



**PERFORMANCE MANAGEMENT POLICY**

**FOR**

**SADC PARLIAMENTARY FORUM**



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## 1. INTRODUCTION

The purpose of the Performance Management Policy for SADC Parliamentary Forum (SADC PF) is to instill a consistent measurement-based approach in the execution, monitoring and evaluation of work. It is intended to cultivate accountability and closer understanding of the Values of the Forum. It seeks to link all strategic and operational activities conducted by employees in the various departments of SADC PF. this policy aims at promoting multi-level interaction between line managers and employees regarding the expected level and quality of outputs delivered by departments and employees; individually and collectively.

SADC PF will strive to achieve functional integration, where all employees understand the link between their respective departments, roles and those that reside in other areas of the Forum. PMS Policy is intended to enable effective decision-making, improved communication and efficient work flow within and across departments.

SADC PF Performance Management System aims to achieve continuous improvement towards becoming a high-performance institution, whilst retaining its core Mandate.

## 2. PHILOSOPHY

SADC PF Performance Management System applies to all employees in order to create consistency in the interpretation of the Forum's Strategy and Core Values and upholding the inter-parliamentary cooperation within the SADC Region. Performance Management System aims at enabling an effective way of measuring the level of commitment and quality of SADC PF output over any stipulated performance period or project.

## 3. DEFINITIONS

The definitions below provide meaning for the statements used in the policy.

**Table 1: Definitions**

Statement	Definition
Forum	SADC Parliamentary Forum
Performance Management System	A consistent way of managing the individual employee, departmental and institutional performance.
Mandate	The core purpose of the Forum.
Strategy	The Forum's intent towards achieving the Mandate. It includes, Mission Vision, Key Strategic Objective and Core Values.
Vision Statement	The idealistic description of the future state of the Forum.
Mission Statement	The expression of purpose of the organisation, by describing its role and function in three elements; <b>What</b> the institution needs and aims to address and satisfy, <b>Who</b> the target group partnership the institution will engage with and <b>How</b> the purpose will be addressed.

**Table 1: Definitions – continued**

Statement	Definition
Core Values	The behaviours SADC PF will pronounce to cultivate an organisational culture. They are demonstrated in the process of interacting and carrying out duty thus promoting an alignment of People amongst themselves, to the organisation and with stakeholders/partners. Core Values cultivate consciousness.
Balanced Scorecard	A Tool for implementing SADC PF Strategy and Values, focusing on four main perspectives; Finance, Internal Processes, People and Customer.
Key Performance Area (KPA)	Output or Results expected towards achieving SADC PF Strategy.
Key Performance Indicator (KPI)	Description of how success or non-achievement will be identified during the course implementing SADC PF Strategy.
Objectives	Action that will be implemented to achieve the set deliverables. and the output in Key Performance Areas.
Targets	Qualitative and quantitative measures to be achieved.
Weighting	The relative worth of one Key Performance Area/ Indicator versus another.
Baseline	Existing data or level of performance upon which current targets are determined.
Initiatives	Projects to facilitate achievement of Objectives, KPIs, KPAs hence the Strategy.
Outcome	The ultimate observable impact resulting from the implementation of the set Key Performance Areas, Key Performance Indicators, Objectives and the achievement of Targets. Outcome may be evident immediately, mid or long-term.
Performance Agreement	A contract entered into between Line Manager and Employee specifying performance deliverables and associated measures.
Performance Tracking	Line manager and employees' task of following up on the status of the agreed activities and targets.
Performance Feedback	Exchange of status of deliverable between line manager and employee.
Performance Review	A scheduled interactive process between a line manager and employee to discuss, document and agree areas of success including further action and/or development.
Performance Rating	The level of performance achieved, derived from the approved Rating Guide.
Performance Recognition	Financial and Non-Financial reward for outstanding performance.

#### 4. ABBREVIATIONS

The following abbreviations are contained in this Performance Management Policy:

BSC:	Balanced Scorecard
EXCO:	Executive Committee
HOD:	Head of Department
HR:	Human Resources
KPA:	Key Performance Area
KPI:	Key Performance Indicator
PMS:	Performance Management System
SADC PF:	SADC Parliamentary Forum

## 5. SCOPE

The Forum's Performance Management System applies to all Departments and Employees.

