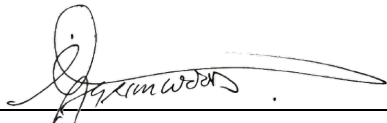




Performance Management Policy

EXCO REVIEW	
Signature Date	18 September 2025
Name	Ashraf Grimwood
Signature	

www.khethimpilo.org

hr@khethimpilo.org

+27 21 410 4300



At Kheth'Impilo (KI), we believe that the success of our organisation depends on the performance and development of our employees. This **Performance Management Policy** outlines our commitment to fostering a culture of continuous improvement, accountability, and professional growth. The policy is designed to align individual performance with organisational goals, ensuring that employees are supported to achieve their full potential.

This policy is guided by the principles of fairness, transparency, and consistency, and is aligned with South African labour laws, including the **Labour Relations Act (LRA), 1995** and the **Employment Equity Act (EEA), 1998**.

Purpose

The purpose of this policy is to:

- Provide a clear framework for managing and evaluating employee performance.
 - Align individual objectives with organisational goals.
 - Identify areas for development and provide opportunities for growth.
 - Recognise and reward high performance.
 - Address underperformance in a fair and constructive manner.
-

Scope

This policy applies to all permanent and fixed-term employees of KI. It covers the performance management process, including goal setting, performance reviews, feedback, and development planning.

Performance Management Process

1. Goal Setting

- At the beginning of each performance cycle, employees and their line managers will collaboratively set **SMART (Specific, Measurable, Achievable, Relevant, Time-bound)** objectives.
- Objectives should align with the employee's role, departmental goals, and KI's overall strategic priorities.
- Goals will be documented in the employee's **Performance Development Plan (PDP)**.

2. Ongoing Feedback and Coaching

- Regular feedback is essential for employee growth. Line managers are expected to provide **constructive feedback** throughout the performance cycle.
- Employees are encouraged to seek feedback and discuss any challenges or support they may need.

- Coaching and mentoring opportunities will be provided to help employees achieve their goals.

3. Mid-Year Review

- A **mid-year review** will be conducted to assess progress against objectives.
- This review provides an opportunity to adjust goals, address any challenges, and identify development needs.

4. Annual Performance Review

- At the end of the performance cycle, a formal **annual performance review** will be conducted.
- The review will assess the employee’s achievement of objectives, competencies, and overall contribution to KI.
- Employees will receive a performance rating based on pre-defined criteria.

5. Development Planning

- Based on the performance review, employees and their line managers will create a **Development Plan** to address skill gaps and support career growth.
- Development opportunities may include training, mentoring, job rotations, or further education.

Performance Ratings

Performance will be assessed using the following rating scale:

Rating	Description
Exceeds Expectations	Consistently delivers exceptional performance, exceeding all objectives.
Meets Expectations	Achieves all objectives and performs at a high standard.
Needs Improvement	Partially meets objectives; requires development to reach expected standards.
Below Expectations	Fails to meet objectives; significant improvement is required.

Addressing Underperformance

- If an employee’s performance falls below expectations, the line manager will initiate a **Performance Improvement Plan (PIP)**.
- The PIP will outline specific areas for improvement, measurable targets, and a timeline for review.
- Regular check-ins will be conducted to monitor progress and provide support.

- If performance does not improve after the PIP, further disciplinary action may be taken in line with KI's **Disciplinary Policy**.
-

Recognition and Rewards

- High-performing employees will be recognised and rewarded through:
 - **Promotions** or career advancement opportunities.
 - **Non-monetary rewards**, such as public recognition or additional development opportunities.
-

Confidentiality

- All performance-related discussions and documents will be treated as **confidential**.
 - Access to performance records will be restricted to the employee, their line manager, and HR.
-

Grievance Procedure

- If an employee disagrees with their performance review or rating, they may raise a grievance in line with KI's **Grievance Policy**.
 - The grievance must be submitted in writing within **7 working days** of receiving the review outcome.
-

Review of Policy

This policy will be reviewed annually to ensure it remains relevant and effective. Feedback from employees and managers will be considered during the review process.

Conclusion

KI is committed to supporting employees in achieving their full potential. This Performance Management Policy provides a clear framework for setting expectations, providing feedback, and fostering professional growth. By aligning individual performance with organisational goals, we aim to create a high-performing and motivated workforce.