NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT
INSTITUTIONAL OFFICE

Performance management policy

Reference number	3P/3.5
Accountable executive manager	Executive Director: Human Capital Development
Policy owner	Director: Human Resource (Operations)
Responsible division	Organisational Learning and Development
Status	Approved
Approved by	Council
Date of approval	6 December 2005
Amendments	
Date of amendments	
Review date	
Web address of this policy	http://www.nwu.ac.za/opencms/export/NWU/html/gov-man/policy/index.html
Address on the policy data base	HSCAVDM r:\2. management\2.1.3 policy development and review\2.1.3.2 review\policy documents\3p-3.5-performance_e.docx

NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT
INSTITUTIONAL OFFICE

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 6 December 2005.

2 Objectives

2.1 To provide an integrated framework for the improvement of performance and outputs of the University and all its sections.

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

3 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.

4 Guiding principles

4.1 Performance management should be done in an integrated way, and in accordance with the University strategy for the development of human resources.

4.2 Performance management implies that staff will be empowered through the processes encouraging their performance.

4.3 It is not the control and measurement of performance which motivates people to do more. A commitment to the University's vision, mission and goals and to a quality University are fostered if staff can appreciate, and are appreciated for, the contributions they make, and can participate in shaping the future of the organisation.

4.4 Performance management should encourage creativity and innovation within an ordered system with a clear and agreed understanding between managers and staff on all levels.

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

4.6 A performance management system is one of the instruments in steering an organisation.

5 Policy

5.1 The performance management systems for staff form part of a comprehensive integrated performance management system for the University, based on the balanced scorecard concept.

5.2 The cascaded planning of specific objectives for every section and for every staff member must be completed before a date at the beginning of the year as determined by management.

5.3 The planning of objectives at the level of staff members will include specific and measurable goals/objectives, measures and evaluation criteria as agreed upon by the manager/supervisor and the individual staff member.

5.4 In the case of academic staff, the performance management system is based on a task agreement, an evaluation form and a personal development plan.

5.5 In the case of support staff, the performance management system is based on a job description and evaluation of job performance form, and a personal development plan.

5.6 Before the end of the year a personal development plan must be formulated between a manager/supervisor and all his/her staff members. This plan is updated as often as needed and in line with the developmental needs of the staff member.

5.7 Copies of all personal development plans must be sent to the Skills Development Facilitator, to serve as input for the annual institutional training plan.

6 Governance, management roles and accountabilities

6.1 Council (through the Human Resources committee) is responsible for the existence and monitoring of implementation of a performance management policy.

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

6.3 Line managers are responsible for adhering to the policy, as well as the process and procedures.

6.4 The Human Resources department is responsible for the administration process, and the provision of management information.

Current details: HSCAVDM r:\2. management\2.1.3 policy development and review\2.1.3.2 review\policy documents\3p-3.5-performance_e.docx
2009-11-20

Master Copy: HLDPJU p:\policy\performance management policy\performance management policy.doc