visiting and evaluating performance of each station.  Compilation and analysis of statistics through reports	Quarterly operations reports submitted to the Secretary. Monitoring and evaluation reports submitted to the Secretary within 7 days of M & E visits.  Accurate Station visits reports produced and submitted within 7 days of the visit. Annual report by the 6th of January of the following year.			
<b>TOTAL</b>						
<b>AVERAGE</b>						
<b>OUT OF 5</b>						
<b>TOTAL</b>						





## Performance Targets And Assessment: HEAD OF HUMAN RESOURCES

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)	
				Review Results as at 30 June 20...	Performance Score
<b>Formulation and Implementation of HR Policies and Processes</b>	Alignment of HR policies and strategies to address JSC needs	Develop, implement and enforce relevant HR policies and processes Filing and maintenance of policies	Developed and implemented HR policies and strategies. Policies file maintained		
<b>Performance Management</b>	To build a performance culture and monitor performance within JSC	Development of Performance Contracts Coordinating Performance Reviews and Appraisals Compiling a performance review and appraisal reports	Approved performance contracts for every employee by 31 January of each year Mid Term Performance Review Report by 31 July each year End of year Performance Review Report		



## Performance Targets And Assessment: HEAD OF HUMAN RESOURCES Performance Targets And Assessment: HEAD OF HUMAN RESOURCES

Key Result Areas/ Objectives Key Result Areas/ Objectives	Goal/ Aims Goal/ Aims	Key Performance Areas/ Activities Key Performance Areas/ Activities	Key Performance Indicators / Measurements Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal Performance Assessment (To be completed at the end of the appraisal period)) Review Results as of 30 June 20... Review Results as of 30 June 20...	Performance Description Performance Description	Performance Score Performance Score
<b>Staff Wellness</b> <b>Staff Wellness</b>	To maintain and improve the physical and mental wellbeing of staff members and create a conducive working environment	Attending to welfare requirements of staff members Spearheading and coordinating implementation of staff wellness programs by departments	A well-motivated JSC workforce A well-motivated JSC workforce Approved employee engagement and satisfaction survey Employee satisfaction survey Employee satisfaction survey done Employee satisfaction survey Action plan on survey results Action plan on survey results Reduction of wellness programmes by departments Reduction of wellness programmes by departments	20...		
<b>Staff Skills Development</b> <b>Staff Skills Development</b>	Closure of skills gaps within JSC Closure of skills gaps within JSC	Developing and implementing an Annual Training Plan Developing and implementing an Annual Training Plan Coordinating implementation of training plans by departments Coordinating implementation of training plans by departments	Approved Training Plan. Approved Training Plan. Training registers Training registers			





## Performance Targets And Assessment: HEAD OF HUMAN RESOURCES

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Payroll Administration</b>	To ensure efficient administration of Payroll	Processing of salaries, allowances and conditions of service every month Attending to payroll queries	Approved payroll schedules Number of queries solved			
<b>Supervision, Monitoring and Evaluation</b>	To ensure that the department is maintained in a high state of efficiency	Conducting station visits Evaluating compliance with HR Policies and Procedures	HR department operating efficiently At least two station visits per year Accurate M & E reports to the Secretary within 7 days of visits Submission of Quarterly reports			
<b>TOTAL</b>						
<b>AVERAGE</b>						
<b>OUT OF 5</b>						
<b>TOTAL</b>						

