Scorecards of National departments

A self-assessment score-card per national department is provided in the pages that follow, in alphabetical order.

On the left-hand side of the score-card the score per performance area is provided. On the right-hand side, the score per management standard is provided. Some performance areas are measured through more than one management standard, and in such cases the score for the performance area is the average of the scores for the management standards.

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department

Department: Agriculture, Forestry & Fisheries

1. Strategic Management				3.5	2.8
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
1.1 Strategic Planning	3.5	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	4	3.0
1.2 Programme Management	4.0	3.0	1.2.1 Programme Management Alignment	4	3.0
1.3 Monitoring and Evaluation	3.0	2.5	1.3.1 Use of monitoring and evaluation outputs	3	2.5

2. Governance and Accountability				2.6	2.6
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
2.1 Service Delivery Improvement	3.0	1.9	2.1.1 Service delivery charter, standards and SDIP	3	1.9
2.2 Management Structures	1.0	2.6	2.2.1 Functionality of management structures	1	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	3	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	1.5	2.3	2.4.1 Systems and policies to ensure professional ethics	1	2.2
			2.4.2 Fraud prevention	2	2.4
2.5 Internal audit	4.0	2.9	2.5.1 Assessment of internal audit arrangements	4	2.9
2.6 Risk management	2.0	2.8	2.6.1 Assessment of risk management arrangements	2	2.8
2.7 Delegations	2.5	2.6	2.7.1 Delegations in terms of PSA	1	2.5
			2.7.2 Delegations in terms of PFMA	4	2.7

3. Human Resource and Systems Management				2.5	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
3.1 Human Resource Strategy and Planning	3.0	2.6	3.1.1 HR planning	2	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	4	2.9
3.2 HR Practices & Administration	3.0	2.2	3.2.1 Assessment of personnel administration systems	4	2.5
			3.2.2 Application of recruitment practices	3	2.4
			3.2.3 Staff retention	4	1.9
			3.2.4 Management of diversity	1	2.0
3.3 Management of Performance	2.0	2.6	3.3.1 Implementation of level 1-12 PMDS	3	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	1	2.3
			3.3.3 Implementation of SMS PMDS for HOD	2	2.5
3.4 Employee Relations	3.5	2.7	3.4.1 Functional departmental bargaining chamber	4	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				3.3	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
4.1 Supply Chain Management	3.3	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	4	2.4

Management Performance Assessment Tool
Self Assessment Score Card

National Department: **Arts and Culture**

1. Strategic Management	Your score	Nat Dept Average	Standard	Your score	Nat Dept Average
				4.0	**2.8**
Performance Area			**Standard**		
1.1 Strategic Planning	4.0	3.0	1.1.1 Strategic planning alignment	4	2.9
			1.1.2 Annual Performance Plans	4	3.0
1.2 Programme Management	4.0	3.0	1.2.1 Programme Management Alignment	4	3.0
1.3 Monitoring and Evaluation	4.0	2.5	1.3.1 Use of monitoring and evaluation outputs	4	2.5

2. Governance and Accountability	Your score	Nat Dept Average	Standard	Your score	Nat Dept Average
				3.5	**2.6**
Performance Area			**Standard**		
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	4.0	2.6	2.2.1 Functionality of management structures	4	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	3.5	2.3	2.4.1 Systems and policies to ensure professional ethics	3	2.2
			2.4.2 Fraud prevention	4	2.4
2.5 Internal audit	4.0	2.9	2.5.1 Assessment of internal audit arrangements	4	2.9
2.6 Risk management	4.0	2.8	2.6.1 Assessment of risk management arrangements	4	2.8
2.7 Delegations	4.0	2.6	2.7.1 Delegations in terms of PSA	4	2.5
			2.7.2 Delegations in terms of PFMA	4	2.7

3. Human Resource and Systems Management	Your score	Nat Dept Average	Standard	Your score	Nat Dept Average
				3.4	**2.4**
Performance Area			**Standard**		
3.1 Human Resource Strategy and Planning	3.3	2.6	3.1.1 HR planning	4	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	3.8	2.2	3.2.1 Assessment of personnel administration systems	4	2.5
			3.2.2 Application of recruitment practices	3	2.4
			3.2.3 Staff retention	4	1.9
			3.2.4 Management of diversity	4	2.0
3.3 Management of Performance	3.3	2.6	3.3.1 Implementation of level 1-12 PMDS	4	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	2	2.3
			3.3.3 Implementation of SMS PMDS for HOD	4	2.5
3.4 Employee Relations	2.5	2.7	3.4.1 Functional departmental bargaining chamber	4	2.9
			3.4.2 Management of disciplinary cases	1	2.5
3.5 IT Systems	4.0	1.7	3.5.1 IT Governance Framework	4	1.7

4. Financial Management	Your score	Nat Dept Average	Standard	Your score	Nat Dept Average
				2.8	**2.4**
Performance Area			**Standard**		
4.1 Supply Chain Management	2.8	2.4	4.1.1 Demand management	1	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	4	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: **National Department**
Department: **Basic Education**

1. Strategic Management				2.2	2.8
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
1.1 Strategic Planning	2.5	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	2	3.0
1.2 Programme Management	2.0	3.0	1.2.1 Programme Management Alignment	2	3.0
1.3 Monitoring and Evaluation	2.0	2.5	1.3.1 Use of monitoring and evaluation outputs	2	2.5

2. Governance and Accountability				3.1	2.6
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
2.1 Service Delivery Improvement	3.0	1.9	2.1.1 Service delivery charter, standards and SDIP	3	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	3	3.1
2.4 Ethics	2.5	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	3	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	3.5	2.6	2.7.1 Delegations in terms of PSA	4	2.5
			2.7.2 Delegations in terms of PFMA	3	2.7

3. Human Resource and Systems Management				3.2	2.4
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
3.1 Human Resource Strategy and Planning	3.0	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	2.5	2.2	3.2.1 Assessment of personnel administration systems	3	2.5
			3.2.2 Application of recruitment practices	2	2.4
			3.2.3 Staff retention	2	1.9
			3.2.4 Management of diversity	3	2.0
3.3 Management of Performance	4.0	2.6	3.3.1 Implementation of level 1-12 PMDS	4	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	4	2.3
			3.3.3 Implementation of SMS PMDS for HOD	4	2.5
3.4 Employee Relations	3.5	2.7	3.4.1 Functional departmental bargaining chamber	4	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	3.0	1.7	3.5.1 IT Governance Framework	3	1.7

4. Financial Management				3.3	2.4
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
4.1 Supply Chain Management	3.3	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	4	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department

Department: Communications

1. Strategic Management				3	2.8
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
1.1 Strategic Planning	3.0	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	3	3.0
1.2 Programme Management	3.0	3.0	1.2.1 Programme Management Alignment	3	3.0
1.3 Monitoring and Evaluation	3.0	2.5	1.3.1 Use of monitoring and evaluation outputs	3	2.5

2. Governance and Accountability				2.9	2.6
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	4.0	2.6	2.2.1 Functionality of management structures	4	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	2.0	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	2	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	3.0	2.6	2.7.1 Delegations in terms of PSA	3	2.5
			2.7.2 Delegations in terms of PFMA	3	2.7

3. Human Resource and Systems Management				2.6	2.4
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
3.1 Human Resource Strategy and Planning	3.0	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	1.8	2.2	3.2.1 Assessment of personnel administration systems	3	2.5
			3.2.2 Application of recruitment practices	2	2.4
			3.2.3 Staff retention	1	1.9
			3.2.4 Management of diversity	1	2.0
3.3 Management of Performance	3.0	2.6	3.3.1 Implementation of level 1-12 PMDS	4	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	3	2.3
			3.3.3 Implementation of SMS PMDS for HOD	2	2.5
3.4 Employee Relations	3.0	2.7	3.4.1 Functional departmental bargaining chamber	3	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	2.0	1.7	3.5.1 IT Governance Framework	2	1.7

4. Financial Management				3	2.4
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
4.1 Supply Chain Management	3.0	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	3	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: **National Department**
Department: **Cooperative Governance**

