



## PERFORMANCE MANAGEMENT POLICY

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## PERFORMANCE MANAGEMENT POLICY

Against the background of the dream to be an internationally recognised university in Africa, distinguished for engaged scholarship, social responsiveness and an ethic of care, the council of the North-West University has adopted this policy on 20 June 2019 to regulate the performance management of all employees of the university.

### 1 Interpretation and application

- 1.1 This policy must be interpreted and applied in a manner consistent with the –
  - 1.1.1 Constitution of the Republic of South Africa, 1996
  - 1.1.2 Higher Education Act, 101 of 1997
  - 1.1.3 Employment Equity Act, 55 of 1998
  - 1.1.4 Labour Relations Act, 66 of 1995
  - 1.1.5 Basic Conditions of Employment Act, 75 of 1997
  - 1.1.6 Skills Development Levies Act, 75 of 1997
  - 1.1.7 Skills Development Act, 9 of 1999
  - 1.1.8 Promotion of Equality and Prevention of Unfair Discrimination Act, 4 of 2000
  - 1.1.9 Promotion of Access to Information Act, 2 of 2000
  - 1.1.10 Statute of the North-West University (2017)
- 1.2 The content of the following documents must be taken into account in the interpretation and implementation of this policy:
  - 1.2.1 National Skills Development Strategy (NSDS III)
  - 1.2.2 NWU Values Statement, and Code of Ethics
  - 1.2.3 Behavioural Policy and Behavioural Manual
  - 1.2.4 Policy and Procedures on the Promotion of Academic Employees

### 2 Definitions

In this policy –

**"evidence"** means the independent proof that must be submitted to substantiate the level of achievement of an employee rated against the relevant Key Performance Indicator and target;

**"good leaver"** means an employee who leaves the employ of the NWU on grounds of death, disability or retirement as opposed to resignation or dismissal;

**"Key Performance Area (KPA)"** describes the most important aspects of a job and denotes the categories of the required outputs and outcomes of the employee;

**"Key Performance Indicator"** means a measure of the performance of an individual's contribution to the achievement of the university's goals and objectives.\*\*

### 3 Policy Statement

It is the policy of the NWU to –

- 3.1 provide for a comprehensive institutional policy, procedure and guidelines for the North-West University containing uniform standards for the management of the performance of all its employees;

- 3.2 provide for the differences in the specific evaluation criteria and rating scales between academic employees and support employees, whilst maintaining the required level of performance;
- 3.3 require that everyone involved in any aspect of the performance management, including the appraisal and rating process as well as the development of our employees be guided by considerations of fairness, equitability, consistency, objectivity, legitimacy, confidentiality and transparency, and to strive for the achievement of consensus, and to
- 3.4 base the allocation of performance bonuses, and the promotion of employees and the management of cases of poor and under-performance on documented two-way discussions, development interventions, frequent engagement, proven merit, evidence and facts.

## 4 Purpose

The purpose of this policy is

to facilitate, drive and promote the achievement of the University's annual performance plan, strategy, current and future objectives through the effective, appropriate and systematic identification, communication, measurement, development, correction, support, recognition and rewarding of the optimal performance of all its employees and teams.

## 5 Rules

- 5.1 Every employee must have a signed performance agreement for the current year and a personal development plan, based on an up-to-date job description, the NWU strategy and the Annual Performance Plan. This agreement and development plan must be finalised by the end of the previous year or before the end of January of the current year.
- 5.2 A newly appointed employee must enter into a performance agreement with the responsible line manager within two months after commencement of employment.
- 5.3 Line managers must ensure that they adhere to the annual performance management cycle of (a) joint contracting, (b) regular observation, feedback, guidance and (c) appraising performance formally in June and again in October of each year.
- 5.4 Performance appraisals must be factual, evidence-based and fair, must be based on the whole job as well as the whole period of appraisal.
- 5.5 Line managers must detect and address under-performance, poor and unacceptable performance at an early stage by following the correct procedures to guide the specific employee to at least expected or acceptable performance levels – in consultation with the relevant HR Practitioner before formal incapacity procedures may be instituted.
- 5.6 Developmental strategies based on gaps that were identified during the review process with the employee and must be recorded, submitted, implemented and reported on. It must evaluate and indicate whether the intervention(s) eliminated such gaps and whether further interventions and strategies are required.
- 5.7 The expectations, results and KPA's, indicators and metrics must be included in the performance agreement, contract or tender document concerning a temporary employee and must be handed to the employee before or on the first day of employment.
- 5.8 Line Managers shall ensure that "good leavers" are dealt with in accordance with the principles of the performance management system and good governance and in accordance with Council-approved decisions regulating the payments of the University Management Committee. A discretionary payment may be considered for members who resign **and** who have consistently delivered excellent performance **and** completed the full performance life cycle.