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Imsimbi Training proudly presents

Performance Management – 2 DAYS

Imsimbi Training is a fully accredited training provider with the Services Seta, number 2147, as well as a Level 1 Contributor BBBEE company and 51% black owned.

This course is accredited by the Services Seta and the material covers unit standard 252034 at NQF level 5 worth 8 credits.

SERVICES SETA

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COURSE OBJECTIVES

Performance appraisals provide a structured, formal opportunity to review an employee's contribution over a defined period, recognise achievements, and identify areas for development. They create a shared record between manager and employee of what was expected, what was delivered, and what support or growth is needed going forward. Appraisals also link individual performance to broader business goals, ensuring that day-to-day work visibly contributes to organisational success.

Objectives

This course will cover the following:

- Review performance against agreed goals, competencies, and role expectations for the period.
- Provide constructive, evidence-based feedback on strengths and areas for improvement.
- Recognise and reinforce good performance, and address underperformance early and fairly.
- Agree individual development plans, training needs, and career progression pathways.
- Set clear, measurable objectives and priorities for the next review period.
- Support fair and consistent decisions on pay, bonuses, and promotion where applicable.
- Strengthen the working relationship between manager and employee through open, two-way dialogue.
- Generate accurate, documented performance data to inform workforce planning and reporting.
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Guiding Principles

- Appraisals should be a two-way conversation, not a one-sided assessment.
- Feedback must be specific, evidence-based, and free from bias.
- There should be no surprises — issues raised at appraisal should already have been discussed during the period.
- Outcomes must be documented, fair, and consistent with organisational policy.



COURSE OUTCOMES

Upon completing this course, the learner should be able to:

- Formulate performance standards to be achieved by the team members in relation to the unit's goals, objectives and deliverables
- Ensure performance standards are clear and concise and specify the activities to be performed and the standards to which they are to be performed
- Ensure the performance monitoring system selected is in line with organisation's policies and procedures
- Communicate the system to team members
- Prepare for a performance review
- Gather information required for the performance review
- Conduct a performance review interview
- Ensure that feedback is relevant and fair and communicated in a constructive manner
- Agree upon action plans to address performance gaps
- Follow counselling and coaching procedures to improve performance

COURSE OUTLINE

Module 1: Purpose of Performance Management

- Performance Management as an integrated process
- Definitions of Performance Management
- Building performance; motivating and encouraging team players

Module 2: The Performance Management System - A High Level Overview

- Strategic planning and change management
- Strategic objectives of the organisation



Module 3: Performance Management Systems

- Development of an Organisation's Performance Management System
- Approaches Applicable to Developing a Performance Management System
    - Balance Scorecard
    - Key Performance Indicators Approach (KPIs)
    - 360 degree

Module 4: Uses of Performance Management

- Measure Individual Performance Management
- Determine Staff Development Needs
- Tool to Monitor the Organisation as a Total System

Module 5: Problems Associated with Performance Management

- The measurement Problem
- The Judgement Problem
- Performance appraisals demotivate employees
- Objectivity of scores
- Favouritism
- