



SOP: Performance Management

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Effective Date: 2024-07-25

1. Purpose

The purpose of the Standard Operation Procedure on performance management is to maximize productivity and achieve sustained success within a framework that sets clear expectations, monitors progress, and provides feedback to employees, enabling them to perform at their best.

2. Scope

This procedure applies to all Line Managers and Supervisors responsible for the management and supervision of their teams within the organization.

3. Responsibilities of Line Managers and Supervisors

To provide feedback or report about the productivity and performance of their individual team members through quarterly performance assessments.

4.0 Roles and Procedures in the performance management process

4.1 Talent Department Roles

- **Create SOPs:** Develop standard operating procedures around performance management.
- **Facilitate Training:** Conduct training sessions on the performance management process.
- **Ensure Training Completion:** Make sure all employees complete relevant training.
- **Monitor and Evaluate:** Track the performance appraisal process and report progress.
- **Clarify Roles:** Define responsibilities within the performance management process.
- **Support Goal Setting:** Assist in aligning individual goals with organizational objectives.

- **Ensure Accountability:** Hold line managers accountable for the process.
- **Administer the Process:** Oversee the administrative aspects of performance management by acting as a facilitator and providing the managers, the supervisors and team leaders on the ground with the tools that they would need to carry out performance management function more efficiently and effectively.
- **Analyse Data:** Review performance data to identify trends and areas for improvement.

4.2 Role of the Manager in the Performance Management Process

- **Create and Update Surveys:** Develop performance appraisal surveys.
- **Schedule Review Meetings:** Organize meetings with team members.
- **Complete Appraisal Surveys:** Fill out performance surveys for team members.
- **360 degrees Appraisal Surveys;** Ensure that these are distributed and completed by 4 reviewers; Line Manager, Adjacent Manager and 2 peers.
- **Appraisal Surveys Light:** Manager to ensure that the team member completes their appraisal survey before convening the review meeting.
- **Set Realistic Goals:** Establish achievable goals for personal growth.
- **Provide Feedback:** Offer constructive feedback to team members.
- **Recognize Achievements:** Acknowledge and reward accomplishments.
- **Identify Training Needs:** Determine areas where training is required.
- **Conduct/Facilitate Training:** Ensure necessary training is provided.
- **Document Performance Reviews:** Prepare and maintain performance review reports.
- **Create Development Plans:** Develop personal growth plans for team members.

4.3 Role of Team Leaders/Supervisors in the Performance Management Process

- **Distribute Surveys:** Ensure team members receive performance surveys.
- **Complete Surveys:** Fill out surveys for their direct reports.
- **Schedule and Conduct Reviews:** Organize and lead performance review meetings.
- **Document Reviews:** Prepare reports based on performance reviews.
- **Recognize and Recommend:** Identify achievements and recommend recognition to managers.
- **Identify Training Needs:** Determine and communicate training needs to managers.
- **Ensure Completion:** Make sure performance management tasks are completed.

- **Adhere to Performance Program:** Follow the established performance management program.

4.4 Approvals Required in the Performance Management Process

1. Survey questions:

- All surveys questions will have to be quality assured by:

Line EXCO member in the case of a line manager.

Line manager in the case of a supervisor/team leader.

- Distribution of survey questions to the reviewers and reviewees can only take place after the approvals.

2. Upgrades, downgrades, transfers and terminations

- The line manager will have to seek the approval of line EXCO members before effecting a job upgrade, downgrade, transfer or termination.

4.5 Identification of training and development needs

- Managers, supervisors and team leaders should during performance evaluation identify the training and development needs.
- Prioritize the training that is required in order to close any skills or performance gaps by setting up a schedule of mentoring and coaching.
- Managers, supervisors and team leaders do analysis and evaluation after training to assess whether the training programs were able to achieve their intended outcomes and whether the resources used were aligned with or meeting the company standards through surveys and new performance and productivity levels.

5. Appraisal process RACI

	EXCO	Manager	Talent	Employee
Design appraisal process	C	I	R	I
Define performance criteria	A	R	C	I
Communicate evaluation process & timeline	I	A	R	I
Set performance goals	I	R	C	A
Prepare evaluation forms	I	R	A	I
Gather performance data	I	R	I	A
Schedule evaluation meetings	I	R	A	C
Conduct evaluation meetings	I	R	I	A
Provide evaluation feedback	I	R	I	A
Document evaluation results	I	R	A	I
Set and monitor development plan	I	R	C	A
Address performance issues	I	R	C	A
Store and archive evaluation records	I	A	R	I

6. Records

All performance management processes should be done in the system
Ensure all records are accessible for audit and review purposes for a period of five years.

7. Compliance

Non-compliance with this SOP may result in disciplinary action.
Ensure all employees are aware of and adhere to the Performance Management SOP.

8. Review

This SOP will be reviewed annually and updated as necessary.

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Date: 2024-07-24		

EMPLOYEE AGREEMENT

I have received a copy of Telecontract (Pvt) Limited’s SOP and I understand the SOP. Furthermore, I understand that this document can be amended at any time and that such amendments shall be communicated to me within one week.

Name of Employee:

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Signed **Date**
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