Performance Targets And Assessment: **HEAD OF ICT**

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Automation of organisation processes</b>	<ul style="list-style-type: none"> <li>- To ensure that departments have information systems that capture their processes</li> </ul>	<ul style="list-style-type: none"> <li>-Organisational analysis, identifying problems or inefficiencies in the organisation that can be solved through ICT.</li> <li>-Project planning, estimation, budgeting and seeking approval.</li> </ul>	<ul style="list-style-type: none"> <li>At least (2) systems and (1) improvement or upgrade of the existing system per half year.</li> <li>Project plan submitted</li> </ul>			
<b>Repairs and Maintenance</b>	<ul style="list-style-type: none"> <li>- To ensure maximum and uninterrupted functionality of software and hardware.</li> </ul>	<ul style="list-style-type: none"> <li>-Facilitating the Purchasing of repair and servicing accessories.</li> <li>-Servicing and maintaining all ICT equipment.</li> <li>- Attending to and resolve all reported faults</li> </ul>	<ul style="list-style-type: none"> <li>-Stock returns of repair and service accessories.</li> <li>-Report on service of all ICT equipment after every 3 months by the 5<sup>th</sup> day of the 4<sup>th</sup> month.</li> <li>-Repairs and maintenance registers updated once after every four (4) months by the 5<sup>th</sup> day of the 5<sup>th</sup> month.</li> </ul>			





## Performance Targets And Assessment: HEAD OF ICT

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Networking and Internet Connectivity</b>	To ensure easy access of information and provide high reliability through sharing of resources - To ensure internet coverage at all stations	-Connecting stations to JSC LAN and WAN. -Responding to network faults. Management of internet subscription. Bandwidth monitoring	-Processed subscriptions by the 25th of each month. -At least 5 stations connected to VPN and networked per half year.			
<b>Supervision, Monitoring and evaluation</b>	-To ensure efficiency and effectiveness in the day to day operations of the department.	-Conducting station visits -Compiling reports on Monitoring and evaluation to the Secretary.	-Quarterly reports on Performance Management Monitoring and Evaluation reports by the 7 <sup>th</sup> day after every visit. - At least (3) provincial station visits per quarter.			

## Performance Targets And Assessment: HEAD OF ICT

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
Training and development of staff	-To organise and facilitate ICT related learning and development.	- Assessment of skills gaps	- Training plan submitted by 31 December of each preceding year			
	-Expedite acquisition of knowledge, skills and abilities required for effective job performance.	-Planning and crafting training programmes for members of staff.  -Organizing and facilitating training.	-At least two (2) trainings per year.  -Completed training registration and feedback forms  - Quarterly training reports by the last day of each quarter			







## Performance Targets And Assessment: HEAD OF ICT

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Meas- urements	Performance Assessment (To be complet- ed at the end of the appraisal period)	
				Review Results as at 30 June 20...	Performance Description  Perfor- mance Score
<b>Staff wellness</b>	To motivate the staff members and ensure a conducive working environment	<p>Attending to welfare requirements of staff members</p> <p>Attending to requests by staff</p> <p>Resolving grievances raised by members of staff</p> <p>Identifying and introducing staff wellness programs</p>	<p>Constant and timeous availability of provisions and teas.</p> <p>Staff members provided with adequate tools of trade</p> <p>Promptly resolved grievances</p> <p>Introduce at least one wellness programme</p> <p>Annual reports produced on staff wellness by the 31st of December of each year.</p>		
<b>TOTAL</b>					
<b>AVERAGE</b>					
<b>OUT OF 5</b>					
<b>TOTAL</b>					

## Performance Targets And Assessment: HEAD OF POLICY AND LEGAL SERVICES

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Monitoring, Evaluation and Supervision of Department</b>	To ensure efficient operation of the Department	-Formulating and implementing programmes for operations of the department  Producing departmental operations Reports	-Accurate monthly operations and statistical report submitted to the Secretary.  Quarterly report submitted by the end of each quarter.  Annual report by the 6th of January of the following year.			
	To effectively manage all litigation by and against the Commission	- Attending to all litigation issues timeously -Initiating litigation processes where necessary	Instruction letters processed within 3 days of receipt  Monthly litigation analysis report submitted to the Deputy Secretary by the 7 <sup>th</sup> of every month			





## Performance Targets And Assessment: HEAD OF POLICY AND LEGAL SERVICES

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Policy and Legal Review</b>	To maintain policies that are in line with the laws of the land -To ensure legal instruments are relevant to the vision of the JSC	Periodical review of policies Periodical review of statutes, rules and statutory instruments. Facilitation of enactment of statutes	Number of reviewed policies and legal instruments quarterly.			
<b>Staff Wellness</b>	- To motivate the staff members and ensure a conducive working environment	Attending to welfare requirements of staff members Attending to requests by staff Resolving grievances raised by members of staff Identifying and introducing staff wellness programs	- Constant and timeous availability of provisions and teas. Staff members provided with adequate tools of trade Promptly resolved grievances Introduce at least one wellness programme per year Annual reports produced on staff wellness by the 31st of December of each year.			

