

MANAGEMENT OF POOR PERFORMANCE GUIDELINES

**HUMAN RESOURCES UTILIZATION AND
CAPACITY DEVELOPMENT
[PMDS UNIT]**

MANAGEMENT OF POOR PERFORMANCE GUIDELINES

Historical Account:

This document was developed in response to a need to have the management of poor performance guidelines for the Department of Human Settlements, Public Safety & Liaison (Public Safety and Liaison Branch). The Department is committed to assisting all employees to achieve and maintain satisfactory standards of performance. As a caring employer, the Department has developed the guidelines with the aim of assisting Managers/Supervisors in managing performance effectively. These guidelines will outline the process of discovering and analysing poor performance gaps, planning for the future improvements in performance, thereafter implementing interventions and evaluating the results.

Dealing with poor performance issues can be complex, if not handled properly in accordance with legal processes. The Department could be liable for unfair labour practices and unfair dismissal as well as compromise its reputation in the process. Issues relating to poor performance should always be handled sensitively and in a fair manner. These guidelines are intended to provide Managers and Supervisors with practical guidance on how to deal with poor performance.

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1. Objective of the Guidelines

To provide clear practical guidelines and procedures to all departmental Employees, Supervisors and managers on how to manage poor performance. To ensure equitability and fairness in the processes and procedures of performance management.

2. Scope of Application

The Guidelines are applicable to all employees employed by the Department (i.e. employees on Salary Levels 1-12 and SMS).

3 Why is the Management of Poor Performance Important?

Management of Poor Performance should be seen as a two way process that is both the managed and the manager are equally responsible for management of poor performance. Performance Standards will be set at the beginning of each Performance cycle and where poor performance including inappropriate behaviour, they must address this with the employee concerned. Poor performance normally gets worse over time if Managers/Supervisors fail to manage it.

Managers and Supervisors must manage performance by letting employees know:

- What is expected of them,
- How they are doing based on those expectations,
- How they may improve on the job, and provide
- Feedback when they are doing a good/ bad (poor performance) job.


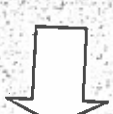


The causes of Poor performance can be attributed to a number of factors, for example, lack of necessary competencies, lack of training or instruction, lack of motivation, lack of clear performance standards, or some underlying medical and/ or personal problem which is affecting performance at work.

5. Performance Management Cycle

The performance management consists of four important key phases in the performance cycle (i.e. Phase 1: Planning, Phase 2: Managing performance (i.e. monitoring, half yearly performance assessments, feedback, training, coaching, mentoring, counselling), Phase 3: Moderation (Annual performance assessments) and Phase 4: Rewarding). Very often, Managers concentrate on conducting the performance reviews at the end of financial year and neglect the other phases of performance management. Training, coaching, mentoring and counselling can be provided at any stage of the performance cycle where performance gaps are identified.

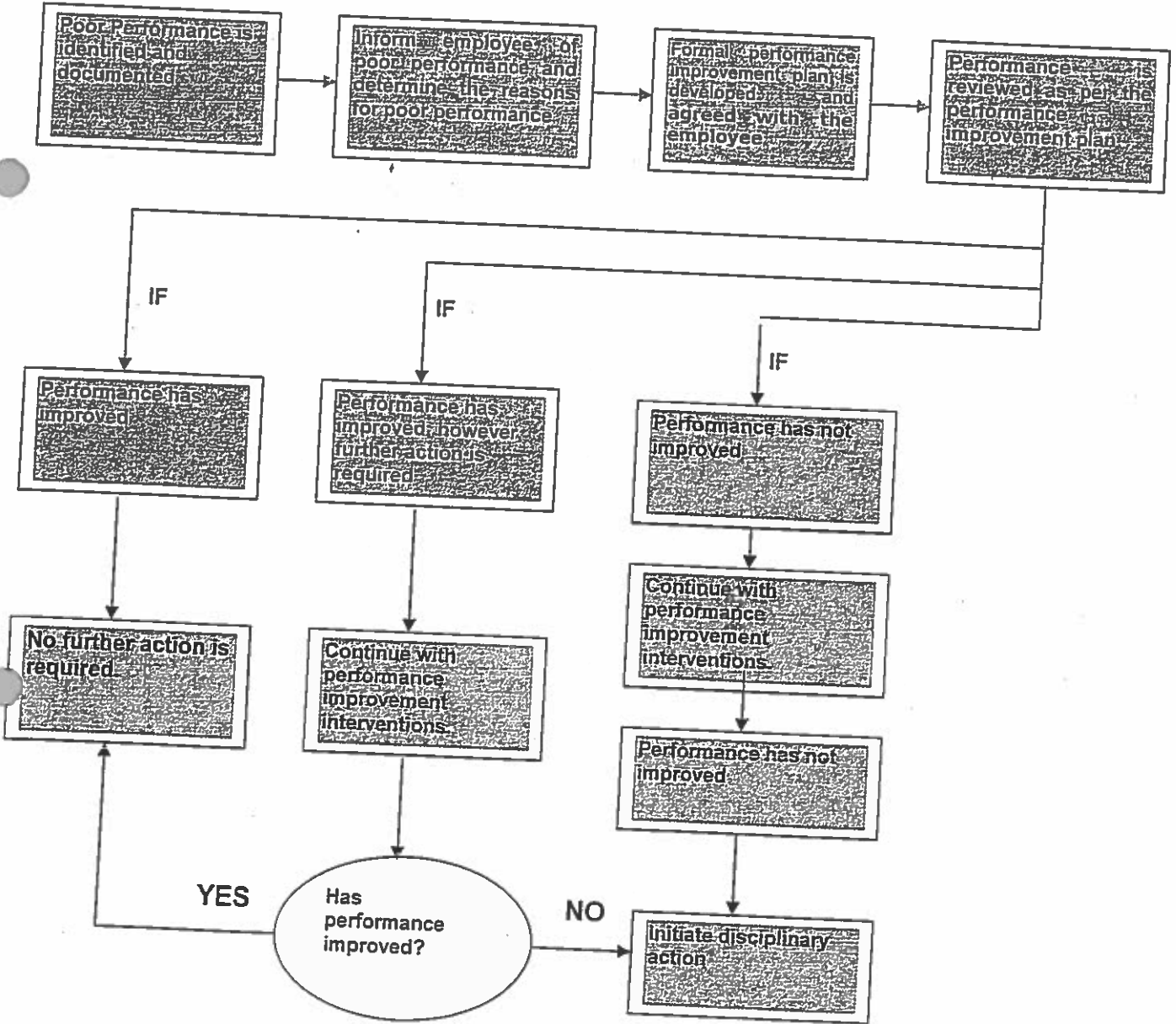
The four phases of performance management are discussed in the table below:

