



## POLICY ON PERFORMANCE MANAGEMENT

<b>Policy Owner</b>	Chief Operating Officer
<b>Division/Unit/Department</b>	Human Capital Management Division
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## Definitions

**Annual Performance Plan** refers to the annual institutional performance plan compiled by Management Executive Committee (MEC) towards the achievement of the University's Strategic Objectives. The performance targets set in relation to the strategic objectives in the Annual Performance Plan relate to one annual cycle within the five (5) year strategic plan period of the University.

**Competencies** refers to the specific areas of expertise (skills, knowledge, ability, and behavioural attributes) needed to perform.

**Consistency Meeting** refers to a confidential meeting between the line manager and the next level line managers and the relevant Executive Dean<sup>1</sup>/Director/Registrar to ensure fair implementation of the performance management system and rating scale.

**Goal Setting** refers to the process of establishing objectives to be achieved over a period of time. It is the performance criteria an employee will be evaluated against.

**Institutional Strategy** refers to the core ideology which consists of Mission (Purpose); Vision; Branding and Values, Strategic Objectives; Strategies; Operational strategies, Outputs, Performance measures and Action plans. The Faculty<sup>2</sup>/Division/Department's Operational Plan must be communicated and implemented.

**Operational Plan** refers to the annual plans of each Faculty or Support Division derived from the University's Annual Performance Plan

**Performance Evidence** refers to the proof of achievement against a set target/goal.

**Performance Management Process** refers to the process of contracting, guiding and evaluating the performance of employees.

**Performance Review** refers to a process of assessing an employee's progress towards set goals. A two-way individual conversation (preferably face-to-face) between the manager and the employee comprising of a dialogue regarding performance feedback measured against clear and specific goals and expectations established at the outset of the performance management process. It is a feedback process that is continuous and timely to ensure that the employee knows what is expected and how they are doing.

**Performance Appraisal** refers to the final performance discussion between the line manager and the employee in each cycle to evaluate all performance outputs as contracted for the period.

**Performance Reward** refers to a financial reward granted to an employee in recognition of sustained performance that is significantly above expectations and is rated as such in terms of the rating scale.

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<sup>1</sup> 'Executive Dean' includes the Dean of the Johannesburg Business School (JBS)

<sup>2</sup> Reference to 'faculty' includes the College of Business and Economics (CBE), and the Johannesburg Business School (JBS).

**Performance Rating** refers to the rating given by the line manager during performance appraisal process based on performance output and taking into consideration supporting evidence produced. Performance is rated against the agreed performance contract.

**Performance Improvement Plan** refers to a managed process with a plan to assist an underperforming employee to improve performance based on specific criteria and compelling factors impacting on the employee's performance over an agreed period of time. It is used for employees who are regularly falling short of meeting performance expectations and whose performance may necessitate the beginning of a progressive disciplinary process regarding the performance level.

**Professional Development Plan** refers to a process of creating an action plan for personal growth within the context of personal, academic and career development of an employee, by identifying areas that an employee would like to improve and develop to achieve the required level of competence in a job.

**Strategic Objectives** refers to clear statements of what the University intends to do to achieve its strategic goals within the span of a five (5) years.

### 1. Preface

The Performance Management (PM) Policy fosters performance excellence in support of UJ's Global Excellence and Stature (GES) initiatives and operationalises UJ's institutional strategy.

### 2. Objectives

- 2.1. To enable the achievement of the University's strategic objectives by providing a system through which individual performance objectives are clearly defined in alignment with those of the Faculty/Division/Department and the University.
- 2.2. To sustain a high performing culture.
- 2.3. To encourage and recognise performance.
- 2.4. To provide an integrated framework for the improvement of performance and outputs of the University and all its units.
- 2.5. To provide a structured process and framework for the identification of performance obstacles and developmental needs for every employee.
- 2.6. To identify and develop potential.
- 2.7. To clarify individual and team performance requirements, standard and expectations.
- 2.8. To serve as a basis for acknowledging and rewarding performance.

### 3. Application

Applies to all permanent and fixed term employees on Peromnes 5 to 17 and all academic job levels. For temporary employees, the principles of this policy will be applied as appropriate with regard to the nature and term of the appointment. An automated administration of the performance management system is of importance and ensures a seamless performance monitoring and evaluation process.

