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FORT COX AGRICULTURE AND FORESTRY TRAINING INSTITUTE

Fort Cox Agriculture and Forestry Training Institute policies will be recorded on the institutional policy catalogue, will be available at the library and on the institute website, (as <http://www.fortcox.ac.za/policies/>) which will be regularly updated. As it is important to provide critical information such as when the policy was introduced, what it aims to achieve and who has responsibility for its implementation and review, the council meeting of [Date]..... agreed that all new Institution-wide policies shall be presented in a standardised format as follows:

TITLE: PERFORMANCE MANAGEMENT AND DEVELOPMENT POLICY

POLICY PARTICULARS

DATE OF APPROVAL BY CHAIRPERSON OF COUNCIL: 27/10/2021.....

COMMENCEMENT DATE: 27/10/2021.....

REVIEW DATE: At least every three years, next review is 28/10/2024.....

RESPONSIBILITY:

IMPLEMENTATION AND MONITORING: Principal, Human Resources together with Managers/Supervisors

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1. Introduction

Performance management focuses on equal participation by the manager and the staff member. It is developmentally oriented, encourages coaching, mentoring and regular feedback through continuous consultations and quarterly reviews, in order to effectively and efficiently deliver on Fort Cox Institute strategic goals. It is aimed at improving performance by directing attention to key focus areas and seeks to establish clear links between organisational development and culture change. Performance management in Fort Cox Institute will be driven from a strategic perspective. The policy will provide standards on which the performance of the department and of individuals should be monitored, measured, rewarded and reinforced in order to maintain a culture of high performance within Fort Cox Institute.

2. Purpose

- The purpose of this policy is to establish a systematic performance management process by providing a corporate framework to manage, secure effective and efficient performance from staff members in Fort Cox Institute in meeting its customer needs.
- To formalise communication and feedback between the manager/supervisor and staff members related to standards of performance and methods to identify strengths and weaknesses in order to constructively bridge performance gaps.
- To provide a tool for managers/supervisors and staff members to develop a mutual understanding of responsibilities and goals
- To develop a mutual understanding of Key Performance Areas that are attached to the staff member against which the performance of the staff will be measured.
- To quantify team and/or individual contributions to organisational success
- To provide means of managerial control by setting performance objectives in a hierarchical approach and review success and/or failure in achieving these performance objectives.

3. Definitions

Manager/Supervisor:

A staff member responsible for the review and assessment of another staff member's work performance. This includes the allocation of work, monitoring of activities, discussing performance, providing guidance where necessary and identifying skills gap and arranging a skills development programme

Performance Agreement/ Plan:

An agreement/plan on performance objectives and targets between the manager/supervisor and his/her direct subordinate/ staff member. This plan should be linked to the financial year.

Performance Awards:

Refers to merit award/performance bonus.

Performance Cycle:

Refers to a period of 12 months, for which performance is planned, managed, reviewed and assessed, and shall begin on 1 April of a year to 31 March of the following year.

Performance Indicators:

Verifiable and objective evidence that tracks progress in achieving stated objectives.

Performance Objectives:

Statements that clearly state what needs to be achieved in tangible terms.

Performance Review:

A structured and formal discussion between manager/supervisor and staff member on a quarterly basis to monitor progress, resolve problems and to adjust work plans during the annual performance cycle, thereby providing an opportunity for improvement before the annual review takes place.

Performance Standards/Criteria:

These indicate the quality and quantity of work to be executed in a specific time frame. It should be specific, measurable, achievable, realistic and timeous (SMART).

Performance Targets:

Quantifiable and specific level of achievements that are set at the initial planning stage for each indicator.

Rating:

The allocation of a score to a Performance Objective/KPA and/or to overall performance in accordance with the prescribed 5 point rating scale.

Staff member:

Any person employed by Fort Cox Institute on a permanent and/or fixed term contract.

4. Scope of application

The policy measures are applicable to all staff members in Fort Cox Institute. This implies that performance will be reviewed on three levels, which are:

- Organisational/Corporate performance
- Departmental/Section performance
- Individual performance (for all types of appointments and all levels)

The performance management system shall be used to inform decisions on probation, rewards, pay progression and skills development of staff members.

5. Statutory requirements

The performance management system will translate the vision and organisational objectives into departmental and individual objectives.