## Performance Targets And Assessment: HEAD OF POLICY AND LEGAL SERVICES

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indi- cators / Measurements	Performance Assessment (To be complet- ed at the end of the appraisal period)	
				Review Results as at 30 June 20...	Performance Description
<b>Client care and Complaints Management</b>	To enhance integ- rity of the Commis- sion and instill public confidence	Investigate, attend to and respond to complaints	Updated complaints register  Complaints analysis report submitted to the Secretary by the 7 <sup>th</sup> every month		
<b>Staff Training</b>	To have skilled and competent staff	Organise and arrange mo- dalities for all set training programmes in line with the Annual Work Plan	100% of scheduled training conducted per quarter		
<b>Human Resources Department Oversight</b>	To ensure efficient operation of the Human Resources Department	Formulating and imple- menting programmes for operations of the Human Resources Department	Efficiently operating Hu- man Resources Depart- ment Quarterly reports sub- mitted by end of each quarter		
<b>TOTAL</b>					
<b>AVERAGE</b>					
<b>OUT OF 5</b>					
<b>TOTAL</b>					



## Performance Targets And Assessment: HEAD OF PROCUREMENT

Key Result Areas/Objectives	Goal/ Aims	Key Performance Areas/Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
Procurement	To ensure efficient Procurement and Planned Cost	Preparation of Annual Procurement plan	Submit annual Procurement plan to PRAZ by 30 Jan 2020			
		Procurement of goods and services	Goods and services procured in compliance with Regulations (Executed requests for purchased items <ul style="list-style-type: none"> <li>. Requests For Quotation within 14 Days</li> <li>. Local Tender within 60 Days</li> <li>. International tender within 120 days)</li> </ul>			
		Preparation of monthly and annual Procurement Returns	Monthly and Annual Procurement Returns by the 7 <sup>th</sup> of the following month			
		Managing contracts	Updated and signed service and project contracts, Site Inspection reports and Site handover, Stage completion certifies 7 days after visit			



## Performance Targets And Assessment: **HEAD OF PROCUREMENT**

Key Result Areas/Objectives	Goal/ Aims	Key Performance Areas/Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Supervision, Monitoring and Evaluation</b>	To ensure efficiency in the performance of the Department.	Formulating strategies and monitoring implementation for efficient performance of the department Visiting and evaluating performance of each station. Compilation and analysis of statistics through reports	Procurements completed and contracts managed in terms of the law  Accurate Station visits reports produced and submitted within 7 days of the visit.  Annual report by the 6th of January of the following year.			
<b>Staff Training</b>	To ensure skilled and competent members of staff in the Procurement department	Identifying skills/training needs Planning and crafting training programmes for members of staff. Coordinating and conducting training of staff	Training plan submitted by 31 December of each preceding year Conduct at least two trainings per quarter Quarterly training reports by the last day of each quarter.			







## Performance Targets And Assessment: HEAD OF PROCUREMENT

Key Result Areas/Objectives	Goal/ Aims	Key Performance Areas/Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)	
				Review Results as at 30 June 20...	Performance Description Performance Score
<b>Client Care and Complaints Management</b>	To ensure public trust and transparency in the Procurement Department	Maintaining proper records of all correspondences and complaints received Investigating and responding to complaints, letters and queries from clients.	Up to date Complaints Register. Respond to each complaint and query received.		
<b>Staff Wellness</b>	To motivate the staff members and ensure a conducive working environment	Attending to welfare requirements of staff members Attending to requests by staff Resolving grievances raised by members of staff Identifying and introducing staff wellness programs	Constant and timeous availability of provisions and teas. Staff members provided with adequate tools of trade Promptly resolved grievances Introduce at least one wellness programme per year Annual reports produced on staff wellness by the 31 <sup>st</sup> of December of each year.		
<b>TOTAL</b>					
<b>AVERAGE</b>					
<b>OUT OF 5</b>					
<b>TOTAL</b>					

