



SARMA GUIDELINE

SAFETY, HEALTH, ROAD TRANSPORT, ENVIRONMENTAL & QUALITY STANDARD

PERFORMANCE MANAGEMENT

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1. PURPOSE

- 1.1. To define the requirements for conducting performance reviews with members of staff.

2. SCOPE

- 2.1. This procedure applies to the regular (*e.g. monthly, quarterly, annual*) performance reviews undertaken with members of staff in all areas of operation of the organization.

3. RESPONSIBILITY & ACCOUNTABILITY

- 3.1. The General Manager is responsible for ensuring that the requirements of this procedure **QPH03** are implemented as required;
3.2. Managers (*whether acting or incumbent*) are responsible for implementing this procedure **QPH03** as required with their subordinates and
3.3. Staff members are responsible for providing evidence that agreed goals have been met.

4. DEFINITION & ABBREVIATION

- 4.1. **CV**: Curriculum Vitae;
4.2. **Job description (QHF01)**: Defines the outputs required of an employee and the use of skills/competencies required by the employee to achieve these;
4.3. **KPI**: Key Performance Indicator;
4.4. **Performance Agreement**: Document defining the measurable outputs of an employee as required by inputs from the strategic plan & the applicable Job description;
4.5. **OHSA**: Occupational Health & Safety Act No. 85 of 1993;
4.6. **SHREQ**: Safety Health, Road Transport, Environmental & Quality AND
4.7. **QMS**: Quality Management System.

5. LEGAL & OTHER REQUIREMENTS

5.1. General

ENTRY NUMBER	ENTRY REFERENCE NUMBER	ENTRY DESCRIPTION
5.1.1.		

5.2. Legal Reference

- 5.2.1. Legal Register.

5.3. Other requirements

- 5.3.1. Clients.


6. RECORDS

ENTRY NUMBER	ENTRY REFERENCE NUMBER	LOCATION/CUSTODIAN	MINIMUM RETENTION TIME	DISPOSAL
6.1.	QHF01 Job description	See QHP01		
6.2.	QHF08 Performance appraisal	Manager	2 years	Shred
6.3.	QMF02 QMS targets/objectives	See QPOL		


7. PROCEDURE

7.1. Purpose

- 7.1.1. Competence/ability is assessed based on performance reviews using a Performance Appraisal (see **QHF08**) & performance reviews are carried out typically to:
7.1.1.1. Encourage and reinforce good performance;

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- 7.1.1.2. Review the individual's behavioral requirements;
 - 7.1.1.3. Agree on goals & challenges to be met & exceeded;
 - 7.1.1.4. Identify training & talent management opportunities (see [QHP02](#));
 - 7.1.1.5. Identify problems & agree on ways to resolve them;
 - 7.1.1.6. Build relationships & increase understanding and
 - 7.1.1.7. Motivate & encourage employees
- 7.1.2. Company objectives as input to performance reviews. Company objectives (see [QMF02](#)) are:
- 7.1.2.1. Compiled at regular intervals;
 - 7.1.2.2. Incorporated as applicable into the targets for each department;
 - 7.1.2.3. These are then passed on as KPIs to each individual in the department to define their contribution to the achievement of the overall requirement of the company's objectives and
 - 7.1.2.4. Where training/ development of individuals in a department is necessary to meet these objectives/ targets, that training is included into the person's development plan (see [QHP02](#)).
- 7.1.3. Definition of requirements & key elements for appraisal. The General Manager co-ordinates:
- 7.1.3.1. The establishment of job descriptions for each post;
 - 7.1.3.2. Grading of each job description as per the pre-determined grading system;
 - 7.1.3.3. Identifying key elements, i.e. KPIs, for each post and/ or employee and
 - 7.1.3.4. Scheduling Performance Appraisals based on the above identified key elements.
- 7.1.4. Monitoring performance - **Formal appraisal:**
- 7.1.4.1. The Manager assesses each subordinate's performance over a one-year period by formal appraisal.
 - 7.1.4.2. Prior to the formal annual appraisal, the following activities are carried out:
 - ☒ The Manager obtains input on performance from other managers with whom the staff member has worked (*e.g. when an employee has transferred to a different department*);
 - ☒ The method of measuring & assessing outputs is defined;
 - ☒ The method of interpreting the assessment categories is discussed and
 - ☒ Establishment of the appropriateness/effectiveness of actions taken as a result of previous performance appraisals.
 - 7.1.4.3. During the appraisal, definitive, accurate & objective evidence of progress in the delivery of objectives/targets related to the Job Description is collected & recorded on the Performance Appraisal form;
 - 7.1.4.4. Notes:
 - ☒ The Manager & subordinate may compile a portfolio of evidence to ensure that the appraisal is based on objective facts & not on subjective perceptions and
 - ☒ Feedback on this assessment & on progress against objectives/targets & performance of the tasks given in the Job Description is given to the subordinate.
 - 7.1.4.5. It is important that subordinates are told how they are performing so that:
 - ☒ They become aware of the importance of their functions in relation to fulfilling customer requirements;
 - ☒ They are aware of possible problems requiring rectification or remedial steps and
 - ☒ They can build on successes.
 - 7.1.4.6. During appraisals, Managers also function as evaluators, i.e. they may be able to remove obstacles to subordinates achieving their maximum performance.
- 7.1.5. Monitoring performance - **Interim assessment:**
- 7.1.5.1. When a staff member is transferred during the year, an interim assessment may be carried out to enable the new Manager to complete a formal appraisal at the end of the year.
- 7.1.6. Outcome of assessment
- 7.1.6.1. If consensus is achieved, the following outcomes of the appraisal follow:

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- ☒ Problems are jointly identified, & potential causes of those problems may be found;
 - ☒ Solutions are discussed & agreed upon and
 - ☒ Relevant corrective/ preventive actions are recorded on the Performance Appraisal.
- 7.1.6.2. The staff member & the Manager sign the Performance Review Form/ Appraisal as acceptance of the performance appraisal, & the next appraisal date is defined. The form is then filed by the Manager.
- 7.1.6.3. Note: If consensus between the immediate supervisor & the staff member cannot be reached during the appraisal, the Manager's assessment remains in place until the issue is resolved.

8. APPENDIX & ASSOCIATED DOCUMENTATION

ENTRY NUMBER	ENTRY DESCRIPTION	ENTRY DOCUMENT NUMBER
8.1.	Recruitment	QHP01
8.2.	Training	QHP02
8.3.	Quality Policy	QPOL

NAME		DESIGNATION	
SURNAME		DATE	
SIGNATURE			