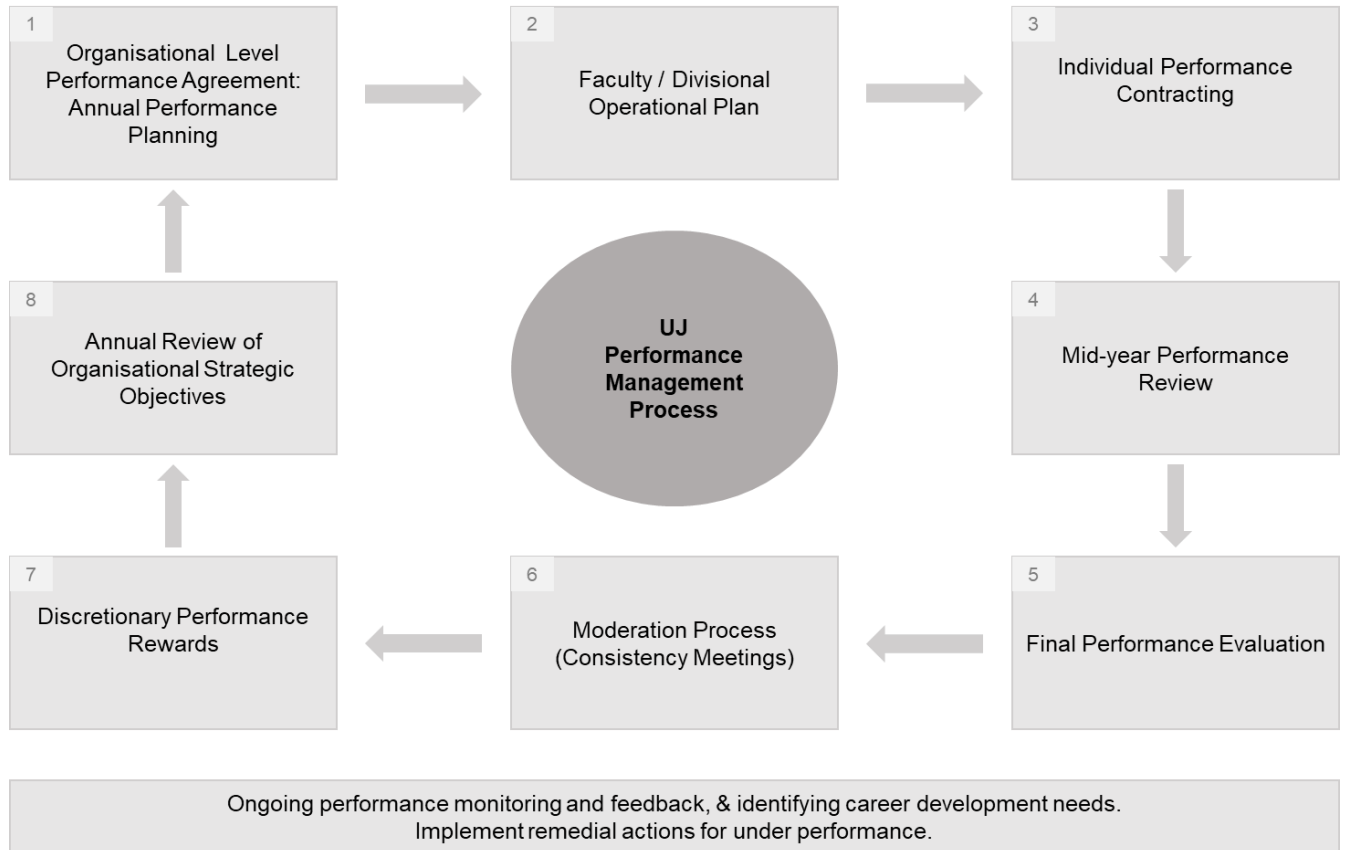
#### **4. Guiding Principles**

- 4.1. Performance Management should be conducted in an integrated way, aligned with the UJ strategy for the development of employees and achievement of the University's strategic objectives.
- 4.2. All employees **must** have a standardised accepted and signed individual Performance Contract and Personal Development Plan (PDP) which **must** be compiled annually.
- 4.3. At least two (2) formal performance review sessions (mid-year review in June and final review in October) between the employee and the line manager need to be undertaken within the PM cycle.
- 4.4. UJ recognises the need for an integrated PM system linked to the competencies/behaviours of individual employees and UJ's values.
- 4.5. The PM system is primarily aimed at development and should therefore be distinguished from other systems such as remuneration and promotion.
- 4.6. Only a direct line manager is authorised to enter into a performance contract with an employee on behalf of the University.
- 4.7. The effective management of employees is a Key Performance Area (KPA) of line managers. To this end, line managers must recognise exceptional performance; identify opportunities to develop and grow employees; develop capacity and to effectively deal with poor performance.
- 4.8. Line managers must ensure effective cascading of the institutional strategic objectives and annual operational plans of the Faculty/Division. This information must be used as the basis for individual performance contracts alongside the employee's job description.
- 4.9. The Executive Leadership Group (ELG) of the University is responsible for championing the performance management process and practice within their Faculty/Division by ensuring that all line managers enter into performance contracts with employees within their respective environments within the prescribed time frames and that performance reviews are held with each employee within the performance cycle.
- 4.10. 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.
- 4.11. Any amendment to the performance contract shall be mutually agreed upon between the relevant line manager and the employee. However, no amendments are permissible in the last quarter of the performance cycle.
- 4.12. The policy promotes a holistic approach to PM by incorporating all aspects of performance management within a single integrated framework. The following processes are seen as having a clear link into the Performance Management: Probation and Training/Development.
- 4.13. The collegial environment of a University environment justifies individual and team-based goals, measures and rewards.

#### **5. Performance Management Process**

The PM process occurs over a period of 12 months (January to December) which is aligned with the University's financial period. The Individual Contracts are agreed upon

in January/February, Mid-Year Reviews conducted in June and the Final Performance Evaluation concluded in October on an annual basis, (refer to the PM Guidelines).