Diagram 2: Performance Management Phases

Planning	Managing performance	Moderation	Rewarding
This is about jointly identifying individual performance expectations and gaining the employee's commitment to achieving these expectations.	This is a crucial phase of continuously tracking and improving performance, through feedback and reinforcement of key results and behaviour.	This phase involves the reviewing of the final overall ratings allocated to jobholders to ensure that the correct assessment procedure has been followed with a view to make recommendations for approval of performance incentives. Recommendations on the overall improvements are also made during this phase.	This phase establishes the link between performance and reward/incentives. It aims to direct and reinforce effective work behaviour by determining and allocating equitable appropriate rewards to employees.
			
Outcome	Outcome	Outcome	Outcome
The employee's work is linked to the objectives of the Department/ Directorate/ District/ Unit and ultimately to those of the Department. Knowledge, skills, and behaviour needed by employee are identified.	As a Manager, your expectations are clear and you give the employee positive feedback when he/she is not doing well and you help him/her to improve.	Employees' achievements are measured against the set standards/ expectations to determine appropriate performance levels.	Based on employee's performance, recommendations with regards to payment of performance incentives are made.

encouraged to use Integrated Employee Health & Wellness Programmes before any impact of job performance is evident (informal referral). If problems experienced by the jobholder affect his/ her performance, the manager/ supervisor should formally refer the jobholder to Integrated Employee Wellness Programme for intervention.

8. Poor Performance Management Map



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- Providing the employee with clear instructions on the best way to perform his/her tasks so that the employee can meet the required performance standards,
- Set measurable performance goals and allow reasonable timeframe for improvement,
- Make Informal/ formal referral to the confidential counselling services offered by the Unit: Integrated Employee Wellness
- Providing guidance or coaching (if necessary),
- Provide the employee with, or arrange formal or informal training (if necessary), and
- Set a review date and follow-up meetings to check on the employee's progress.

9.3 Conduct Follow-Up Meetings

A number of follow-up meetings may be necessary to track the performance of the employee. These meetings may be scheduled for once a month or as regular as you deem appropriate. Further remedial actions should be considered or applied as and when possible during the meeting. Such remedial action could include the involvement of a third party that will be deemed appropriate by both parties. The Manager/Supervisor should make it clear to the employee during the course of the follow-up meeting that his/her performance is improving or not.

9.4 What Should I Do if the Performance of the Employee Does Not Improve?

If the employee's performance does not improve during the time allocated, the Manager/Supervisor should arrange a final review meeting with the employee. The purpose of the meeting is to:

- Give the employee a written report on the outcome of the process followed thus far, and
- Explain the outcome of the process and measures to address any problems indicated in the report.

supervisor to overcome performance shortfalls on the part of the employees can include any or all of the following:

- Personal counselling
- On-the job mentoring and coaching
- Formal training/re-training
- Restating the work plan performance requirements
- Work environment audits to establish other factors affecting performance.

Should the employee not responding to reasonable and continuous attempts to improve, Performance and an overall performance assessment score of less than 3.00 is consistently the results of the assessment process, the employee must be formally registered on an "Incapacity Programme and advised of this in writing.