## Performance Targets And Assessment: HEAD OF SHERIFF SERVICES

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indi- cators / Measurements	Performance Assessment (To be com- pleted at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Perfor- mance Score
<b>Management of Court Processes</b>	To ensure that all court process- es are served and executions carried out within set time frames.	Serving of court processes Execution of court orders Maintaining and updating of registers of all court processes	Court process served and executions carried out in terms of the law and within set time frames Accurate returns of ser- vice Accurate and up to date registers			
	To ensure that the department is maintained in a high state of efficiency  To ensure that the department complies with the law, policies and procedures	Visiting and evaluating per- formance of each station.  Compilation and analysis of statistics of the courts through reports Producing performance and status reports Holding regular meetings and consultations with auction- eers and other stakeholders	Accurate station visits reports produced within 7 days of each visit  Monthly statistical reports submitted to the Secre- tary by the 5 <sup>th</sup> of every month Monthly operations and status reports Quarterly reports Accurate minutes of meetings with stakehold- ers			
<b>Monitoring and Evaluation</b>						





## Performance Targets And Assessment: HEAD OF SHERIFF SERVICES

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Staff training</b>	To ensure skilled and competent members of staff in the Sheriff's department	Identify skills and training needs. Crafting training programmes for members of staff Coordinating and conducting training of staff	Training plan submitted by 31 December of each preceding year Conduct at least two trainings per quarter Quarterly training reports by the last day of each quarter.			
<b>Client Care and Complaints management</b>	To ensure public trust and transparency in the Sheriff's department	Maintaining proper records of all correspondences and complaints received Investigating and responding to complaints and letters from clients.	Information signs, complaints procedures and suggestion boxes at all stations Up to date Complaints Register. Respond to each complaint within 14 days of receipt. Complaints report submitted by the 7th of each month.			

## Performance Targets And Assessment: HEAD OF SHERIFF SERVICES

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Staff wellness</b>	To motivate the staff members and ensure a conducive working environment	Attending to welfare requirements of staff members Attending to requests by staff Resolving grievances raised by members of staff Identifying and introducing staff wellness programs	Constant and timeous availability of provisions and teas. Staff members provided with adequate tools of trade Promptly resolved grievances Introduce Sports day last Friday every month Annual reports produced on staff wellness by the 31st of December of each year. Motivated staff in the Sheriff's Office			
<b>TOTAL</b>						
<b>AVERAGE</b>						
<b>OUT OF 5</b>						
<b>TOTAL</b>						



## Performance Targets And Assessment: CHIEF REGISTRAR

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)	
				Review Results as at 30 June 20...	Performance Description Performance Score
<b>Supervision, Monitoring and Evaluation</b>	To ensure efficiency in the performance of registries and delivery of justice in the Superior Courts.	<p>Formulating strategies and monitoring implementation for efficient performance of Registries and day to day operations</p> <p>Visiting and evaluating performance of each station.</p> <p>Compilation and analysis of statistics of the courts through reports</p> <p>Producing performance and status reports</p>	<p>-Appeal records processed and submitted in terms of the Rules</p> <p>-files processed in terms of the Rules</p> <p>-letters responded to within 3 days</p> <p>Accurate Station visit reports produced and submitted within 7 days of the visit.</p> <p>Statistical reports submitted to the Secretary by the 5<sup>th</sup> of every month.</p> <p>Annual report by the 6<sup>th</sup> of January of the following year.</p>		



## Performance Targets And Assessment: CHIEF REGISTRAR

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)	
				Review Results as at 30 June 20...	Performance Description Performance Score
<b>Staff Training</b>	To ensure skilled and competent members of staff in the Superior Courts	Identifying skills/training needs  Planning and crafting training programmes for members of staff.  Coordinating and conducting training of staff	Training plan submitted by 31 December of each preceding year  Conduct at least two trainings per quarter		
	To ensure public trust and transparency in the Superior Courts	Maintaining proper records of all correspondences and complaints received  Investigating and responding to complaints and letters from clients.	Quarterly training reports by the last day of each quarter.  Information signs, complaints procedures and suggestion boxes at all stations  Up to date Complaints Register.  Respond to each complaint within 14 days of receipt.  Complaints report submitted by the 7 <sup>th</sup> of each month.		







