



## **PERFORMANCE MANAGEMENT POLICY**

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<b>Accountable executive manager</b>	Executive Director: People and Culture
<b>Policy Owner</b>	Executive Director: People and Culture
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## PERFORMANCE MANAGEMENT POLICY

Against the background of our vision to discover new frontiers and opportunities that benefit society, thereby advancing our relevance and impact, the Council of the North-West University (“NWU”, “university”) adopted this policy on 19 November 2025.

### 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 Protection of Personal Information Act, 4 of 2013
- 1.1.11 Statute of the North-West University

1.2 The content of the following documents must be considered 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 (e.g. a portfolio of evidence containing facts, evidence and/or examples) that must be submitted to substantiate an employee's level of achievement rated against the relevant Key Performance Indicator(s) and target(s);

**"good leaver"** means an employee who leaves the employ of the NWU due to 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 (quantitative) and outcomes (qualitative) of the employee;

**"Key Performance Indicator (KPI)"** means a measure of an individual's contribution to the University's goals and objectives.

### 3 Policy Statement

It is the policy of the NWU to –

- 3.1 provide a comprehensive institutional policy, as well as guidelines, for the North-West University, outlining uniform standards for managing the performance of all its employees;
- 3.2 provide for differences in the specific evaluation criteria between:
  - 3.2.1 academic employees as well as deputy directors and higher; and
  - 3.2.2 support employees as well as directors and higher, whilst maintaining the required level of performance;
- 3.3 require that everyone involved in any aspect of performance management, including appraisal and rating processes, as well as employee development, be guided by considerations of fairness, equitability, consistency, objectivity, legitimacy, confidentiality and transparency, and to strive for the achievement of consensus, and to base the allocation of performance and management bonuses, and the management of underperformance and poor performance via documented two-way discussions, development interventions, frequent engagement and feedback, proven merit and evidence.

(See Performance Management Procedure and Guidelines, P&C220G)

### 4 Purpose

The purpose of this policy is –

- 4.1 to facilitate, drive and promote the achievement of the University's annual performance plan and strategy, as well as its 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, and
- 4.2 to ensure that the NWU is a high-performance institution that recognises and rewards exceptional, value-adding performance, premised on its remuneration philosophy.

### 5 Rules

- 5.1 Every employee must sign a performance agreement and a personal development plan for the current year, based on an up-to-date job description and aligned with the NWU strategy and the Annual Performance Plan (APP). These documents must be finalised by the end of the previous year for management and before the end of January of the current year for all other employees.
- 5.2 A newly appointed employee must enter into a performance agreement and a personal development plan with the responsible line manager within one month of starting employment.  
(See Probation Guidelines, P&C256G)
- 5.3 The performance of each employee is evaluated by means of the annual performance review process. A mid-year review is conducted in June and July, and a final performance appraisal (with performance ratings) is conducted in October.
- 5.4 All employees must be evaluated against agreed objectives, goals and targets, and their performance compared to achieved outputs (quantitative) and expected outcomes (qualitative).
- 5.5 The internal and overarching consistency processes are based on the integrity of the overall weighted performance rating of each employee and line manager.  
(See Consistency Process: Guidelines and Information)
- 5.6 The Moderation Committee considers and evaluates the results of the consistency processes, compares the data with the overall NWU results, makes normative adjustments where necessary, and proposes a budget allocation for performance and management bonuses for the ratification of the University Management Committee. The Moderation Committee's decision is final and binding.

- 5.7 The overall weighted performance ratings of the Principal and Vice-Chancellor, as well as those of UMC members, are appraised by the Remuneration Committee.
- 5.8 The final performance rating must be communicated to the employee as soon as possible after completion of the moderation process and with a view to contracting for the following year's performance agreement and personal development plan. Any cases of underperformance or poor performance must also be addressed immediately.

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