1. Strategic Management				3	2.8
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
1.1 Strategic Planning	3.0	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	3	3.0
1.2 Programme Management	4.0	3.0	1.2.1 Programme Management Alignment	4	3.0
1.3 Monitoring and Evaluation	2.0	2.5	1.3.1 Use of monitoring and evaluation outputs	2	2.5

2. Governance and Accountability				2.9	2.6
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	3.0	2.3	2.4.1 Systems and policies to ensure professional ethics	4	2.2
			2.4.2 Fraud prevention	2	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	3.0	2.6	2.7.1 Delegations in terms of PSA	4	2.5
			2.7.2 Delegations in terms of PFMA	2	2.7

3. Human Resource and Systems Management				2.1	2.4
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
3.1 Human Resource Strategy and Planning	2.3	2.6	3.1.1 HR planning	2	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	2	2.9
3.2 HR Practices & Administration	2.3	2.2	3.2.1 Assessment of personnel administration systems	1	2.5
			3.2.2 Application of recruitment practices	2	2.4
			3.2.3 Staff retention	3	1.9
			3.2.4 Management of diversity	3	2.0
3.3 Management of Performance	1.7	2.6	3.3.1 Implementation of level 1-12 PMDS	2	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	1	2.3
			3.3.3 Implementation of SMS PMDS for HOD	2	2.5
3.4 Employee Relations	2.0	2.7	3.4.1 Functional departmental bargaining chamber	2	2.9
			3.4.2 Management of disciplinary cases	2	2.5
3.5 IT Systems	2.0	1.7	3.5.1 IT Governance Framework	2	1.7

4. Financial Management				2.5	2.4
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
4.1 Supply Chain Management	2.5	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	2	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	2	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Correctional Services

1. Strategic Management				**2.3**	**2.8**
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
1.1 Strategic Planning	3.0	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	3	3.0
1.2 Programme Management	3.0	3.0	1.2.1 Programme Management Alignment	3	3.0
1.3 Monitoring and Evaluation	1.0	2.5	1.3.1 Use of monitoring and evaluation outputs	1	2.5

2. Governance and Accountability				**3**	**2.6**
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
2.1 Service Delivery Improvement	3.0	1.9	2.1.1 Service delivery charter, standards and SDIP	3	1.9
2.2 Management Structures	4.0	2.6	2.2.1 Functionality of management structures	4	2.6
2.3 Accountability	3.0	3.4	2.3.1 Annual reporting	3	3.6
			2.3.2 Functioning of Audit Committee	3	3.1
2.4 Ethics	4.0	2.3	2.4.1 Systems and policies to ensure professional ethics	4	2.2
			2.4.2 Fraud prevention	4	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	2.0	2.8	2.6.1 Assessment of risk management arrangements	2	2.8
2.7 Delegations	2.0	2.6	2.7.1 Delegations in terms of PSA	2	2.5
			2.7.2 Delegations in terms of PFMA	2	2.7

3. Human Resource and Systems Management				**1.3**	**2.4**
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
3.1 Human Resource Strategy and Planning	1.7	2.6	3.1.1 HR planning	2	2.6
			3.1.2 Organisational design	1	2.4
			3.1.3 Assessment of Human Resources Development	2	2.9
3.2 HR Practices & Administration	1.5	2.2	3.2.1 Assessment of personnel administration systems	2	2.5
			3.2.2 Application of recruitment practices	2	2.4
			3.2.3 Staff retention	1	1.9
			3.2.4 Management of diversity	1	2.0
3.3 Management of Performance	1.3	2.6	3.3.1 Implementation of level 1-12 PMDS	1	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	1	2.3
			3.3.3 Implementation of SMS PMDS for HOD	2	2.5
3.4 Employee Relations	1.0	2.7	3.4.1 Functional departmental bargaining chamber	1	2.9
			3.4.2 Management of disciplinary cases	1	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				**2**	**2.4**
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
4.1 Supply Chain Management	2.0	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	2	2.4
			4.1.3 Logistics management	2	2.6
			4.1.4 Disposal management	1	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Economic Development

1. Strategic Management				2.7	2.8
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
1.1 Strategic Planning	2.0	3.0	1.1.1 Strategic planning alignment	2	2.9
			1.1.2 Annual Performance Plans	2	3.0
1.2 Programme Management	3.0	3.0	1.2.1 Programme Management Alignment	3	3.0
1.3 Monitoring and Evaluation	3.0	2.5	1.3.1 Use of monitoring and evaluation outputs	3	2.5

2. Governance and Accountability				2.2	2.6
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
2.1 Service Delivery Improvement	2.0	1.9	2.1.1 Service delivery charter, standards and SDIP	2	1.9
2.2 Management Structures	2.0	2.6	2.2.1 Functionality of management structures	2	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	1.5	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	1	2.4
2.5 Internal audit	2.0	2.9	2.5.1 Assessment of internal audit arrangements	2	2.9
2.6 Risk management	2.0	2.8	2.6.1 Assessment of risk management arrangements	2	2.8
2.7 Delegations	2.0	2.6	2.7.1 Delegations in terms of PSA	2	2.5
			2.7.2 Delegations in terms of PFMA	2	2.7

3. Human Resource and Systems Management				1.7	2.4
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
3.1 Human Resource Strategy and Planning	2.3	2.6	3.1.1 HR planning	2	2.6
			3.1.2 Organisational design	2	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	1.8	2.2	3.2.1 Assessment of personnel administration systems	2	2.5
			3.2.2 Application of recruitment practices	2	2.4
			3.2.3 Staff retention	1	1.9
			3.2.4 Management of diversity	2	2.0
3.3 Management of Performance	2.0	2.6	3.3.1 Implementation of level 1-12 PMDS	1	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	3	2.3
			3.3.3 Implementation of SMS PMDS for HOD	2	2.5
3.4 Employee Relations	1.5	2.7	3.4.1 Functional departmental bargaining chamber	1	2.9
			3.4.2 Management of disciplinary cases	2	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				2.3	2.4
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
4.1 Supply Chain Management	2.3	2.4	4.1.1 Demand management	2	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	2	2.6
			4.1.4 Disposal management	2	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: **National Department**
Department: **Energy**

1. Strategic Management				3	2.8
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
1.1 Strategic Planning	3.0	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	3	3.0
1.2 Programme Management	3.0	3.0	1.2.1 Programme Management Alignment	3	3.0
1.3 Monitoring and Evaluation	3.0	2.5	1.3.1 Use of monitoring and evaluation outputs	3	2.5

2. Governance and Accountability				2.9	2.6
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	3.0	2.3	2.4.1 Systems and policies to ensure professional ethics	3	2.2
			2.4.2 Fraud prevention	3	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	3.0	2.6	2.7.1 Delegations in terms of PSA	3	2.5
			2.7.2 Delegations in terms of PFMA	3	2.7

3. Human Resource and Systems Management				2.4	2.4
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
3.1 Human Resource Strategy and Planning	2.3	2.6	3.1.1 HR planning	1	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	2.0	2.2	3.2.1 Assessment of personnel administration systems	3	2.5
			3.2.2 Application of recruitment practices	3	2.4
			3.2.3 Staff retention	1	1.9
			3.2.4 Management of diversity	1	2.0
3.3 Management of Performance	3.0	2.6	3.3.1 Implementation of level 1-12 PMDS	4	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	3	2.3
			3.3.3 Implementation of SMS PMDS for HOD	2	2.5
3.4 Employee Relations	3.5	2.7	3.4.1 Functional departmental bargaining chamber	4	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				2	2.4
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
4.1 Supply Chain Management	2.0	2.4	4.1.1 Demand management	2	2.4
			4.1.2 Acquisition management	1	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	2	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Environmental Affairs

1. Strategic Management				4	2.8
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
1.1 Strategic Planning	4.0	3.0	1.1.1 Strategic planning alignment	4	2.9
			1.1.2 Annual Performance Plans	4	3.0
1.2 Programme Management	4.0	3.0	1.2.1 Programme Management Alignment	4	3.0
1.3 Monitoring and Evaluation	4.0	2.5	1.3.1 Use of monitoring and evaluation outputs	4	2.5