Graph 1. Performance Management Process

### 5.1. Performance Contracting

- 5.1.1. PM begins from the first day of employment (refer to Probation Policy).
- 5.1.2. Performance contracts do not replace Employment Contracts and Job Profiles but complement these core employment documents.
- 5.1.3. Performance agreements are not exhaustive, as they cannot cover every possible duty an employee may be reasonably requested to perform from time to time in the interest of the Faculty/Division delivery on its operational plan.
- 5.1.4. A performance contract will be developed for each employee on an annual basis in the beginning of the performance management cycle.
- 5.1.5. It is developed through a top-down or bottom-up approach, depending on the line manager's preference, involving both the line manager and the employee, and ratification by the line manager.
- 5.1.6. The performance contract must be agreed, signed and dated by both the line manager and the employee.
- 5.1.7. Goal Setting

- a) Job Description Goals are based on the achievement of a pre-established set of job duties from the job description. These goals are expected to be accomplished continuously until the job description changes.
- b) Project Goals are based on achievement of a project objective. These goals may be set for a single year and changed as projects are completed.
- c) Stretch Goals are challenging to reach and are usually used to expand the knowledge, skills and abilities.
- d) Behavioural Goals are based on certain behaviours. These goals are expected to be accomplished continuously.

#### 5.1.8. Weighting

- a) A weighting is to be allocated to each Key Performance Indicator (KPI) according to the relative importance, impact, priority and the time required to execute the KPI in each KPA.
- b) The final performance scores will be calculated according to the weightings.

#### 5.1.9. Professional Development Plan (PDP)

- a) The line manager and employee need to identify the appropriate learning and development activities and initiatives as well as to ensure that these are agreed to, documented, and monitored.
- b) The line manager will determine what development is to be supported and when, after considering availability of funds, Faculty/Divisional priorities, as well as the Learning and Development Policy.
- c) The employee is responsible for executing the development plan within the agreed timeframe and to acquiring the core competencies required to be effective in the current position as well as making him/herself eligible for career advancement opportunities.

### **5.2. Performance Monitoring**

- 5.2.1. Once the contracting and planning phase is complete, performance will be monitored on an ongoing basis.
- 5.2.2. Line managers must ensure that employees are continuously aware of their performance levels
- 5.2.3. Ensure ongoing review of training and development progress.
- 5.2.4. Line managers to encourage constructive and open relationships with employees through continuous dialogue on performance.

