

IKAMVAYOUTH PERFORMANCE MANAGEMENT POLICY, PROCEDURE & SUPPORTING GUIDELINES

Approved by the IkamvaYouth board on *(18 November 2016)*



IKAMVAYOUTH

THE FUTURE IS IN OUR HANDS

1. **Ethos underpinning IY's performance management policy**

1.1. IY's Values are:

- o A culture of responsibility for self and others
- o Collaboration and peer-to-peer support
- o Commitment to impact through democratic processes
- o Integrity and openness
- o Paying-it-forward

It is within this context that this performance management policy has been developed.

2. **Purpose**

- 2.1. This policy provides a framework for IY employees to be accountable to the organisation's vision, mission and values and to take ownership and responsibility for personal performance. It also provides a foundation for IY employees to develop to their potential within the organisation through self-reflection, feedback and support. It encourages collaboration within and across teams, through recognising team outputs.
- 2.2. This policy will ensure that employees can expect:
 - 2.2.1. to know what is required of them in their respective jobs;
 - 2.2.2. to encourage them to reflect on their development and performance
 - 2.2.3. to receive guidance, development and support and
 - 2.2.4. to receive feedback on progress, achievements and improvements.
- 2.3. This policy will support a process whereby performance management is not an event, but becomes an integral part of the day-to-day management and development of employees.

3. **Scope**

- 3.1. This policy is applicable to all IY employees.

4. **Principles**

- 4.1. This policy aims to ensure that:
 - 4.1.1. individuals are taking responsibility for self and others;
 - 4.1.2. there is collaboration and peer support within and across teams;
 - 4.1.3. there is a commitment to integrity and openness in the performance discussions;
 - 4.1.4. there is self-reflection in a supportive environment;
 - 4.1.5. where achievements are made, recognition is given;
 - 4.1.6. where problems arise, they are identified very early and support provided to overcome them;
 - 4.1.7. employees feel recognised, supported and empowered in their working roles.

- 4.2. Performance management is an interactive process, where employees take ownership of their own performance and development.
- 4.3. Supervisors will facilitate the discussions with honest and constructive feedback, taking into account both the organisation's outputs and the employee's developmental aspirations.
- 4.4. Performance rewards will be based on team deliverables.
- 4.5. Individual and team recognition shall form a part of this process.
- 4.6. Persistent underperformance, despite support, will trigger a formal performance improvement process set out in the relevant policy.

5. **Obligations and Rights**

- 5.1. Every IY employee has an obligation to perform in accordance with their job description, their annual KPAs as set out in their performance template and any other actions required to achieve IY's annual goals and to do so within the spirit of IYs values;
- 5.2. Every employee has a right to regular performance discussions and constructive feedback, undertaken in a manner that builds accountability and responsibility and which identifies and offers appropriate support;
- 5.3. Every supervisor has an obligation to provide active management, mentorship and support, through regular performance discussions.
- 5.4. Every employee shall have a valid and up-to-date job description.
- 5.5. Every employee shall have a performance template, which will include deliverables which are linked to the organisation's and the team's goals.

6. **Procedure**

- 6.1. On an annual basis, supervisors shall meet with teams and thereafter with individuals, in order to cascade team and individual goals from the Organisation's goals into team and individual performance templates. This will be an interactive process, which will require buy-in and ownership of the goals from all employees.
- 6.2. Individual performance templates will be developed, based on the above discussions, with supervisors and employees signing off on the templates.
- 6.3. The Team and Individual templates are not cast in concrete and can be updated whenever required. However, the following will apply to any changes made to templates:
 - 6.3.1. any changes which impact on other teams or other employees, must have broader agreement of the affected employees;
 - 6.3.2. any changes which impact on the achievement of the organisation's goals must be escalated to the level of the Executive Director and Board for a decision;
 - 6.3.3. changes must be signed off by both employee and supervisor.

- 6.4. Supervisors will undertake the following steps to monitor performance and provide support:
 - 6.4.1. normal monthly team meetings which should include a review of deliverables and achievements against goals, with collective action being taken to address any problem areas which arise;
 - 6.4.2. individual monthly or fortnightly meetings with each staff member to monitor their performance, provide support where required and to remove any obstacles to individual performance. These meetings should form part of the normal management processes;
- 6.5. Employees, teams and supervisors will use individual and team templates, along with organisational goals and relevant current project plans as guides when monitoring performance. Job descriptions and competencies will also provide guidance to expected performance and standards.
- 6.6. On a quarterly basis supervisor and employees will discuss and attempt to reach agreement on individual ratings of employees as outstanding, good, requires improvement or inadequate. These ratings should reflect the outcome of the previous three months' performance discussions. The ratings will allow both individuals and supervisors to track/record progress over time.
- 6.7. The supervisor should provide the ED and the COO with quarterly feedback on individual and team performance and ratings.
- 6.8. Employee development is a primary outcome of continuous performance discussions. In order to support this:
 - 6.8.1. every employee should have a personal development plan, which will include both formal training and other forms of development;
 - 6.8.2. this plan should be developed and agreed upon within three months of an employee commencing work in a particular position;
 - 6.8.3. this plan should form part of the documents guiding the fortnightly/monthly individual performance discussions;
 - 6.8.4. the plan should form part of the quarterly rating discussion;
 - 6.8.5. this plan is not cast in concrete and should be updated as and when required.
- 6.9. In the isolated cases where an employee's performance remains inadequate, the supervisor must consider invoking the Performance Improvement /Incapacity Poor performance procedure. In the event that this procedure is formally invoked, all further performance related discussions will take place in terms of that procedure.