2. Governance and Accountability				3.6	2.6
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
2.1 Service Delivery Improvement	3.0	1.9	2.1.1 Service delivery charter, standards and SDIP	3	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	3.5	2.3	2.4.1 Systems and policies to ensure professional ethics	3	2.2
			2.4.2 Fraud prevention	4	2.4
2.5 Internal audit	4.0	2.9	2.5.1 Assessment of internal audit arrangements	4	2.9
2.6 Risk management	4.0	2.8	2.6.1 Assessment of risk management arrangements	4	2.8
2.7 Delegations	4.0	2.6	2.7.1 Delegations in terms of PSA	4	2.5
			2.7.2 Delegations in terms of PFMA	4	2.7

3. Human Resource and Systems Management				3.3	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
3.1 Human Resource Strategy and Planning	3.0	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	3.3	2.2	3.2.1 Assessment of personnel administration systems	4	2.5
			3.2.2 Application of recruitment practices	3	2.4
			3.2.3 Staff retention	3	1.9
			3.2.4 Management of diversity	3	2.0
3.3 Management of Performance	3.7	2.6	3.3.1 Implementation of level 1-12 PMDS	4	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	3	2.3
			3.3.3 Implementation of SMS PMDS for HOD	4	2.5
3.4 Employee Relations	3.5	2.7	3.4.1 Functional departmental bargaining chamber	4	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	3.0	1.7	3.5.1 IT Governance Framework	3	1.7

4. Financial Management				4	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
4.1 Supply Chain Management	4.0	2.4	4.1.1 Demand management	4	2.4
			4.1.2 Acquisition management	4	2.4
			4.1.3 Logistics management	4	2.6
			4.1.4 Disposal management	4	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Government Communication & Information System

1. Strategic Management				3.2	2.8
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
1.1 Strategic Planning	3.5	3.0	1.1.1 Strategic planning alignment	4	2.9
			1.1.2 Annual Performance Plans	3	3.0
1.2 Programme Management	3.0	3.0	1.2.1 Programme Management Alignment	3	3.0
1.3 Monitoring and Evaluation	3.0	2.5	1.3.1 Use of monitoring and evaluation outputs	3	2.5

2. Governance and Accountability				3.1	2.6
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	4.0	2.6	2.2.1 Functionality of management structures	4	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	2.5	2.3	2.4.1 Systems and policies to ensure professional ethics	3	2.2
			2.4.2 Fraud prevention	2	2.4
2.5 Internal audit	4.0	2.9	2.5.1 Assessment of internal audit arrangements	4	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	3.5	2.6	2.7.1 Delegations in terms of PSA	4	2.5
			2.7.2 Delegations in terms of PFMA	3	2.7

3. Human Resource and Systems Management				3	2.4
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
3.1 Human Resource Strategy and Planning	3.0	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	3.3	2.2	3.2.1 Assessment of personnel administration systems	4	2.5
			3.2.2 Application of recruitment practices	4	2.4
			3.2.3 Staff retention	1	1.9
			3.2.4 Management of diversity	4	2.0
3.3 Management of Performance	2.7	2.6	3.3.1 Implementation of level 1-12 PMDS	3	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	4	2.3
			3.3.3 Implementation of SMS PMDS for HOD	1	2.5
3.4 Employee Relations	2.0	2.7	3.4.1 Functional departmental bargaining chamber	1	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	4.0	1.7	3.5.1 IT Governance Framework	4	1.7

4. Financial Management				4	2.4
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
4.1 Supply Chain Management	4.0	2.4	4.1.1 Demand management	4	2.4
			4.1.2 Acquisition management	4	2.4
			4.1.3 Logistics management	4	2.6
			4.1.4 Disposal management	4	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Home Affairs

1. Strategic Management	Your score	Public Service Average	Standard	Your score	PS Average
				3.2	**2.8**
Performance Area			**Standard**		
1.1 Strategic Planning	2.5	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	2	3.0
1.2 Programme Management	3.0	3.0	1.2.1 Programme Management Alignment	3	3.0
1.3 Monitoring and Evaluation	4.0	2.5	1.3.1 Use of monitoring and evaluation outputs	4	2.5

2. Governance and Accountability	Your score	Public Service Average	Standard	Your score	PS Average
				3.1	**2.6**
Performance Area			**Standard**		
2.1 Service Delivery Improvement	2.0	1.9	2.1.1 Service delivery charter, standards and SDIP	2	1.9
2.2 Management Structures	4.0	2.6	2.2.1 Functionality of management structures	4	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	3.0	2.3	2.4.1 Systems and policies to ensure professional ethics	3	2.2
			2.4.2 Fraud prevention	3	2.4
2.5 Internal audit	2.0	2.9	2.5.1 Assessment of internal audit arrangements	2	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	4.0	2.6	2.7.1 Delegations in terms of PSA	4	2.5
			2.7.2 Delegations in terms of PFMA	4	2.7

3. Human Resource and Systems Management	Your score	Public Service Average	Standard	Your score	PS Average
				2	**2.4**
Performance Area			**Standard**		
3.1 Human Resource Strategy and Planning	3.0	2.6	3.1.1 HR planning	4	2.6
			3.1.2 Organisational design	2	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	1.3	2.2	3.2.1 Assessment of personnel administration systems	1	2.5
			3.2.2 Application of recruitment practices	2	2.4
			3.2.3 Staff retention	1	1.9
			3.2.4 Management of diversity	1	2.0
3.3 Management of Performance	2.3	2.6	3.3.1 Implementation of level 1-12 PMDS	3	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	2	2.3
			3.3.3 Implementation of SMS PMDS for HOD	2	2.5
3.4 Employee Relations	2.5	2.7	3.4.1 Functional departmental bargaining chamber	3	2.9
			3.4.2 Management of disciplinary cases	2	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management	Your score	Public Service Average	Standard	Your score	PS Average
				2	**2.4**
Performance Area			**Standard**		
4.1 Supply Chain Management	2.0	2.4	4.1.1 Demand management	1	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	1	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: **National Department**
Department: **Human Settlements**

1. Strategic Management	Your score	Public Service Average	Standard	Your score	PS Average
				3.3	**2.8**
1.1 Strategic Planning	3.0	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	3	3.0
1.2 Programme Management	3.0	3.0	1.2.1 Programme Management Alignment	3	3.0
1.3 Monitoring and Evaluation	4.0	2.5	1.3.1 Use of monitoring and evaluation outputs	4	2.5

2. Governance and Accountability	Your score	Public Service Average	Standard	Your score	PS Average
				3.8	**2.6**
2.1 Service Delivery Improvement	3.0	1.9	2.1.1 Service delivery charter, standards and SDIP	3	1.9
2.2 Management Structures	4.0	2.6	2.2.1 Functionality of management structures	4	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	3.5	2.3	2.4.1 Systems and policies to ensure professional ethics	3	2.2
			2.4.2 Fraud prevention	4	2.4
2.5 Internal audit	4.0	2.9	2.5.1 Assessment of internal audit arrangements	4	2.9
2.6 Risk management	4.0	2.8	2.6.1 Assessment of risk management arrangements	4	2.8
2.7 Delegations	4.0	2.6	2.7.1 Delegations in terms of PSA	4	2.5
			2.7.2 Delegations in terms of PFMA	4	2.7

3. Human Resource and Systems Management	Your score	Public Service Average	Standard	Your score	PS Average
				3.5	**2.4**
3.1 Human Resource Strategy and Planning	4.0	2.6	3.1.1 HR planning	4	2.6
			3.1.2 Organisational design	4	2.4
			3.1.3 Assessment of Human Resources Development	4	2.9
3.2 HR Practices & Administration	3.5	2.2	3.2.1 Assessment of personnel administration systems	4	2.5
			3.2.2 Application of recruitment practices	3	2.4
			3.2.3 Staff retention	4	1.9
			3.2.4 Management of diversity	3	2.0
3.3 Management of Performance	3.7	2.6	3.3.1 Implementation of level 1-12 PMDS	4	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	3	2.3
			3.3.3 Implementation of SMS PMDS for HOD	4	2.5
3.4 Employee Relations	3.5	2.7	3.4.1 Functional departmental bargaining chamber	4	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	3.0	1.7	3.5.1 IT Governance Framework	3	1.7