- Managers should ensure that there are no surprises at half yearly review stages. Where there are any issues of difficulties in respect of performance these should be addressed as and when they arise and not "saved up" for the review.
- Oversee the performance of employees,
- Ensure that employee performance is linked to the Department's overall objectives,
- Ensure that employees understand what is expected from them,
- Provide employees with constructive feedback on their performance,
- Capacitate employees to perform their duties by facilitating and providing the necessary training and/or resources,
- Conduct performance reviews, and
- Implement the recommendations of Moderating committees, Performance Assessment Appeal Panel (PAAP), Disciplinary committees and any other committee appointed by the Head of Department or delegated authority.

10.3 What is the role of Employees?

- Taking responsibility for their own continuous performance improvement and development;
- Creating action plans and following through to achieve objectives;

- Keep records on cases of poor performance within the Department.

10.6 What is the Role of Human Resources Development?

- Assist Managers and Supervisors in the identification of training needs of employees,
- Provide advice to Managers and Supervisors on the implementation of training and other performance improvement interventions, and
- Ensure that employees in the Department are trained in terms of the Workplace Skills Plan and their Personal Development Plans (PDP's).

10.7 What is the Role of Integrated Employee Health & Wellness Programme?

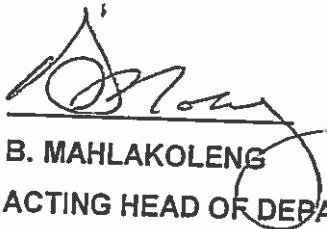
- Provide therapeutic intervention to employees who are experiencing personal/work related problems that may affect their job performance.
- Provide health and wellbeing programmes that will enhance productivity and morale of staff.
- Provide training/ advice to Managers/ Supervisors in identifying and referring employees who are experiencing difficulties.
- Ensuring that employees are not unfairly discriminated on the basis of disability, race, gender, health condition, etc.
- Provide advice, guidance and recommendations to managers/ supervisors with regards to Integrated Employee Wellness interventions including reasonable accommodation of employees.
- Ensure that performance management policies/strategies /practices are not discriminatory.
- Ensure that Employee Wellness policies are integrated into the performance management policy.

- PSCBC Resolution 10 of 1999

Section 4 of the resolution outlines a procedure in respect of poor performance.

12. ENDORSEMENT/ APPROVAL

These guidelines have been approved by the Head of Department: Human Settlement, Public Safety and Liaison (Public Safety Branch).



B. MAHLAKOLENG

ACTING HEAD OF DEPARTMENT

DATE: 27/03/2013



dhsp&l

Department:
Human Settlements, Public Safety & Liaison
North West Provincial Government
REPUBLIC OF SOUTH AFRICA

Policies to Buthe to
publish / records ma

Safety House 31-34 Molopo Road
Mafikeng, 2745
P/Bag X 19 Mmabatho 2735
Tel: +27 (18) 3881280
E-mail: hvdmerwe@nwpg.gov.za

Enquiries: Hanlie Scheepers

HRM Policies as requested:

- Delegation of Powers ✓
- Retention/Exit Policy ✓
- Overtime ✓
- Special Leave ✓
- Smoking Policy ✓
- HIV/Aids ✓
- Staff Bursary ✓
- Performance Management/PMDS ✓
- Internship ✓
- Abscondment ✓
- Sports & Recreation ✓
- Funeral and Bereavement ✓
- Employment Equity ✓
- Sexual Harassment ✓
- Skills Development ✓
- Recruitment ✓
- Incapacity leave and Ill Health ✓
- Anti-Substance and Drug abuse ✓
- Job Evaluation ✓
- Rules: Grievances of employees ✓
- Rules: Discipline and Incapacity/precautionary suspensions ✓
- Staff training & Development ✓

RECEIVED BY: Mobese

DATE: 10/12/12

SIGNATURE: [Signature]

From: Dipuo Lethoko
To: #Dept of Local Government; #Dept of Public Safety; safety; safety
Date: 11/19/2012 9:24 AM
Subject: Fwd: Circular on the adoption of the rules that regulates Precautionary Suspensions.
Attachments: Scan0017.pdf; Resolution 1 of 2003.PDF

Ms. Dipuo Lethoko
Department of Human Settlements, Public Safety & Liaison
Media & Communications
Telkom Building
Industrial Site
Mafikeng
2745
Tel:(018) 391 0436
Cell: 082 498 9629
Fax: 086-695-0163

"Be the change you want to see in the world"

Ms. Dipuo Lethoko
Department of Human Settlements, Public Safety & Liaison
Media & Communications
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Industrial Site
Mafikeng
2745
Tel:(018) 391 0436
Cell: 082 498 9629
Fax: 086-695-0163

"Be the change you want to see in the world"

>>> On 16-Nov-12 at 2:00 PM, in message <50A9FB72.6D03.0077.0@nwpg.gov.za>, Johannes Van Wyk wrote:

Morning,

It is hereby requested that you e-mail all employees within the Public Safety Branch for their information.

Thank you,

J. S. van Wyk
DD: Employee Relations & People Management
Public Safety Branch
018-388 1206
083 495 8633