## 6. RELATED MANAGEMENT PROCESSES

The policies and legislation informing SADC PF Performance Management System will include while not limited to the following:

- i. Strategic Planning
- ii. Job Evaluation
- iii. Remuneration
- iv. Training and Development
- v. Employee Wellness
- vi. Occupational Health and Safety
- vii. Disciplinary and Grievance Policy and Procedure

## 7. SADC PF PERFORMANCE MANAGEMENT MODEL

7.1 The **Balanced Scorecard (BSC) Model**, authored by Kaplan and Norton; is the model that SADC Parliamentary Forum will align with to structure performance management. The BSC drives performance at all levels of the institution around four main focal areas being; Finance, Internal Business Processes, People and Customers / Stakeholders as detailed below. The model also emphasises measurement of the work delivered. Below, is the interpretation of the Balance Scorecard focal areas or perspectives:

7.1.1 **Finance:** To succeed financially, how should we appear to our shareholders / SADC Member States/donors/financiers?"

7.1.2 **Internal Business Processes:** To satisfy our shareholders and customers/stakeholders/partners, what business processes must we excel at?

7.1.3 **People:** To achieve our Vision, how will we sustain our ability to change and improve?

7.1.4 **Customer/Stakeholders:** To achieve our Vision, how should we appear to our customers/stakeholders/partners?

7.2 **Core Values:** SADC PF Core Values will be incorporated in the Balanced Scorecard to facilitate demonstration of behaviors relating to the desired work ethic and institutional culture. Targets will be set at Institution level and translated into day-to-day work.

## 8. BALANCED SCORECARD PRINCIPLES

The following principles shall apply towards the effective management of the Forum's organisational, departmental and individual employee performance:

- 8.1 The Secretary General will ensure that each department aligns its performance deliverables and individual employee Performance Agreements to the organisation's relevant Strategic Objectives.
- 8.2 SADC PF Management will ensure that all employees' performance deliverables are aligned to the content of the roles they fulfil as laid out in the job descriptions.
- 8.3 Each HOD/Manager will ensure that employees understand performance management terminology, that is; Key Performance Areas (KPA), Key Performance Indicators (KPI), Strategic Objectives, Values and Targets as expressed in the Performance Agreements.
- 8.4 SADC PF Management will ensure that Core Values are integrated into performance deliverables and measures. SADC PF Core Values will be implemented, monitored and evaluated through Performance Agreements.
- 8.5 Every employee is expected to actively participate in managing their own performance by familiarising themselves with the SADC PF Performance Management Guidelines.

## **9. APPLICATION OF THE POLICY**

The Secretary General, assisted by the Management Team, will provide leadership towards the implementation of the Performance Management Policy. All employees will be expected to adhere to the Performance Management Policy and Procedure on performance related matters.

## **10. IMPLEMENTATION, MONITORING AND EVALUATION**

Performance Management System implementation, monitoring and evaluation will be structured as detailed in points 10.1 to 10.4 below, to enhance the efficiency of the system.

### **10.1 PMS Implementation:**

- 10.1.1 Performance Agreements will be developed for each performance cycle / financial year; aligned to individual employees' jobs, the Forum's approved Strategic Objectives and Core Values. Management will be guided by the respective departments' key purpose and the job content for the different roles in the organisational structure.
- 10.1.2 Manager-Employee Interaction: Line managers will initiate and conduct performance discussions with employees on a one-to-one basis to clarify both the job-related and behavioural performance expectations. Additional performance deliverables may be discussed and assigned during the course of the performance cycle, within a reasonable overall workload.
- 10.1.3 Dual reporting: Performance of employees who report to more than one manager, shall be managed by all parties. Each manager will be responsible for the components they oversee. Mid-year and year-end reviews will involve both supervisors/managers.