4. Financial Management	Your score	Public Service Average	Standard	Your score	PS Average
				3.3	**2.4**
4.1 Supply Chain Management	3.3	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	4	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	3	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Independent Police Investigative Directorate

1. Strategic Management				2.7	2.8
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
1.1 Strategic Planning	3.0	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	3	3.0
1.2 Programme Management	4.0	3.0	1.2.1 Programme Management Alignment	4	3.0
1.3 Monitoring and Evaluation	1.0	2.5	1.3.1 Use of monitoring and evaluation outputs	1	2.5

2. Governance and Accountability				2.8	2.6
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
2.1 Service Delivery Improvement	3.0	1.9	2.1.1 Service delivery charter, standards and SDIP	3	1.9
2.2 Management Structures	1.0	2.6	2.2.1 Functionality of management structures	1	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	3	3.1
2.4 Ethics	2.5	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	3	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	3.0	2.6	2.7.1 Delegations in terms of PSA	3	2.5
			2.7.2 Delegations in terms of PFMA	3	2.7

3. Human Resource and Systems Management				1.9	2.4
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
3.1 Human Resource Strategy and Planning	2.3	2.6	3.1.1 HR planning	1	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	2.0	2.2	3.2.1 Assessment of personnel administration systems	2	2.5
			3.2.2 Application of recruitment practices	3	2.4
			3.2.3 Staff retention	2	1.9
			3.2.4 Management of diversity	1	2.0
3.3 Management of Performance	2.3	2.6	3.3.1 Implementation of level 1-12 PMDS	3	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	2	2.3
			3.3.3 Implementation of SMS PMDS for HOD	2	2.5
3.4 Employee Relations	2.0	2.7	3.4.1 Functional departmental bargaining chamber	3	2.9
			3.4.2 Management of disciplinary cases	1	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				3	2.4
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
4.1 Supply Chain Management	3.0	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	3	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: International Relations & Cooperation

1. Strategic Management				2.7	2.8
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
1.1 Strategic Planning	3.0	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	3	3.0
1.2 Programme Management	3.0	3.0	1.2.1 Programme Management Alignment	3	3.0
1.3 Monitoring and Evaluation	2.0	2.5	1.3.1 Use of monitoring and evaluation outputs	2	2.5

2. Governance and Accountability				2.6	2.6
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	3	3.1
2.4 Ethics	1.5	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	1	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	3.0	2.6	2.7.1 Delegations in terms of PSA	3	2.5
			2.7.2 Delegations in terms of PFMA	3	2.7

3. Human Resource and Systems Management				2.2	2.4
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
3.1 Human Resource Strategy and Planning	3.0	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	1.5	2.2	3.2.1 Assessment of personnel administration systems	1	2.5
			3.2.2 Application of recruitment practices	2	2.4
			3.2.3 Staff retention	1	1.9
			3.2.4 Management of diversity	2	2.0
3.3 Management of Performance	2.3	2.6	3.3.1 Implementation of level 1-12 PMDS	3	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	1	2.3
			3.3.3 Implementation of SMS PMDS for HOD	3	2.5
3.4 Employee Relations	2.0	2.7	3.4.1 Functional departmental bargaining chamber	3	2.9
			3.4.2 Management of disciplinary cases	1	2.5
3.5 IT Systems	2.0	1.7	3.5.1 IT Governance Framework	2	1.7

4. Financial Management				2.5	2.4
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
4.1 Supply Chain Management	2.5	2.4	4.1.1 Demand management	2	2.4
			4.1.2 Acquisition management	2	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	3	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Justice & Constitutional Development

1. Strategic Management				3	2.8
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
1.1 Strategic Planning	4.0	3.0	1.1.1 Strategic planning alignment	4	2.9
			1.1.2 Annual Performance Plans	4	3.0
1.2 Programme Management	2.0	3.0	1.2.1 Programme Management Alignment	2	3.0
1.3 Monitoring and Evaluation	3.0	2.5	1.3.1 Use of monitoring and evaluation outputs	3	2.5

2. Governance and Accountability				2.1	2.6
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
2.1 Service Delivery Improvement	2.0	1.9	2.1.1 Service delivery charter, standards and SDIP	2	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	1.0	3.4	2.3.1 Annual reporting	1	3.6
			2.3.2 Functioning of Audit Committee	1	3.1
2.4 Ethics	3.0	2.3	2.4.1 Systems and policies to ensure professional ethics	3	2.2
			2.4.2 Fraud prevention	3	2.4
2.5 Internal audit	1.0	2.9	2.5.1 Assessment of internal audit arrangements	1	2.9
2.6 Risk management	4.0	2.8	2.6.1 Assessment of risk management arrangements	4	2.8
2.7 Delegations	1.0	2.6	2.7.1 Delegations in terms of PSA	1	2.5
			2.7.2 Delegations in terms of PFMA	1	2.7

3. Human Resource and Systems Management				2.4	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
3.1 Human Resource Strategy and Planning	2.7	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	2	2.9
3.2 HR Practices & Administration	3.0	2.2	3.2.1 Assessment of personnel administration systems	3	2.5
			3.2.2 Application of recruitment practices	3	2.4
			3.2.3 Staff retention	3	1.9
			3.2.4 Management of diversity	3	2.0
3.3 Management of Performance	2.3	2.6	3.3.1 Implementation of level 1-12 PMDS	3	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	2	2.3
			3.3.3 Implementation of SMS PMDS for HOD	2	2.5
3.4 Employee Relations	3.0	2.7	3.4.1 Functional departmental bargaining chamber	3	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				2.8	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
4.1 Supply Chain Management	2.8	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	2	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	3	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Labour

1. Strategic Management				2.3	2.8
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
1.1 Strategic Planning	2.0	3.0	1.1.1 Strategic planning alignment	2	2.9
			1.1.2 Annual Performance Plans	2	3.0
1.2 Programme Management	2.0	3.0	1.2.1 Programme Management Alignment	2	3.0
1.3 Monitoring and Evaluation	3.0	2.5	1.3.1 Use of monitoring and evaluation outputs	3	2.5

2. Governance and Accountability				3.1	2.6
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
2.1 Service Delivery Improvement	2.0	1.9	2.1.1 Service delivery charter, standards and SDIP	2	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	2.5	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	3	2.4
2.5 Internal audit	4.0	2.9	2.5.1 Assessment of internal audit arrangements	4	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	3.0	2.6	2.7.1 Delegations in terms of PSA	3	2.5
			2.7.2 Delegations in terms of PFMA	3	2.7

3. Human Resource and Systems Management				2.5	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
3.1 Human Resource Strategy and Planning	2.7	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	2	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	2.5	2.2	3.2.1 Assessment of personnel administration systems	3	2.5
			3.2.2 Application of recruitment practices	2	2.4
			3.2.3 Staff retention	2	1.9
			3.2.4 Management of diversity	3	2.0
3.3 Management of Performance	3.3	2.6	3.3.1 Implementation of level 1-12 PMDS	4	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	3	2.3
			3.3.3 Implementation of SMS PMDS for HOD	3	2.5
3.4 Employee Relations	3.0	2.7	3.4.1 Functional departmental bargaining chamber	3	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				2.8	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
4.1 Supply Chain Management	2.8	2.4	4.1.1 Demand management	2	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	3	2.4

Management Performance Assessment Tool
Self Assessment Score Card

National Department: **Military Veterans**

1. Strategic Management				1.3	2.8
Performance Area	**Your score**	**Nat Dept Average**	**Standard**	**Your score**	**Nat Dept Average**
1.1 Strategic Planning	2.0	3.0	1.1.1 Strategic planning alignment	2	2.9
			1.1.2 Annual Performance Plans	2	3.0
1.2 Programme Management	1.0	3.0	1.2.1 Programme Management Alignment	1	3.0
1.3 Monitoring and Evaluation	1.0	2.5	1.3.1 Use of monitoring and evaluation outputs	1	2.5