### **5.3. Mid-Year Review**

- 5.3.1. A mid-year review is conducted mid cycle and the outcome shall be used as the formal feedback indicator of how well the employee is performing and for developmental purposes.
- 5.3.2. The line manager will meet with each employee to review the performance.
- 5.3.3. The employee's actual performance will be assessed against the agreed performance contract

- 5.3.4. The purpose of the review is to:
- a) Review actual performance against KPAs and measures.
  - b) Review and develop plans to improve performance where appropriate.
  - c) Identify and recognise achievements that were not part of the original objectives.
  - d) Identify barriers to performance and develop action plans to mitigate the barriers to performance.
  - e) Any amendment/update made to a performance contract during the mid-year review must be mutually agreed upon between the line manager and employee and come into effect from the date agreed upon.

#### **5.4. Amendments to the Performance Contract**

- 5.4.1. Any amendment to the performance contract, shall;
- a) Be mutually agreed upon between the relevant line manager and the employee.
  - b) Be signed and dated by the relevant line manager and the employee, once agreement has been reached.
  - c) Be attached to the relevant employee's performance contract as an addendum.
  - d) Come into full operation with effect from the date mutually agreed upon between the relevant Manager and the employee.
  - e) **Not** be made in the last quarter of the annual performance cycle.
  - f) Within five (5) working days of reaching agreement on an amendment to the performance contract, the Manager shall provide the employee with an amended performance contract.

#### **5.5. Final Year Evaluation**

- 5.5.1. It is conducted at the end of the performance cycle.
- 5.5.2. The overall rating determined during the final appraisal shall be used as input to determine the link to any annual performance bonus and/or used as inputs into other human resource initiatives.
- 5.5.3. Line managers and employees must convey the final agreed or disagreed rating before submission to the Consistency Meeting. The rating is subject to change during the consistency meeting.

#### **5.6. Consistency Meeting**

- 5.6.1. The Consistency meeting plays a critical role of ensuring standardization, consistency, transparency and fairness of the performance management process and this policy. *Refer to Consistency Meeting Guidelines.*

#### **5.7. Performance Ratings**

- 5.7.1. The rating is given for individual performance against the individual's agreed performance contract and not against the performance of colleagues.
- 5.7.2. It is reasonably possible to achieve any rating on the scale.
- 5.7.3. Evidence is provided to support performance achieved.



- 5.7.4. The rating scale should be maintained at a 5-point rating scale and no ratings other than these will be allowed as follows: 1, 2, 2.5, 3, 3.5, 4, 4.5, 5 (i.e. no ratings that include decimals, other than .5):

Rating		Definition
0	<b>Too soon to rate</b>	Duration of employee in the role is too soon to evaluate performance
1	<b>Poor</b>	Unacceptably poor performance. Significant underachievement against objectives where the employee performs at a consistently low level. Poor levels of achievement impact on the team, internal and external clients. Performance must improve, supported by documented counselling in line with the Universities Performance Improvement Plan (PIP). Where a similar rating is maintained in the next appraisal, disciplinary steps will be implemented.
2	<b>Moderate</b>	Performance in some areas well below expectations. Remedial action plan to be agreed and implemented for development area(s). Inconsistent in meeting standards. Requires supervision to ensure performance. May not have all the required skills or may not apply skills. May be unsuitable for position.
2.5	<b>Not at competent performing level, extra effort is needed</b>	Not at competent performing level (3), extra effort is required
3	<b>Competent</b>	Performs at required level of competence. Has achieved the requirements and standards as agreed to.
3.5	<b>Achieved more than contracted</b>	Performs above required level of competence
4	<b>Very good</b>	Performance in many areas noticeably ahead of expectation. Skills are highly developed. Contributes constructively to the team at all times.
4.5	<b>Superior</b>	Exceeds objectives by constantly delivering outstanding performance levels and results. Very good feedback from either internal or external stakeholders whilst high levels of expertise and initiatives are demonstrated
5	<b>Excellent</b>	Exceeds all objectives and standards by constantly delivering exceptional performance. Functions as a role model setting standards of excellence. Excellent feedback from both internal and external stakeholders, where relevant, whilst high levels of expertise and initiatives are

Rating	Definition
	demonstrated. Contributes constructively to the team through taking a leadership position.