7. **Salary Progression**

- 7.1. Performance related salary progression will be linked to team achievements, which will be considered within the context which each team functions.
- 7.2. Teams shall be defined as follows:
 - 7.2.1. All programmes staff in the following teams:
 - o KZN and Eastern Cape Team
 - o North West and Gauteng Team

- o Western Cape Team
- 7.2.2. Those staff members based at the offices in Joburg or Cape Town who do not form part of the above listed regional teams shall constitute the National team.
- 7.3. Team performance will be rated as outstanding, good, requires improvement or inadequate. The ED and COO will rate each region in consultation and collaboration with the respective Regional Manager or Coordinator. The Board will rate the National Team's performance in consultation and collaboration with the ED and COO.
- 7.4. The ED and the COO will decide on the allocation of Regional team based pay progression and the Board will decide on the Head Office pay progression, within the scope provided for performance related rewards within the budget and as approved by the Board.
- 7.5. Performance related rewards will only be withheld from staff members who are ineligible in terms of the Remuneration Policy or who have been in the course of the financial year or are currently on a performance improvement programme in terms of the Poor Performance Policy. The ED will have the discretion in applying this clause, subject to consideration of the employee's progress within the performance improvement process.
- 8. **Guidelines for the fortnightly/monthly performance discussions – working from the positive, encouraging self-reflection and holding employees responsible and accountable for their own performance and growth¹**
- 8.1. The manner in which these discussions take place will determine how supervisors and employees experience the process and whether it becomes developmental or bureaucratic in nature.
- 8.2. The methodology set out below relies on supervisors learning how to listen and creating the environment for employees to undertake self-reflection around where they have done well and where they need improvement.
- 8.3. A series of questions have been provided below, to guide supervisors in this facilitation process. This process works best when the facilitator understands the power of listening and allowing the employee to think and reflect.
- 8.4. The discussions with both individual employees and teams shall be based on the following three questions:
 - 8.4.1. What went well over the past month? (what are you proud of/what have you discovered about yourself?)
 - 8.4.2. What will you do differently going forward? (what is the key thing you want to improve? What are you assuming that may be stopping you?)
 - 8.4.3. What support do you need? (who can you access this from – self/colleague/supervisor/organisation?)
 - 8.4.4. What do you think your key goals and targets for this next period should be? (what will your performance indicators be?) this question is relevant to the quarterly reviews

¹ The guidelines below are based on an approach developed by Nancy Kline. They are aimed at encouraging self-reflection and ownership of one's personal growth and development. Time to Think. 1999.

- 8.4.5. Are there any other issues you would like to raise?
- 8.5. Supervisors must go into the discussions having a fairly good idea of what the performance over the preceding period has been, which will allow prompting to fill in any gaps, both in terms of achievements and in terms of problem areas.
- 8.6. Staff members will be held accountable for improvements identified in their personal development plan, during these discussions
- 8.7. Supervisors must retain notes from these discussions, documenting areas for appreciation, agreed areas of improvement, support and interventions.
- 8.8. While job descriptions, performance templates and personal development plans all support these discussions, it is important that the focus is on the person/people and not the templates and process.
- 8.9. It is essential that this is an open ended and broad two-way exchange will be very free exchange of opinions/feelings

9. **Administrative process**

- 9.1. The HR department will monitor that these conversations do take place as per spirit and intention of the policy and that they happen at least once a month with each employee.
- 9.2. In order to allow HR to monitor the process, supervisors should submit a record of their performance discussions to the HR Department on a quarterly basis. These will be placed on the employee's respective files.
- 9.3. The HR Manager shall intervene in situations where regular discussions are not taking place and escalate this to the relevant manager where required.
- 9.4. Regional Coordinators are required to submit their review documents to the ED and COO on a quarterly basis.
- 9.5. The ED, COO and HR Manager shall develop and approve appropriate supporting documentation and shall update this from time to time as require. This may include:
 - 9.5.1. Team templates setting out team goals and outputs for the year/quarter
 - 9.5.2. Individual templates setting out individual goals and outputs for the year/quarter
 - 9.5.3. Personal development plans
 - 9.5.4. Competency frameworks describing key competencies for the different positions on the organogram
 - 9.5.5. Job descriptions