2. Governance and Accountability				1.8	2.6
Performance Area	**Your score**	**Nat Dept Average**	**Standard**	**Your score**	**Nat Dept Average**
2.1 Service Delivery Improvement	2.0	1.9	2.1.1 Service delivery charter, standards and SDIP	2	1.9
2.2 Management Structures	1.0	2.6	2.2.1 Functionality of management structures	1	2.6
2.3 Accountability	3.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	1	3.1
2.4 Ethics	1.5	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	1	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	1.0	2.8	2.6.1 Assessment of risk management arrangements	1	2.8
2.7 Delegations	1.0	2.6	2.7.1 Delegations in terms of PSA	1	2.5
			2.7.2 Delegations in terms of PFMA	1	2.7

3. Human Resource and Systems Management				1.6	2.4
Performance Area	**Your score**	**Nat Dept Average**	**Standard**	**Your score**	**Nat Dept Average**
3.1 Human Resource Strategy and Planning	1.7	2.6	3.1.1 HR planning	1	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	1	2.9
3.2 HR Practices & Administration	2.0	2.2	3.2.1 Assessment of personnel administration systems	1	2.5
			3.2.2 Application of recruitment practices	3	2.4
			3.2.3 Staff retention	3	1.9
			3.2.4 Management of diversity	1	2.0
3.3 Management of Performance	2.0	2.6	3.3.1 Implementation of level 1-12 PMDS	1	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	1	2.3
			3.3.3 Implementation of SMS PMDS for HOD	4	2.5
3.4 Employee Relations	1.5	2.7	3.4.1 Functional departmental bargaining chamber	1	2.9
			3.4.2 Management of disciplinary cases	2	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				1.8	2.4
Performance Area	**Your score**	**Nat Dept Average**	**Standard**	**Your score**	**Nat Dept Average**
4.1 Supply Chain Management	1.8	2.4	4.1.1 Demand management	1	2.4
			4.1.2 Acquisition management	2	2.4
			4.1.3 Logistics management	2	2.6
			4.1.4 Disposal management	2	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: **National Department**
Department: **Mineral Resources**

1. Strategic Management				4	2.8
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
1.1 Strategic Planning	4.0	3.0	1.1.1 Strategic planning alignment	4	2.9
			1.1.2 Annual Performance Plans	4	3.0
1.2 Programme Management	4.0	3.0	1.2.1 Programme Management Alignment	4	3.0
1.3 Monitoring and Evaluation	4.0	2.5	1.3.1 Use of monitoring and evaluation outputs	4	2.5

2. Governance and Accountability				3.2	2.6
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	4.0	2.6	2.2.1 Functionality of management structures	4	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	2.5	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	3	2.4
2.5 Internal audit	4.0	2.9	2.5.1 Assessment of internal audit arrangements	4	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	4.0	2.6	2.7.1 Delegations in terms of PSA	4	2.5
			2.7.2 Delegations in terms of PFMA	4	2.7

3. Human Resource and Systems Management				2.6	2.4
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
3.1 Human Resource Strategy and Planning	3.0	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	2.8	2.2	3.2.1 Assessment of personnel administration systems	2	2.5
			3.2.2 Application of recruitment practices	4	2.4
			3.2.3 Staff retention	3	1.9
			3.2.4 Management of diversity	2	2.0
3.3 Management of Performance	3.0	2.6	3.3.1 Implementation of level 1-12 PMDS	4	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	2	2.3
			3.3.3 Implementation of SMS PMDS for HOD	3	2.5
3.4 Employee Relations	3.0	2.7	3.4.1 Functional departmental bargaining chamber	3	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				3.3	2.4
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
4.1 Supply Chain Management	3.3	2.4	4.1.1 Demand management	4	2.4
			4.1.2 Acquisition management	4	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	2	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: **National Department**
Department: **Performance Monitoring and Evaluation**

1. Strategic Management				1.7	2.8
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
1.1 Strategic Planning	2.0	3.0	1.1.1 Strategic planning alignment	2	2.9
			1.1.2 Annual Performance Plans	2	3.0
1.2 Programme Management	2.0	3.0	1.2.1 Programme Management Alignment	2	3.0
1.3 Monitoring and Evaluation	1.0	2.5	1.3.1 Use of monitoring and evaluation outputs	1	2.5

2. Governance and Accountability				2.7	2.6
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	3.0	3.4	2.3.1 Annual reporting	3	3.6
			2.3.2 Functioning of Audit Committee	3	3.1
2.4 Ethics	2.0	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	2	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	4.0	2.6	2.7.1 Delegations in terms of PSA	4	2.5
			2.7.2 Delegations in terms of PFMA	4	2.7

3. Human Resource and Systems Management				2.5	2.4
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
3.1 Human Resource Strategy and Planning	3.0	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	2	2.4
			3.1.3 Assessment of Human Resources Development	4	2.9
3.2 HR Practices & Administration	3.5	2.2	3.2.1 Assessment of personnel administration systems	4	2.5
			3.2.2 Application of recruitment practices	4	2.4
			3.2.3 Staff retention	3	1.9
			3.2.4 Management of diversity	3	2.0
3.3 Management of Performance	2.3	2.6	3.3.1 Implementation of level 1-12 PMDS	2	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	2	2.3
			3.3.3 Implementation of SMS PMDS for HOD	3	2.5
3.4 Employee Relations	2.5	2.7	3.4.1 Functional departmental bargaining chamber	2	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				2.5	2.4
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
4.1 Supply Chain Management	2.5	2.4	4.1.1 Demand management	2	2.4
			4.1.2 Acquisition management	2	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	3	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: The Presidency

1. Strategic Management				2.3	2.8
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
1.1 Strategic Planning	2.0	3.0	1.1.1 Strategic planning alignment	2	2.9
			1.1.2 Annual Performance Plans	2	3.0
1.2 Programme Management	2.0	3.0	1.2.1 Programme Management Alignment	2	3.0
1.3 Monitoring and Evaluation	3.0	2.5	1.3.1 Use of monitoring and evaluation outputs	3	2.5

2. Governance and Accountability				2.3	2.6
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	2.0	2.6	2.2.1 Functionality of management structures	2	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	2.0	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	2	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	2.0	2.8	2.6.1 Assessment of risk management arrangements	2	2.8
2.7 Delegations	2.0	2.6	2.7.1 Delegations in terms of PSA	2	2.5
			2.7.2 Delegations in terms of PFMA	2	2.7

3. Human Resource and Systems Management				2.1	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
3.1 Human Resource Strategy and Planning	2.7	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	2	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	1.8	2.2	3.2.1 Assessment of personnel administration systems	3	2.5
			3.2.2 Application of recruitment practices	2	2.4
			3.2.3 Staff retention	1	1.9
			3.2.4 Management of diversity	1	2.0
3.3 Management of Performance	2.0	2.6	3.3.1 Implementation of level 1-12 PMDS	2	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	2	2.3
			3.3.3 Implementation of SMS PMDS for HOD	2	2.5
3.4 Employee Relations	3.0	2.7	3.4.1 Functional departmental bargaining chamber	4	2.9
			3.4.2 Management of disciplinary cases	2	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				2	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
4.1 Supply Chain Management	2.0	2.4	4.1.1 Demand management	2	2.4
			4.1.2 Acquisition management	2	2.4
			4.1.3 Logistics management	2	2.6
			4.1.4 Disposal management	2	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Public Administration Leadership and Management Academy

1. Strategic Management				3	2.8
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
1.1 Strategic Planning	3.0	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	3	3.0
1.2 Programme Management	3.0	3.0	1.2.1 Programme Management Alignment	3	3.0
1.3 Monitoring and Evaluation	3.0	2.5	1.3.1 Use of monitoring and evaluation outputs	3	2.5

2. Governance and Accountability				3.1	2.6
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	3.0	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	4	2.4
2.5 Internal audit	4.0	2.9	2.5.1 Assessment of internal audit arrangements	4	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	3.5	2.6	2.7.1 Delegations in terms of PSA	3	2.5
			2.7.2 Delegations in terms of PFMA	4	2.7