Performance management for	By means of	Statutory provisions
Fort Cox Institute	Strategic plan; Annual Performance plans and operational plans	Public Finance Management Act, 1999 Treasury Regulations, 2001 Labour Relations Act, 1995 FCC Staff Regulations
All Staff Members	Performance Agreement/Plan	Public Finance Management Act, 1999 Treasury Regulations, 2001 Labour Relations Act, 1995 FCC Staff Regulations

6. Performance management process

6.1 Organisational level

Performance management at the organisational/corporate level is informed by the strategic plan, which is valid for a period of five years as per the Medium Term Expenditure Framework (MTEF) cycle. The Fort Cox Institute Annual Performance plan, departmental business plans and the operational plans for the sections are derived from the strategic plan document and are linked to the financial year. The organisation therefore reports on a monthly, quarterly and annually to both the Board of Governors and MEC: DRDAR on its performance for that current year.

6.2 Individual level

6.2.1 Performance agreement /plan

All staff members in Fort Cox Institute, are required to enter into performance agreement/plan at the beginning of the performance cycle. All original copies of signed performance agreements/plans must be submitted to the HR section by no later than 30 April. Signed performance agreements/plans represent an agreement between the manager and a staff member.

6.2.2 Performance Contracting/planning

In this planning phase of the process, specific objectives that the staff member will be responsible for should be defined. Performance indicators and targets (the targets should be clearly defined through departments) that enable managers to assess the extent to which objectives of performance should be achieved must also be identified. Both the manager and staff member must agree on the objectives and performance measures.

Training, development and support that the staff member will need to enable him/her to reach the agreed objectives should be identified and should be in line with the Personal Development Plan of the staff member. The HR section should be consulted to identify the career path of a staff member.

The planning discussion should result in a performance agreement/ plan. The date for the first quarterly review should be set during this planning session.

6.2.3 Performance review and evaluation

Measurement brought together and percentage cut-offs in this regard could be adjusted from time to time depending on the availability of funds. The process of performance management is the continuous monitoring of performance by both the manager and staff member. In this regard performance should continuously be informally assessed to enable the manager and staff member to identify and meet development and improvement needs as they arise.

Performance management aims to enhance continuous learning and development, which means learning from the problems, challenges and achievements inherent in day-to-day activities.

7. Quarterly reviews

Performance must be formally reviewed on a quarterly basis. For this purpose an approved performance agreement/plan must be used. The manager and staff member must systematically review the performance delivered within the specific period and the manager must give the staff member constructive and systematic feedback on his/her performance and development over the specific period of time. During the review focus should, however, not only be on what has happened but also on why it has happened. This information should then be used as a basis for making performance and development plans for the next review period. Quarterly reviews will be electronically monitored by HR section for quality assurance purposes. Individual performance must be rated and scored during the quarterly reviews, for each quarter.

7.1 Portfolio of Evidence

Every staff member should keep record of concrete evidence of performance, namely a **portfolio of evidence** of performance (i.e. proof or results of good performance, outputs achieved, recognition of good service delivery, service delivery survey results, etc.). The staff member should present his/her portfolio of evidence of performance at the quarterly progress review meetings. The principles that apply to any evidence that is collected are the following:

- Evidence should be valid and relate to the specific performance objective/ KPA that is being assessed.
- Evidence should be authentic.
- Evidence should be of sufficient quantity and quality to show performance of the relevant performance objective/KPA.
- Evidence should be related to the staff member's current competence – he/she should show ability to perform to the current performance objective/KPA standard and assessment criteria.
- Please note that a portfolio of evidence is not an incident report.

8. Performance Appraisal/Evaluation

Performance evaluation/appraisal is done at the end of performance management cycle and is based on information gathered during quarterly reviews. This is the evaluation of the year's performance and the deadlines for submission will be communicated during the cycle, late submissions will not be considered. The relevant performance evaluation forms should be used to score the actual annual performance of the staff member as registered quarterly in the review form.

A performance improvement plan should form part of the next annual performance agreement/plan for staff members who fail to meet the requirements at the annual appraisal/evaluation. The performance improvement plan should clearly identify required areas of improvement and expectations and strategies for improved performance. Objectives should be clearly defined with realistic targets.

9. Moderation

A moderation committee must be established in order to consider and review all performance appraisals/evaluations before they can be signed off by the Principal. The moderation committee has a responsibility of ensuring that all appraisals/evaluations are done in line with the policy in a manner that is fair, consistent, objective and equitable. The committee shall reject poorly compiled and presented appraisals/evaluations, as well as make

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recommendations and endorsement of appraisals/evaluations that are meeting the minimum acceptable standards in line with this policy.

10. Unacceptable performance

Unacceptable performance should be managed according to the Disciplinary Code, as well as Schedule 8 of the Labour Relations Act, as amended.