Table 1: Performance Rating Scale

## 6. Appeal and Dispute Resolution Mechanism

6.1. Where a disagreement arises during any stage of the PM process, the aggrieved party can lodge an appeal within seven (7) working days of receiving the final rating awarded after the consistency meeting by following the normal grievance procedure and by following the specific guidelines below:

- a) Employees have the right to appeal their final performance rating.
- b) The burden of proof is with the employee to provide evidence of performance.
- c) The first level of appeal is to the direct line manager:
  - i. Attempt to resolve the issue with the Manager through discussion.
  - ii. If agreement is reached, both parties sign performance assessment form.
  - iii. Should the matter not be resolved within four (4) days of the discussion, the aggrieved party will write a letter of appeal and submit it to the next level line manager within seven (7) working days from the date of the disagreement. The letter must set out the nature and details of the disagreement and the proposed terms of the settlement
  - iv. Appeals for employees on Peromnes 8 to 17, including assistant lecturer and lecturer is finalized at the level of the Executive Director/Executive Dean/Registrar of the environment, unless the employee reports directly to the mentioned Executive.
- d) The Executive Dean/Executive Director/Registrar must convene a meeting with the employee and Manager within five (5) working days or on a mutually agreed period after the notice of disagreement has been submitted. The assistance of the Human Capital Management (HCM) Business Partner may be called upon to facilitate the meeting.
- e) Appeals for employees on Peromnes 7 to 5; Senior Lecturer; Associate Professor; Professor are finalised at the level of the Deputy Vice-Chancellor (DVC) unless the employee reports directly to the DVC, in which event the Vice-Chancellor & Principal (VC) will be the final level.
- f) The decision at the last level of appeal is final.

6.2. Appeals submitted after the seven (7) working days of receiving the final rating will be considered on merit and at the discretion of the HCM Division.

## 7. Link to reward

7.1. Any monetary rewards emanating from the year end performance appraisals are subject to MEC approval and availability of funds.

- 7.2. Financial rewards resulting from performance appraisals will be dependent on the existence of a signed performance contract and at least six (6) months with the University.
- 7.3. The value of any financial rewards is determined by MEC annually.
- 7.4. In order to qualify for the granting of a reward, an employee must achieve an overall performance of 3.5 and above.

## **8. Managing Incapacity (Poor Performance)**

- 8.1. The line manager is responsible for alerting an employee on unsatisfactory performance.
- 8.2. An employee identified as underperforming must enter into a Performance Improvement Plan with the line manager.
- 8.3. The objective of this procedure is to correct and/or improve performance and not meant to be punitive, however, there is a possibility that the poor performance may not always be corrected and that there may be possible termination of the employment contract.
- 8.4. Both the manager and employee will identify and develop interventions together to address poor and under-performance at review or feedback sessions, or any time during the performance cycle.
- 8.5. Corrective action is the manager's responsibility with the HCM Division as facilitator.
- 8.6. The policy on Managing Incapacity and Guidelines for Managing Poor Performance must be followed. Should the employee not respond to reasonable and continuous attempts to improve performance and the overall performance evaluation does not reveal appreciable progress, the UJ's *Disciplinary Code and Grievance Procedure* will apply.

## **9. Acting in Higher Positions**

- 9.1. In the event that an employee is appointed to act in a higher position for shorter than six (6) months, the performance contract should be based on the position that the employee is permanently appointed to. Depending on the employee's performance during the periods of acting, recognition for performance of the duties of the higher position should be given during the performance appraisal, on the performance contract of the permanent position.
- 9.2. When acting in a higher position for longer than six (6) months, where an acting allowance is being paid, a performance contract must be compiled for the higher position that the employee would be expected to perform against.
- 9.3. Performance incentives must be calculated at the salary level of the grade to which the employee is permanently appointed.

## **10. Employee Movements**

- 10.1. Where employees change jobs within the PM cycle, performance reviews related to the employee vacating the position have to be completed prior to moving to the new position.
- 10.2. If the employee changing jobs is a Manager, performance reviews should be conducted for each subordinate employee prior to the Managers movement. If this is not possible, the new line manager should consult with outgoing line manager when the Performance Review is conducted.

10.3. When an employee is transferred to another Faculty/Division/Department or Unit, a progress review discussion will be conducted for the current PM cycle prior to the employee leaving the Unit. In the case of Managers, regardless of the reason for their departure, they will be required to assess their employees prior to departure.

10.4. Employees on secondment will not be prejudiced from the performance management process.

## **11. Approved Leave of Absence**

11.1. Employees who are on an approved leave of absence (i.e. sick, or maternity) during a particular performance cycle shall not be disadvantaged during appraisals as a result of their absence.

11.2. Where an employee has been absent for a prolonged period of time such as maternity leave, sabbatical, incapacity leave longer than 30 days, the supervisor and the employee must have a discussion for mutual agreement on the ability to execute a meaningful performance review for that period.