3. Human Resource and Systems Management				2.6	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
3.1 Human Resource Strategy and Planning	3.7	2.6	3.1.1 HR planning	4	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	4	2.9
3.2 HR Practices & Administration	2.5	2.2	3.2.1 Assessment of personnel administration systems	3	2.5
			3.2.2 Application of recruitment practices	1	2.4
			3.2.3 Staff retention	2	1.9
			3.2.4 Management of diversity	4	2.0
3.3 Management of Performance	3.7	2.6	3.3.1 Implementation of level 1-12 PMDS	4	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	4	2.3
			3.3.3 Implementation of SMS PMDS for HOD	3	2.5
3.4 Employee Relations	2.0	2.7	3.4.1 Functional departmental bargaining chamber	3	2.9
			3.4.2 Management of disciplinary cases	1	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				2.8	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
4.1 Supply Chain Management	2.8	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	2	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Public Enterprises

1. Strategic Management				3	2.8
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
1.1 Strategic Planning	3.0	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	3	3.0
1.2 Programme Management	3.0	3.0	1.2.1 Programme Management Alignment	3	3.0
1.3 Monitoring and Evaluation	3.0	2.5	1.3.1 Use of monitoring and evaluation outputs	3	2.5

2. Governance and Accountability				2.9	2.6
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
2.1 Service Delivery Improvement	2.0	1.9	2.1.1 Service delivery charter, standards and SDIP	2	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	2.5	2.3	2.4.1 Systems and policies to ensure professional ethics	3	2.2
			2.4.2 Fraud prevention	2	2.4
2.5 Internal audit	4.0	2.9	2.5.1 Assessment of internal audit arrangements	4	2.9
2.6 Risk management	2.0	2.8	2.6.1 Assessment of risk management arrangements	2	2.8
2.7 Delegations	2.5	2.6	2.7.1 Delegations in terms of PSA	2	2.5
			2.7.2 Delegations in terms of PFMA	3	2.7

3. Human Resource and Systems Management				2.5	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
3.1 Human Resource Strategy and Planning	3.0	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	2.8	2.2	3.2.1 Assessment of personnel administration systems	3	2.5
			3.2.2 Application of recruitment practices	3	2.4
			3.2.3 Staff retention	3	1.9
			3.2.4 Management of diversity	2	2.0
3.3 Management of Performance	2.7	2.6	3.3.1 Implementation of level 1-12 PMDS	4	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	1	2.3
			3.3.3 Implementation of SMS PMDS for HOD	3	2.5
3.4 Employee Relations	3.0	2.7	3.4.1 Functional departmental bargaining chamber	3	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				2.8	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
4.1 Supply Chain Management	2.8	2.4	4.1.1 Demand management	2	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	3	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Public Service & Administration

1. Strategic Management				2.7	2.8
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
1.1 Strategic Planning	3.0	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	3	3.0
1.2 Programme Management	3.0	3.0	1.2.1 Programme Management Alignment	3	3.0
1.3 Monitoring and Evaluation	2.0	2.5	1.3.1 Use of monitoring and evaluation outputs	2	2.5

2. Governance and Accountability				2.6	2.6
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	3.0	3.4	2.3.1 Annual reporting	3	3.6
			2.3.2 Functioning of Audit Committee	3	3.1
2.4 Ethics	2.0	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	2	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	3.0	2.6	2.7.1 Delegations in terms of PSA	3	2.5
			2.7.2 Delegations in terms of PFMA	3	2.7

3. Human Resource and Systems Management				2	2.4
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
3.1 Human Resource Strategy and Planning	2.7	2.6	3.1.1 HR planning	2	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	2.3	2.2	3.2.1 Assessment of personnel administration systems	3	2.5
			3.2.2 Application of recruitment practices	3	2.4
			3.2.3 Staff retention	2	1.9
			3.2.4 Management of diversity	1	2.0
3.3 Management of Performance	1.7	2.6	3.3.1 Implementation of level 1-12 PMDS	3	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	1	2.3
			3.3.3 Implementation of SMS PMDS for HOD	1	2.5
3.4 Employee Relations	2.5	2.7	3.4.1 Functional departmental bargaining chamber	4	2.9
			3.4.2 Management of disciplinary cases	1	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				3	2.4
Performance Area	Your score	Public Service Average	Standard	Your score	PS Average
4.1 Supply Chain Management	3.0	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	3	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: **National Department**
Department: **Public Works**

1. Strategic Management	Your score	Public Service Average	Standard	Your score	PS Average
				1.8	**2.8**
1.1 Strategic Planning	1.5	3.0	1.1.1 Strategic planning alignment	2	2.9
			1.1.2 Annual Performance Plans	1	3.0
1.2 Programme Management	2.0	3.0	1.2.1 Programme Management Alignment	2	3.0
1.3 Monitoring and Evaluation	2.0	2.5	1.3.1 Use of monitoring and evaluation outputs	2	2.5

2. Governance and Accountability	Your score	Public Service Average	Standard	Your score	PS Average
				2.4	**2.6**
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	3	3.1
2.4 Ethics	2.0	2.3	2.4.1 Systems and policies to ensure professional ethics	1	2.2
			2.4.2 Fraud prevention	3	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	2.0	2.8	2.6.1 Assessment of risk management arrangements	2	2.8
2.7 Delegations	2.0	2.6	2.7.1 Delegations in terms of PSA	2	2.5
			2.7.2 Delegations in terms of PFMA	2	2.7

3. Human Resource and Systems Management	Your score	Public Service Average	Standard	Your score	PS Average
				1.8	**2.4**
3.1 Human Resource Strategy and Planning	2.3	2.6	3.1.1 HR planning	2	2.6
			3.1.2 Organisational design	2	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	2.5	2.2	3.2.1 Assessment of personnel administration systems	3	2.5
			3.2.2 Application of recruitment practices	2	2.4
			3.2.3 Staff retention	2	1.9
			3.2.4 Management of diversity	3	2.0
3.3 Management of Performance	2.0	2.6	3.3.1 Implementation of level 1-12 PMDS	3	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	2	2.3
			3.3.3 Implementation of SMS PMDS for HOD	1	2.5
3.4 Employee Relations	1.0	2.7	3.4.1 Functional departmental bargaining chamber	1	2.9
			3.4.2 Management of disciplinary cases	1	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management	Your score	Public Service Average	Standard	Your score	PS Average
				2.3	**2.4**
4.1 Supply Chain Management	2.3	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	2	2.4
			4.1.3 Logistics management	2	2.6
			4.1.4 Disposal management	2	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Rural Development

1. Strategic Management				1.2	2.8
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
1.1 Strategic Planning	1.5	3.0	1.1.1 Strategic planning alignment	2	2.9
			1.1.2 Annual Performance Plans	1	3.0
1.2 Programme Management	1.0	3.0	1.2.1 Programme Management Alignment	1	3.0
1.3 Monitoring and Evaluation	1.0	2.5	1.3.1 Use of monitoring and evaluation outputs	1	2.5

2. Governance and Accountability				2	2.6
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	1.0	2.6	2.2.1 Functionality of management structures	1	2.6
2.3 Accountability	3.0	3.4	2.3.1 Annual reporting	2	3.6
			2.3.2 Functioning of Audit Committee	3	3.1
2.4 Ethics	2.0	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	2	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	2.0	2.8	2.6.1 Assessment of risk management arrangements	2	2.8
2.7 Delegations	2.0	2.6	2.7.1 Delegations in terms of PSA	2	2.5
			2.7.2 Delegations in terms of PFMA	2	2.7

3. Human Resource and Systems Management				2.1	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
3.1 Human Resource Strategy and Planning	2.3	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	2	2.4
			3.1.3 Assessment of Human Resources Development	2	2.9
3.2 HR Practices & Administration	2.0	2.2	3.2.1 Assessment of personnel administration systems	2	2.5
			3.2.2 Application of recruitment practices	2	2.4
			3.2.3 Staff retention	1	1.9
			3.2.4 Management of diversity	3	2.0
3.3 Management of Performance	2.0	2.6	3.3.1 Implementation of level 1-12 PMDS	2	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	1	2.3
			3.3.3 Implementation of SMS PMDS for HOD	3	2.5
3.4 Employee Relations	2.0	2.7	3.4.1 Functional departmental bargaining chamber	3	2.9
			3.4.2 Management of disciplinary cases	1	2.5
3.5 IT Systems	2.0	1.7	3.5.1 IT Governance Framework	2	1.7