**10.2 Performance Monitoring:**

- 10.2.1 The Secretary General will monitor and account for Manager's/ HOD and SADC PF overall performance.
- 10.2.2 HODs will monitor and account for employee and departmental performance. Employees will track and account for their performance on the agreed deliverables.
- 10.2.3 Performance Tracking and Feedback will be conducted by the line manager(s) and employee, on an ongoing basis. Formal performance discussions will be held on a monthly basis to avoid unacceptable performance leading to non-achievement of the Forum's objectives. Line managers and employee will keep a record of the discussions.

**10.3 Performance Evaluation:**

- 10.3.1 Performance Reviews are conducted on a quarterly basis. Coaching and mentoring needs are formalised with an Action Plan, signed-off by both the line manager and employee. Confirmation of Performance Reviews conducted is submitted to the HR department. Skills and development needs that emerge from the performance reviews are recorded for action by HR department taking into account budgetary provision.
- 10.3.2 Mid-year Performance Reviews are a formal process resulting with a performance rating. Mid-year performance ratings will be a projection for year-end performance; potential areas of success and non-achievement of targets. The ratings are recorded however, they are not factored into the final year-end performance rating.
- 10.3.3 Final Performance Reviews are conducted at the end of the performance cycle or financial year. HODs/Managers are responsible for conducting these reviews within the stipulated time frames. The outcome is submitted to the HR Department for record keeping and use in processes such as employee development, remuneration and improvement of work processes.

**10.4 Performance Rating:**

- 10.4.1 SADC PF will adopt the standard practice of formally registering performance ratings based on a minimum performance period of six (6) consecutive months, where consistency in delivery of work would be reasonably tested. Such performance information will inform various HR decisions relating to the affected employees.
- 10.4.2 Performance on SADC PF Values will be evaluated using appropriate methods such as the 360- Review. The SADC-PF will define the behaviours expected for each of the institution's Core Values for any given performance period.
- 10.4.3 The Performance Rating Guide in Table 1 on page 8 below, will apply to all SADC Parliamentary Forum employees' job related and Core Values performance.

**Table 2: Performance Rating Guide**

Rating Scale	Performance Level	Description
4.6 – 5.0	Outstanding performance	Performance significantly exceeds agreed expectations
3.8 – 4.5	Above expectations	Performance exceeds agreed expectations
3.0 – 3.7	Meets expectations	Performance meets agreed expectations
2.0 – 2.9	Below expectations	Performance is below agreed expectations
1.0 – 1.9	Unacceptable performance	Performance does not meet agreed expectations

## 11. CORE VALUES

SADC Parliamentary Forum (SADC PF) strives to be a Values driven organisation, where all employees, departments and leadership have common knowledge, understanding and interpretation of the Core Values. To achieve this, the Core Values will be integrated in the Performance Agreements and lived through day-to-day execution of work and interactions. Management will nurture the desired behaviours. 360-Review or any other appropriate method will be applied for a wholistic determination of performance. SADC PF Values are as follows:

- 11.1 **Performance and Results Oriented;** We commit to service excellence and will at all times pursue the achievement of tangible results.
- 11.2 **Tolerance and Inclusivity;** We value diversity in the region as a great source of strength and endeavour to harness and protect it through our policies and practices.
- 11.3 **Honesty & Transparency;** We commit to be truthful, upright and transparent in our conduct, interactions and equitable in our dealings within Parliament and outside.
- 11.4 **Citizen and Parliament focused;** We strive to understand and meet the needs of our stakeholders at all times, appreciative of their scarce resources, their diversity and their expectations.

## 12. CALIBRATION

To moderate leniency and/or punitive performance scoring by managers, The Secretary General will lead the Management Team through a calibration exercise at mid-year and year-end. All HODs/Programme Managers will present a summary of the performance ratings for the departments and/or programmes they oversee. The Secretary General and Management Team will discuss the submissions and ratify the ratings. Audit and Risk Management division will be the custodian of all quarterly and year-end organisational performance information.