11.3. If it is not possible, it must be indicated in writing in the comment's columns on the midyear review form following that period. A period of at least 6 (six) months actual performance must be considered for a recommendation on the allocation of any performance reward.

11.4. In the event of resignation or death, payment of recommended rewards will only be considered where the employee has completed a full performance cycle, that is from November to October and the performance results are known.

## **12. Multi-Rater Feedback (360-degree evaluation)**

12.1. Where applicable, the line manager and employee must select and agree on the areas applicable to the feedback provider in their performance contracts. This must be done at the planning stage.

12.2. The major component of a multi-rater (also known as 360°) feedback process is that it requires multiple sources of feedback on an individual's performance. It is critical to confine request for feedback to relevant KPA's, competencies, behavioural aspects aligned to UJ values and project teamwork.

12.3. Multi-rater observers or respondents for an employee can be his/her peers, managers (i.e. superior), subordinates, team members, customers, suppliers/ vendors - anyone who comes into contact with the employee and can provide valuable insights and information or feedback regarding the performance of the employee.

12.4. Feedback providers must be honest and open. Even though Multi-rater feedback has an indirect impact on increases and bonus schemes, the feedback received must be viewed as developmental and the feedback used as an opportunity to learn and grow.

12.5. In some rare cases, where the nature of the job is such that only the immediate manager can evaluate and assess performance, single-rater feedback may be used provided there is agreement between the manager and employee.

### **13. Governance and Responsibility**

In order for the implementation of the performance management system to become an integral part of UJ, the following key role players will assume the responsibilities outlined:

- 13.1. Council
- a) Council is required to monitor, review and assess the overall institutional performance levels during any given financial year and performance management cycle of 12 months.
  - b) Assigns the responsibility for the achievement of UJ's strategic goals to the Vice-Chancellor through the VC's performance contract.
  - c) Approves the Performance Management Policy.
- 13.2. Management Executive Committee
- a) Policy changes or reviews are approved by MEC after input from an employee task group(s), which include, but is not limited to the representative unions.
- 13.3. The Chief Operating Officer is responsible for this policy.
- 13.4. The Division for Institutional Planning and Quality Promotion ensures quality of policy.
- 13.5. Human Capital Management
- Line Managers are accountable for PM and the HCM Division's function will be that of driver of the implementation of this policy through providing an enabling environment through the following activities:
- a) Implement the most practical and user-friendly tools to support the PM system.
  - b) Provide the performance management workshops.
  - c) Facilitate difficult and sensitive performance discussions between Managers and employees when requested to do so.
  - d) Determine and communicate a performance management schedule and monitor progress against it.
  - e) Provides management and HRSEC reports.
- 13.6. Line Managers
- a) Jointly, with an employee, develop a performance contract that will facilitate the achievement of the UJ's strategic objectives.
  - b) Conduct regular performance monitoring and review meetings.
  - c) Align the performance contract to the respective senior Manager's performance contract.
  - d) Conduct mid-year and annual appraisal of performance.
  - e) Develop and implement performance improvement plans for unsatisfactory performers.
  - f) In conjunction with employees, develop and implement PDPs.
  - g) Recommend ways of recognising and rewarding employee's good performance.
  - h) Address appeals in terms of the appeal procedure.

- 13.7. Employees
- a) Participate actively in developing performance contracts with Managers and assume responsibility for their own personal development.

**14. Non-Compliance**

- 14.1. All employees are to comply with the provisions of this policy and non-compliance will be dealt with in line with the UJ Disciplinary Code.

**15. Employee Task Group**

- 15.1. The HCM Division is responsible for creating and maintaining the task group to monitor the fair and consistent application of the policy.
- 15.2. The task group includes representatives from each job level, Faculty/Division, unions; race and gender and represent at least 5% of the total number of permanent and fixed-term contract employees. The policy is reviewed as and when issues arise, requiring policy review.

**16. Communication**

- 16.1 Performance Management Guidelines.
- 16.2 Policy and guidelines available on Intranet.
- 16.3 HCMBP training.
- 16.4 Line manager and employee training.
- 16.5 Information Forums.

Amendments approved by the Human Resources, Social and Ethics Committee of Council on 22 October 2015.

Amendments approved by MEC on 28 July 2020

Aligned to the Organisational Design and Review Project approved by Council on 22 September 2021