4. Financial Management				2.8	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
4.1 Supply Chain Management	2.8	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	2	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	3	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: **National Department**
Department: **Science and Technology**

1. Strategic Management				3.2	2.8
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
1.1 Strategic Planning	3.5	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	4	3.0
1.2 Programme Management	3.0	3.0	1.2.1 Programme Management Alignment	3	3.0
1.3 Monitoring and Evaluation	3.0	2.5	1.3.1 Use of monitoring and evaluation outputs	3	2.5

2. Governance and Accountability				3.2	2.6
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	2.5	2.3	2.4.1 Systems and policies to ensure professional ethics	3	2.2
			2.4.2 Fraud prevention	2	2.4
2.5 Internal audit	4.0	2.9	2.5.1 Assessment of internal audit arrangements	4	2.9
2.6 Risk management	4.0	2.8	2.6.1 Assessment of risk management arrangements	4	2.8
2.7 Delegations	4.0	2.6	2.7.1 Delegations in terms of PSA	4	2.5
			2.7.2 Delegations in terms of PFMA	4	2.7

3. Human Resource and Systems Management				2.5	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
3.1 Human Resource Strategy and Planning	2.7	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	2	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	2.3	2.2	3.2.1 Assessment of personnel administration systems	3	2.5
			3.2.2 Application of recruitment practices	3	2.4
			3.2.3 Staff retention	2	1.9
			3.2.4 Management of diversity	1	2.0
3.3 Management of Performance	3.0	2.6	3.3.1 Implementation of level 1-12 PMDS	3	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	2	2.3
			3.3.3 Implementation of SMS PMDS for HOD	4	2.5
3.4 Employee Relations	3.5	2.7	3.4.1 Functional departmental bargaining chamber	4	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				3	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
4.1 Supply Chain Management	3.0	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	3	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Social Development

1. Strategic Management	Your score	Public Service Average	Standard	Your score	PS Average
				2.2	**2.8**
1.1 Strategic Planning	2.5	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	2	3.0
1.2 Programme Management	2.0	3.0	1.2.1 Programme Management Alignment	2	3.0
1.3 Monitoring and Evaluation	2.0	2.5	1.3.1 Use of monitoring and evaluation outputs	2	2.5

2. Governance and Accountability	Your score	Public Service Average	Standard	Your score	PS Average
				3.2	**2.6**
2.1 Service Delivery Improvement	3.0	1.9	2.1.1 Service delivery charter, standards and SDIP	3	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	3	3.1
2.4 Ethics	2.0	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	2	2.4
2.5 Internal audit	4.0	2.9	2.5.1 Assessment of internal audit arrangements	4	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	3.5	2.6	2.7.1 Delegations in terms of PSA	3	2.5
			2.7.2 Delegations in terms of PFMA	4	2.7

3. Human Resource and Systems Management	Your score	Public Service Average	Standard	Your score	PS Average
				2.8	**2.4**
3.1 Human Resource Strategy and Planning	3.0	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	2.5	2.2	3.2.1 Assessment of personnel administration systems	2	2.5
			3.2.2 Application of recruitment practices	3	2.4
			3.2.3 Staff retention	2	1.9
			3.2.4 Management of diversity	3	2.0
3.3 Management of Performance	3.0	2.6	3.3.1 Implementation of level 1-12 PMDS	4	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	2	2.3
			3.3.3 Implementation of SMS PMDS for HOD	3	2.5
3.4 Employee Relations	3.5	2.7	3.4.1 Functional departmental bargaining chamber	4	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	2.0	1.7	3.5.1 IT Governance Framework	2	1.7

4. Financial Management	Your score	Public Service Average	Standard	Your score	PS Average
				2.5	**2.4**
4.1 Supply Chain Management	2.5	2.4	4.1.1 Demand management	2	2.4
			4.1.2 Acquisition management	2	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	3	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Sport and Recreation SA

1. Strategic Management				3	2.8
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
1.1 Strategic Planning	3.0	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	3	3.0
1.2 Programme Management	3.0	3.0	1.2.1 Programme Management Alignment	3	3.0
1.3 Monitoring and Evaluation	3.0	2.5	1.3.1 Use of monitoring and evaluation outputs	3	2.5

2. Governance and Accountability				3.1	2.6
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
2.1 Service Delivery Improvement	3.0	1.9	2.1.1 Service delivery charter, standards and SDIP	3	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	3.0	2.3	2.4.1 Systems and policies to ensure professional ethics	3	2.2
			2.4.2 Fraud prevention	3	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	3.0	2.6	2.7.1 Delegations in terms of PSA	3	2.5
			2.7.2 Delegations in terms of PFMA	3	2.7

3. Human Resource and Systems Management				2.2	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
3.1 Human Resource Strategy and Planning	3.0	2.6	3.1.1 HR planning	2	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	4	2.9
3.2 HR Practices & Administration	2.3	2.2	3.2.1 Assessment of personnel administration systems	3	2.5
			3.2.2 Application of recruitment practices	2	2.4
			3.2.3 Staff retention	3	1.9
			3.2.4 Management of diversity	1	2.0
3.3 Management of Performance	2.3	2.6	3.3.1 Implementation of level 1-12 PMDS	3	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	3	2.3
			3.3.3 Implementation of SMS PMDS for HOD	1	2.5
3.4 Employee Relations	2.5	2.7	3.4.1 Functional departmental bargaining chamber	2	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				3.3	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
4.1 Supply Chain Management	3.3	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	4	2.6
			4.1.4 Disposal management	3	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: **National Department**

Department: **Tourism**

1. Strategic Management	Your score	Public Service Average	Standard	Your score	PS Average
				3.8	**2.8**
1.1 Strategic Planning	3.5	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	4	3.0
1.2 Programme Management	4.0	3.0	1.2.1 Programme Management Alignment	4	3.0
1.3 Monitoring and Evaluation	4.0	2.5	1.3.1 Use of monitoring and evaluation outputs	4	2.5

2. Governance and Accountability	Your score	Public Service Average	Standard	Your score	PS Average
				2.7	**2.6**
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	3.0	2.6	2.2.1 Functionality of management structures	3	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	1.0	2.3	2.4.1 Systems and policies to ensure professional ethics	1	2.2
			2.4.2 Fraud prevention	1	2.4
2.5 Internal audit	4.0	2.9	2.5.1 Assessment of internal audit arrangements	4	2.9
2.6 Risk management	3.0	2.8	2.6.1 Assessment of risk management arrangements	3	2.8
2.7 Delegations	3.0	2.6	2.7.1 Delegations in terms of PSA	3	2.5
			2.7.2 Delegations in terms of PFMA	3	2.7

3. Human Resource and Systems Management	Your score	Public Service Average	Standard	Your score	PS Average
				2.6	**2.4**
3.1 Human Resource Strategy and Planning	3.0	2.6	3.1.1 HR planning	3	2.6
			3.1.2 Organisational design	2	2.4
			3.1.3 Assessment of Human Resources Development	4	2.9
3.2 HR Practices & Administration	2.5	2.2	3.2.1 Assessment of personnel administration systems	2	2.5
			3.2.2 Application of recruitment practices	2	2.4
			3.2.3 Staff retention	3	1.9
			3.2.4 Management of diversity	3	2.0
3.3 Management of Performance	3.3	2.6	3.3.1 Implementation of level 1-12 PMDS	4	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	3	2.3
			3.3.3 Implementation of SMS PMDS for HOD	3	2.5
3.4 Employee Relations	3.0	2.7	3.4.1 Functional departmental bargaining chamber	3	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management	Your score	Public Service Average	Standard	Your score	PS Average
				2.8	**2.4**
4.1 Supply Chain Management	2.8	2.4	4.1.1 Demand management	2	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	3	2.6
			4.1.4 Disposal management	3	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Trade and Industry

1. Strategic Management				3	2.8
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
1.1 Strategic Planning	3.0	3.0	1.1.1 Strategic planning alignment	3	2.9
			1.1.2 Annual Performance Plans	3	3.0
1.2 Programme Management	3.0	3.0	1.2.1 Programme Management Alignment	3	3.0
1.3 Monitoring and Evaluation	3.0	2.5	1.3.1 Use of monitoring and evaluation outputs	3	2.5