## Performance Targets And Assessment: CHIEF REGISTRAR

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)	
				Review Results as at 30 June 20...	Performance Description Performance Score
<b>Staff wellness</b>	To motivate the staff members and ensure a conducive working environment	Attending to welfare requirements of staff members Attending to requests by staff Resolving grievances raised by members of staff Identifying and introducing staff wellness programmes	Constant and timeous availability of provisions and teas. Staff members provided with adequate tools of trade Promptly resolved grievances Introduce Sports day last Friday every month		
<b>Maintenance of Infrastructure and Court Ambience</b>	To ensure well maintained court premises	Ensuring constant provision of cleaning materials and detergents to court stations Overseeing cleaning and maintenance of court premises	Adequate stock of cleaning materials maintained Courts, offices and environs maintained in a high state of cleanliness.		
<b>TOTAL</b>					
<b>AVERAGE</b>					
<b>OUT OF 5</b>					
<b>TOTAL</b>					

## Performance Targets And Assessments: MASTER OF THE HIGH COURT

Key Result Areas/Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Administration of Insolvent and Deceased Estates</b>	To ensure effective and efficient winding up of estates	Appointment of insolvency practitioners. Supervision of Insolvency and estate administrators  To visit each province at least once per year	Monthly, quarterly and annual reports submitted when due.  Monitoring and Evaluation reports submitted within 7 days of the visit.			
	To ensure beneficiaries receive what is due to them without delay  To ensure creditors receive their dividends without delay					





## Performance Targets And Assessments: **MASTER OF THE HIGH COURT**

Key Result Areas/Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Guardian's Fund management</b>	To ensure safekeeping and efficient management of the fund. To ensure that minors are paid what is due to them without delay To invest the funds prudently	Analyzing audit reports and implement recommendations Process of requests for payments Recommend investment of excess funds and follow up on interest due.	Registers Audit report Monthly payment schedules Letters of investments recommendation done. Monthly report on investments			
<b>Monitoring and evaluation of operations</b>	To ensure that the department performs efficiently and effectively	Supervision of staff Visit each station at least twice per year. Conduct monitoring and evaluation visits Compile monthly, annual status and statistical reports Hold at least one meeting with HODs per month. At least one general staff meeting every 4 months.	Monitoring and Evaluation reports submitted within 7 days of the visit. Monthly reports by the 7 <sup>th</sup> of each following month. Quarterly reports by the 10 <sup>th</sup> of the fourth month. Annual report by the 6 <sup>th</sup> of January of the following year. Minutes of meeting produced within 3 days of the meeting.			

## Performance Targets And Assessments: **MASTER OF THE HIGH COURT**

Key Result Areas/Objectives	Goal/ Aims	Key Performance Areas/Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Staff training</b>	To advance and enhance employee performance and skills	Identifying training gaps across all staff categories	1 training plan produced per year Training material Training evaluation reports At least 2 training programs held per year			
<b>Complaints management</b>	To enhance integrity of the Office and to instill public confidence	To investigate, attend to and respond to complaints	Complaints actioned within 14 days of receipt Complaints register Feedback register			





## Performance Targets And Assessments: **MASTER OF THE HIGH COURT**

Key Result Areas/Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
<b>Maintenance of infrastructure, furniture and equipment</b>	To maintain good ambience of offices and buildings.	Engaging with the JSC support services on condition of buildings and offices  Regular monitoring and assessment for cleanliness and good maintenance	Letters to JSC on areas requiring attention and assistance  Offices and buildings maintained in a high state of cleanliness.  Asset register			
	To ensure that furniture is in good state of repair and equipment is in good working order					
<b>TOTAL</b>						
<b>AVERAGE</b>						
<b>OUT OF 5</b>						
<b>TOTAL</b>						

