



## **PERFORMANCE PLANNING & MANAGEMENT**

### **1. Principles**

Strategic planning is critical to the success of any organisation, and career performance management is a fundamental aspect of any such planning.

The University recognises that skilled and experienced employees are a valuable resource and that performance planning and management should be implemented in a way that promotes professional advancement to the fullest extent possible.

Employees must have opportunities to participate in articulating their own career objectives in order to foster excellence in the workplace.

Since effective performance management depends on open and continuous communication, these guidelines are intended to establish a programme for the collaborative achievement of common goals.

### **2. Programme Design**

#### **2.1 Scope**

2.1.1 The programme will apply to all employees holding a position in a management job family.

2.1.2 Participation in the programme is expected, not only from administrators, but also from academic leaders performing a supervisory function, including, but not limited to:

- (a) Vice-Principals
- (b) Faculty Deans
- (c) Department Chairs

2.1.3 Initial implementation will be limited to a pilot project in at least one administrative unit and one academic unit for a period of no less than two years prior to implementation elsewhere in the University.

2.2 The programme will have as an operating principle a culture of management that is equitable, collaborative, and transparent, based on teamwork, team building, mentoring, and coaching. The objectives of the programme shall be:

- (a) Management based on objectives and priorities
- (b) Prioritisation of resources and workload (staffing)



- (c) Skill and experience development and acquisition (training)
- (d) Communication and feedback
- (e) Career planning and career path development
- (f) Measurement of results and redefinition of priorities and objectives
- (g) Job satisfaction and morale building
- (h) Succession planning and organisational renewal

### 2.3 Pedagogical Plan

There shall be a pedagogical plan to promote continuous learning in the work environment. Formal and ongoing training sessions will be provided to enable staff to fulfil their potential and contribute to organisational effectiveness. The following issues will be addressed:

- (a) The mechanics of programme operation
- (b) Coaching and mentoring
- (c) Teamwork and team building
- (d) Competency development
- (e) Problem solving and conflict resolution
- (f) Management by objectives
- (g) Motivation of employees

### 2.4 The programme shall be introduced in full knowledge of the organisational environment, including:

- (a) The requirements of each position including qualifications, duties and responsibilities, competencies and accountability, as summarised in the position description for each job.
- (b) The qualifications, skills, and abilities of each employee.

### 2.5 Matching Career Objectives and Organisational Objectives

The process of continuous learning (2.3) and information gathering (2.4) shall be used to implement employee career planning as an integral part of the programme. Mechanisms will be established to:

- (a) Standardise the requirements and competencies listed on internal postings.
- (b) Match competencies listed on internal postings to competencies of existing position descriptions.
- (c) Chart career streams within the organisation by function and required competencies.

### 2.6 Monitoring, Review, and Appeal



- 2.6.1 The programme shall be managed, monitored and supervised centrally by HR on a continuous basis.
- 2.6.2 The programme shall include an appeal mechanism to which an employee may refer should problems arise in its implementation and/or operation.
  - 2.6.2.1 MUNASA representatives shall participate in the appeal mechanism.

### **3 Performance Assessment**

- 3.1 The programme shall run on a twelve-month cycle.
- 3.2 At least once per cycle, the supervisor and staff member will jointly establish goals and objectives appropriate to the duties and responsibilities of the staff member's position.
- 3.3 Throughout the cycle, the supervisor will monitor the staff member's progress towards the achievement of the established goals and objectives. The monitoring process shall include the identification of obstacles, provision of feedback and advice, training support, and other assistance as may be required to facilitate the staff member's achievement of the goals and objectives.
  - 3.3.1 There will be a formal meeting between the supervisor and staff member during the second quarter of the cycle for the exchange of feedback on the monitoring process.
- 3.4 At least once per cycle, input will be sought from:
  - (a) Supervisors;
  - (b) Subordinates;
  - (c) Peers;
  - (d) Users/Clients;
- 3.5 At least once per cycle, periodic feedback will be consolidated in a performance assessment. The purposes of the assessment are to:
  - (a) Formally review and discuss the staff member's performance with regard to the goals and objectives for that cycle.
  - (b) Provide the staff member with an occasion to comment on her/his performance.
  - (c) Identify and review areas that need strengthening, if any, and plan for training and improvement.



- (d) Restart the cycle by reviewing and establishing objectives in accordance with 3.2.
- 3.6 The assessment process and its outcomes shall be subject to appeal as set out in 2.6.2.
- 4 Programme Implementation**
- 4.1 The programme shall be initially implemented as a pilot project as set out in 2.1.3.
- 4.2 The first task of the programme shall be to collect information on the organisational environment in order to meet the requirements set out in 2.4.
- 4.3 Thereafter, implementation of a pedagogical plan (2.3) and career planning instruments (2.5) shall be prioritised.
- 4.4 Only after the implementation steps set out in this section have been completed and reviewed will the performance assessment be put into operation.
- 5 Dispute Resolution**
- 5.1 Any dispute arising from performance management and planning shall be arbitrable in accordance with the Dispute Resolution Policy.
- 5.1.1 Performance planning and management shall be added to the list of arbitrable disagreements listed in section 1.2 of the Dispute Resolution Policy.