2. Governance and Accountability				3.6	2.6
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
2.1 Service Delivery Improvement	2.0	1.9	2.1.1 Service delivery charter, standards and SDIP	2	1.9
2.2 Management Structures	4.0	2.6	2.2.1 Functionality of management structures	4	2.6
2.3 Accountability	4.0	3.4	2.3.1 Annual reporting	4	3.6
			2.3.2 Functioning of Audit Committee	4	3.1
2.4 Ethics	4.0	2.3	2.4.1 Systems and policies to ensure professional ethics	4	2.2
			2.4.2 Fraud prevention	4	2.4
2.5 Internal audit	4.0	2.9	2.5.1 Assessment of internal audit arrangements	4	2.9
2.6 Risk management	4.0	2.8	2.6.1 Assessment of risk management arrangements	4	2.8
2.7 Delegations	3.0	2.6	2.7.1 Delegations in terms of PSA	3	2.5
			2.7.2 Delegations in terms of PFMA	3	2.7

3. Human Resource and Systems Management				3.6	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
3.1 Human Resource Strategy and Planning	3.3	2.6	3.1.1 HR planning	4	2.6
			3.1.2 Organisational design	3	2.4
			3.1.3 Assessment of Human Resources Development	3	2.9
3.2 HR Practices & Administration	3.3	2.2	3.2.1 Assessment of personnel administration systems	3	2.5
			3.2.2 Application of recruitment practices	4	2.4
			3.2.3 Staff retention	3	1.9
			3.2.4 Management of diversity	3	2.0
3.3 Management of Performance	3.7	2.6	3.3.1 Implementation of level 1-12 PMDS	4	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	4	2.3
			3.3.3 Implementation of SMS PMDS for HOD	3	2.5
3.4 Employee Relations	3.5	2.7	3.4.1 Functional departmental bargaining chamber	4	2.9
			3.4.2 Management of disciplinary cases	3	2.5
3.5 IT Systems	4.0	1.7	3.5.1 IT Governance Framework	4	1.7

4. Financial Management				3	2.4
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
4.1 Supply Chain Management	3.0	2.4	4.1.1 Demand management	3	2.4
			4.1.2 Acquisition management	3	2.4
			4.1.3 Logistics management	4	2.6
			4.1.4 Disposal management	2	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Water Affairs

1. Strategic Management				**2**	**2.8**
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
1.1 Strategic Planning	2.0	3.0	1.1.1 Strategic planning alignment	2	2.9
			1.1.2 Annual Performance Plans	2	3.0
1.2 Programme Management	2.0	3.0	1.2.1 Programme Management Alignment	2	3.0
1.3 Monitoring and Evaluation	2.0	2.5	1.3.1 Use of monitoring and evaluation outputs	2	2.5

2. Governance and Accountability				**2.3**	**2.6**
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
2.1 Service Delivery Improvement	2.0	1.9	2.1.1 Service delivery charter, standards and SDIP	2	1.9
2.2 Management Structures	2.0	2.6	2.2.1 Functionality of management structures	2	2.6
2.3 Accountability	3.0	3.4	2.3.1 Annual reporting	3	3.6
			2.3.2 Functioning of Audit Committee	2	3.1
2.4 Ethics	2.0	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	2	2.4
2.5 Internal audit	3.0	2.9	2.5.1 Assessment of internal audit arrangements	3	2.9
2.6 Risk management	2.0	2.8	2.6.1 Assessment of risk management arrangements	2	2.8
2.7 Delegations	2.0	2.6	2.7.1 Delegations in terms of PSA	2	2.5
			2.7.2 Delegations in terms of PFMA	2	2.7

3. Human Resource and Systems Management				**2**	**2.4**
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
3.1 Human Resource Strategy and Planning	2.0	2.6	3.1.1 HR planning	2	2.6
			3.1.2 Organisational design	2	2.4
			3.1.3 Assessment of Human Resources Development	2	2.9
3.2 HR Practices & Administration	1.8	2.2	3.2.1 Assessment of personnel administration systems	2	2.5
			3.2.2 Application of recruitment practices	2	2.4
			3.2.3 Staff retention	1	1.9
			3.2.4 Management of diversity	2	2.0
3.3 Management of Performance	2.0	2.6	3.3.1 Implementation of level 1-12 PMDS	2	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	2	2.3
			3.3.3 Implementation of SMS PMDS for HOD	2	2.5
3.4 Employee Relations	2.0	2.7	3.4.1 Functional departmental bargaining chamber	3	2.9
			3.4.2 Management of disciplinary cases	1	2.5
3.5 IT Systems	2.0	1.7	3.5.1 IT Governance Framework	2	1.7

4. Financial Management				**2**	**2.4**
Performance Area	Your score	Public Service Average	**Standard**	Your score	PS Average
4.1 Supply Chain Management	2.0	2.4	4.1.1 Demand management	2	2.4
			4.1.2 Acquisition management	2	2.4
			4.1.3 Logistics management	2	2.6
			4.1.4 Disposal management	2	2.4

Management Performance Assessment Tool
Self Assessment Score Card

Province: National Department
Department: Women, Children & People with Disabilities

1. Strategic Management				**2**	**2.8**
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
1.1 Strategic Planning	2.0	3.0	1.1.1 Strategic planning alignment	2	2.9
			1.1.2 Annual Performance Plans	2	3.0
1.2 Programme Management	2.0	3.0	1.2.1 Programme Management Alignment	2	3.0
1.3 Monitoring and Evaluation	2.0	2.5	1.3.1 Use of monitoring and evaluation outputs	2	2.5

2. Governance and Accountability				**1.5**	**2.6**
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
2.1 Service Delivery Improvement	1.0	1.9	2.1.1 Service delivery charter, standards and SDIP	1	1.9
2.2 Management Structures	2.0	2.6	2.2.1 Functionality of management structures	2	2.6
2.3 Accountability	2.0	3.4	2.3.1 Annual reporting	2	3.6
			2.3.2 Functioning of Audit Committee	2	3.1
2.4 Ethics	1.5	2.3	2.4.1 Systems and policies to ensure professional ethics	2	2.2
			2.4.2 Fraud prevention	1	2.4
2.5 Internal audit	1.0	2.9	2.5.1 Assessment of internal audit arrangements	1	2.9
2.6 Risk management	1.0	2.8	2.6.1 Assessment of risk management arrangements	1	2.8
2.7 Delegations	2.0	2.6	2.7.1 Delegations in terms of PSA	1	2.5
			2.7.2 Delegations in terms of PFMA	3	2.7

3. Human Resource and Systems Management				**1.5**	**2.4**
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
3.1 Human Resource Strategy and Planning	1.7	2.6	3.1.1 HR planning	2	2.6
			3.1.2 Organisational design	2	2.4
			3.1.3 Assessment of Human Resources Development	1	2.9
3.2 HR Practices & Administration	1.8	2.2	3.2.1 Assessment of personnel administration systems	2	2.5
			3.2.2 Application of recruitment practices	3	2.4
			3.2.3 Staff retention	1	1.9
			3.2.4 Management of diversity	1	2.0
3.3 Management of Performance	1.0	2.6	3.3.1 Implementation of level 1-12 PMDS	1	2.9
			3.3.2 Implementation of SMS PMDS (exc HOD)	1	2.3
			3.3.3 Implementation of SMS PMDS for HOD	1	2.5
3.4 Employee Relations	2.0	2.7	3.4.1 Functional departmental bargaining chamber	2	2.9
			3.4.2 Management of disciplinary cases	2	2.5
3.5 IT Systems	1.0	1.7	3.5.1 IT Governance Framework	1	1.7

4. Financial Management				**1.8**	**2.4**
Performance Area	**Your score**	**Public Service Average**	**Standard**	**Your score**	**PS Average**
4.1 Supply Chain Management	1.8	2.4	4.1.1 Demand management	1	2.4
			4.1.2 Acquisition management	2	2.4
			4.1.3 Logistics management	2	2.6
			4.1.4 Disposal management	2	2.4