## Performance Targets And Assessments: CHIEF INTERNAL AUDITOR

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measure- ments	Performance Assessment (To be completed at the end of the appraisal period)	
				Review Results as at 30 June 20...	Performance Description Performance Score
Audit Inspections	To ensure that the mandate of the department is executed in compliance with Institute of Internal Auditors (IIA) standards and regulatory legislation.	<p>Conducting audits assignments as contracted with the Commission.</p> <p>Implementation and continuous review of the audit methodology.</p> <p>Conducting audits and communicating audit results in accordance with audit methodology and ensuring compliance with IIA standards.</p>	<p>Executed audits vs planned audits for the year as per the annual audit plan.</p> <p>Reviewed and updated audit methodology by end of March every year.</p> <p>Audit reports submitted within one month after end of audit fieldwork.</p>		





## Performance Targets And Assessments: CHIEF INTERNAL AUDITOR

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measure- ments	Performance Assessment (To be completed at the end of the appraisal period)	
				Review Results as at 30 June 20...	Performance Description Performance Score
<b>Enterprise Risk Assessment (advisory)</b>	Risk and Control Assessment (Advisory)  Review of Commission's processes which may prevent attainment of its strategic goals if exposed to risks.	Continuous risk assessment on the effectiveness of the Commission's risk management and control processes.  Assess Commission's audit universe and determine resources required to review the Commission's processes to meet the Commission's risk appetite.	Reviewed and client (HOD) signed risk registers by 31 December annually.  Commission approved annual audit plan at the beginning of every year covering 50 percent of the audit universe.		
<b>Staff Training and Development.</b>	Performance improve- ment through continuous training and develop- ment of personnel.	Identification of training needs as dictated by perfor- mance gaps.  Co-ordinating train- ing of staff in the internal audit de- partment.	Annual training plan  At least one internal and/or external training done quarterly.		



## Performance Targets And Assessments: CHIEF INTERNAL AUDITOR

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measurements	Performance Assessment (To be completed at the end of the appraisal period)		
				Review Results as at 30 June 20...	Performance Description	Performance Score
Supervision, Monitoring and Evaluation.	To ensure departmental goals/targets are achieved through an efficient execution of the annual audit plan.	Goal /target and completion time-frame setting. Quality control checks of audit work and draft audit reports.	Planned audits per quarter vs Completed audits per quarter.  Quarterly Performance Reports. Submitted to the Secretary and Audit Committee by the 7 day of the month following end of quarter.  Annual internal audit department performance report submitted by the 7 <sup>th</sup> of January.			





## Performance Targets And Assessments: CHIEF INTERNAL AUDITOR

Key Result Areas/ Objectives	Goal/ Aims	Key Performance Areas/ Activities	Key Performance Indicators / Measure- ments	Performance Assessment (To be completed at the end of the appraisal period)	
				Review Results as at 30 June 20...	Performance Description Performance Score
<b>Staff Wellness</b>	To motivate the staff members and ensure a conducive working environment.	<p>Attending to welfare requirements of staff members.</p> <p>Attending to requests by staff.</p> <p>Resolving grievances raised by members of staff.</p> <p>Identifying and introducing staff wellness programs.</p> <p>Departmental meetings.</p>	<p>Constant and timely availability of provisions and teas.</p> <p>Staff members provided with adequate tools of trade.</p> <p>Promptly resolved grievances.</p> <p>Minutes of meetings held produced within 3 days of the meeting date.</p> <p>Introduce Sports day last Friday of every month.</p>		
<b>Stakeholder Management</b>	Establish value adding relationships with all relevant stakeholders (external audit, Secretary's Office and all HODs and audit committee).	Engagement and liaison with external and internal stakeholders to enhance good, professional working relationships.	Quarterly and/or as and when necessary updates of issues coming out of stakeholder engagements.		
<b>TOTAL</b>					
<b>AVERAGE</b>					
<b>OUT OF 5</b>					
<b>TOTAL</b>					





