# Performance Management Policy

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<td><strong>Policy owner</strong></td>
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Performance Management Policy

1 Preamble
As a pre-eminent university in Africa, driven by the pursuit of knowledge and innovation, with a unique institutional culture based upon the values the University espouses, the North-West University has adopted this Performance Management Policy on 20 September 2013.

2 Purpose
The purpose of the Performance Management Policy is to facilitate and promote the achievement of the University’s objectives through the effective management of employee performance.

3 Objectives
3.1 To enable the achievement of the University’s strategic objectives by providing a system through which individual performance objectives are clearly defined in alignment to those of the campuses and the University.

3.2 To provide an integrated framework for the improvement of performance and outputs of the University and all its business units.

3.3 To provide a structured process and framework for the identification of performance obstacles and developmental needs for every staff member.

3.4 To serve as a basis for acknowledging and rewarding performance.

4 Scope of application
All permanent and fixed term staff of the North-West University. For temporary staff the principles of this policy will be applied as appropriate with regard to the nature and term of the appointment.

5 Guiding principles
5.1 Performance management should be conducted in an integrated way, and in accordance with the University strategy for the development of employees.

5.2 Where applicable, all employees must have a standardised accepted and signed individual Performance Agreement and/or Personal Development Plan (PDP) which must be compiled annually and/or where practically possible, at least two formal performance feedback sessions (mid and year end) between the employee and their direct line Manager need to be undertaken in that year.

5.3 NWU recognises the need for an ‘integrated’ performance management system linked to the competencies/behaviours of individual employees and NWU’s values.

5.4 The performance management system is primarily aimed at development, and should therefore be distinguished from other systems such as remuneration and promotion.

5.5 Any monetary rewards emanating from the year end performance appraisals are subject to Management decision and availability of funds. Any financial rewards will be dealt with under the Remuneration Policy of the University. The outcome of the performance management system is further aimed at determining the payment of management bonuses.
5.6 Only line managers are authorised to enter into a performance agreement with an employee on behalf of the University.

5.7 The effective management of employees is a key performance area of line managers. To this end they must recognise exceptional performance; identify opportunities to develop and grow employees; develop capacity and to effectively deal with poor performance.

5.8 Line Managers must ensure effective cascading of the strategic objectives as contained in the NWU Institutional Plan and/or Campus Plans. This information must be used as the platform for individual performance agreements.

5.9 The Head of business units are responsible for driving the performance management process and practice by ensuring that all Managers enter into performance agreements with employees at the commencement of each performance cycle as well as the measurement of that performance against these agreements.

5.10 The University shall manage performance in a consultative, supportive and non-discriminatory manner to enhance organisational efficiency and effectiveness, accountability for the use of resources and the achievement of results.

5.11 Any amendment to the performance agreement shall be mutually agreed upon between the relevant manager and the employee. However, no amendments are normally permissible in the last quarter of the performance cycle.

5.12 A 5 point rating scale will be used to provide line managers with increased flexibility in considering a greater span of employee’s circumstances.

5.13 This policy promotes a holistic approach to performance management by incorporating all aspects of performance management within a single integrated framework. The following processes are seen as having a clear link into the PM: Orientation, Probation and training/development.

6 Managing Poor Performance

6.1 Both the manager and employee will identify and develop interventions together to address poor and non-performance at review or feedback sessions, or any time during the performance cycle.

6.2 Corrective action is the manager’s responsibility in conjunction with the Human Capital Department as facilitators of the process.

6.3 The Guidelines for Managing Poor Performance must be followed. Should the employee not respond to reasonable and continuous attempts to improve performance and an overall performance evaluation the NWU’s Disciplinary Code and Grievance Procedure will apply.

7 Appeal and Dispute Resolution Mechanism

Where a disagreement arises during any stage of the performance management process, the aggrieved party can lodge an appeal by following the normal university grievance procedures as contained in the Behavioural Manual.

8 Governance, management roles and accountabilities

8.1 Council through the HCEE is responsible for the existence and monitoring of implementation of a performance management policy.

8.2 Institutional Management is responsible for the implementation of this policy in terms of the necessary processes, systems and procedures.

8.3 Line managers are responsible for adhering to the policy, as well as the process and procedures.
8.4 The business unit’s management team will serve as the moderation body which has the critical role of ensuring standardisation, consistency, transparency and fairness of the performance management process and the PM Policy.

8.5 Human Capital is responsible for the administration process, and the provision of management information.