11. Performance award system

With regard to the performance score for objectives, the outcome of objectives is expressed on the 1 –5 rating scale, where:

Level 5	Exceptional performance: Ones' performance exceeded standards expected;
Level 4	Highly effective performance: Ones' performance is significantly higher than the standards expected
Level 3	Effective performance: Ones' performance meets the standard expected in all areas of the job
Level 2	Below the agreed standard: Ones' performance is below the standard required for the job in key areas
Level 1	Unacceptable performance: Ones' does not meet the standard expected for the job

All staff members qualify to be evaluated for a performance award after completion of a minimum period of six months in a salary level in a specific performance cycle. Only proven meritorious performance will be rewarded, provided funds are available in terms of the MTEF. However the implementation of monetary rewards in Fort Cox Institute is a management prerogative and not an entitlement, the process should still be transparent and fair.

The basic (annual) salary notch a staff member is remunerated at on 31 March of each year will be used to calculate the percentage performance award payable to the staff member.

There will be three categories of performance awards:

Cash Performance Bonus A - 7.5%,

Cash Performance Bonus B - 5%,

Cash Performance Bonus C - 2.5%,

The percentile method will be used to determine the normal distribution. For staff members to be considered for a cash performance bonus, they need to be six months or longer on their current salary level.

12. Policy Implementation, Roles and Responsibilities

The responsibilities and limitations of implementation are as follows:

Chairperson of the Council approves the performance management and development policy.

Chairperson of HR Committee recommends the policy.

Principal ensures effective implementation of the performance management and development policy and subsequent results of performance evaluations in Fort Cox Institute.

Managers/Line Managers/Supervisors ensure that each staff member's performance, within their department/section is monitored, reviewed and evaluated. In addition, they continuously monitor and provide feedback on performance as well as identify developmental needs.

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Staff Members continuously strive to achieve the agreed to objectives and to take ownership of their own self-development.

Human Resources

- Develop and manage the performance management policy and system.
- Provide support and advice to managers and staff members,
- Provide training in the performance management process for managers and staff members,
- Monitor the overall effectiveness of the process,
- Communicate the outcome of the process,
- Eradicate unfairness/biasness.
- Actioning the relevant administrative outcomes arising from the performance management process (i.e. rewards);
- Providing advice on the training and development actions identified in the Personal Development/ Performance Improvement Plan;
- Facilitating the resolution of conflict or disputes arising from the performance management process.

Total Quality Management Office

- Quality assurance.

13. Policy Reviews

The policy on performance management will be reviewed every three years in consultation with all relevant stakeholders, from the date of implementation to determine whether they will contribute to the achievement of the overall objectives of Fort Cox Institute.

14. Dispute handling

In cases of disagreement or disputes, both the manager and staff member should seek recourse within the institute, by escalating the dispute to the Head of Department/Principal or follow the institute dispute resolution procedures. Disagreements/disputes arising from the moderation process must be referred to the Chairperson of the Council. The closing date for the submission of the disputes will be communicated during the cycle, no late submissions will be considered.

15. Conclusion

Human Resources should communicate the policy, as well as all the related documentation to all staff members of Fort Cox Institute. It should be ensured through training sessions that all staff members in the organisation are updated on the new performance management system and are able to implement the system.

Performance management is a process that begins with translating Fort Cox Institute objectives into clear expectations for each individual, training people to do their jobs, providing effective management, mentoring and coaching, determining strengths and weaknesses, and developing plans for staff members. It is a much wider concept than performance evaluation and comprises a set of techniques used by managers to plan, direct and improve the performance of staff members in line with achieving the overall objectives of Fort Cox Institute.

16. Approval

This policy has been developed through a consultative process and the following stakeholders were represented:

Signed:


NEHAWU Chairperson: Fort Cox Branch

21/10/2021

Date:


Fort Cox Institute Representative

21/10/2021

Date:

It is recommended that the Institutes Acting Principal and Chairperson of Council approve this Policy for implementation with effect from

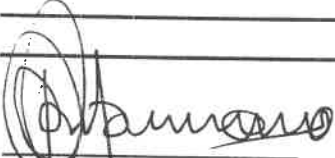
Recommended/ Not Recommended


Dr M.G Araia
Acting Principal: FCAFTI
Date: 27/10/2021

☒ **Recommended/ Not Recommended**


Mr P.J Mnguni
HR Committee Chairperson: FCAFTI
Date: 27/10/2021

☒ **Policy Approved/ Not Approved**


Dr P. Lupuwana
Chairperson of Council
Date: 27/10/2021