## 13. PERFORMANCE RECOGNITION

For purposes of motivating employees to perform diligently through the financial year/projects, the Secretary General, may upon confirmation of SADC PF performance targets with Management, and based on affordability; recommend Performance Recognition Awards to the Executive Committee for approval. Recognition Awards, which are in sync with the deserving employees' jobs and SADC PF Core Values, will be budgeted for and pre-approved by EXCO. Implementation will be as follows:





- 13.1 Employees who demonstrate outstanding performance (ratings 4.6 to 5.0) and employees who exceed performance expectations (ratings 3.8 to 4.5), may be awarded recognition for their diligence and to motivate sustained high performance.
- 13.2 Employees who meet performance expectations (rating 3.0 to 3.7) and demonstrate consistent commitment to duty including SADC PF Core Values, may be nominated by the HODs for skills enhancing initiatives and work exposure; for the SG's approval.

#### **14. MANAGING UNACCEPTABLE PERFORMANCE**

Employees who do not meet the agreed performance standards (rating 2.9 and below), will be placed on a Performance Improvement Plan at any period during the performance cycle, preceded by a performance discussion led by the line manager. The affected employees will be supported by the respective line managers and HR Department through performance improvement initiatives such as close supervision, more regular performance feedback, skills development, mentoring and coaching.

#### **15. MANAGEMENT OF PERFORMANCE INFORMATION**

Line Managers and Employees shall keep record of the discussions held throughout the performance Management cycle. Mid-year and year-end Performance Review documents and Action Plans shall be maintained in the Employee files. The Human Resources Department shall maintain all mid-year and year-end performance management records for official use. Performance on Values will be measured on a 360-Review approach at Individual Employee and Management Team levels.

#### **16. MANAGING PERFORMANCE OF SADC PF CORE VALUES**

SADC Parliamentary Forum (SADC PF) strives to be a Values driven institution, where all Employees, departments, leadership have common knowledge, understanding and interpretation of the Core Values. SADC PF endeavours to nurture behaviours, which cultivate an Institutional Culture that is in sync with the approved Core Values. To achieve this, Core Values will be integrated in the Performance Agreements and lived through day-to-day execution of work. SADC PF Core Values are as follows:

- 16.1 **Performance and Results Oriented;** We commit to service excellence and will at all times pursue the achievement of tangible results.
- 16.2 **Tolerance and Inclusivity;** We value diversity in the region as a great source of strength and endeavour to harness and protect it through our policies and practices.
- 16.3 **Honesty & Transparency;** We commit to be truthful, upright and transparent in our conduct, interactions and equitable in our dealings within Parliament and outside.
- 16.4 **Citizen and Parliament focused;** We strive to understand and meet the needs of our stakeholders at all times, appreciative of their scarce resources, their diversity and their expectations.



## **17. CONFLICT HANDLING**

In the event of performance management related conflict arising, SADC PF conflict handling policy and mechanism will apply to facilitate resolution.

## **18. GOVERNANCE**

SADC PF Performance Management System will be implemented according with the Performance Management Policy and Procedure, in support of SADC PF policies, rules, regulations and the Forum's Audit and Risk Management Policy and Procedure.

## **19. CONFIDENTIALITY**

All Employees shall treat the Forum's, departmental and individual performance management information as confidential, for the exclusive official use of the Forum. Disciplinary and Grievance Policy and Procedure will apply in the event of transgression.

ENDS....



## APPENDIX

### EMPLOYEE ACKNOWLEDGEMENT – PERFORMANCE MANAGEMENT POLICY

I, \_\_\_\_\_(Name), employed by SADC Parliamentary Forum in the capacity of \_\_\_\_\_(Designation), confirm my attendance to the briefing on the Performance Management Policy held on \_\_\_\_\_ (Date).

I understand that the Performance Management Policy is binding towards the implementation of the Forum's Performance Management System. To this extent, it is my responsibility to carry out the requirements set out for myself as an Employee.

#### **For Managers / Head of Departments and Specified Roles:**

I understand the obligations and responsibilities of my role as Manager / Head of Department / Specified Function: \_\_\_\_\_ (Portfolio); towards the effective implementation of the Forum's Performance Management Systems as laid out in the PMS Policy document herein.

Employee signature: \_\_\_\_\_

Department: \_\_\_\_\_

Date: \_\_\_\_\_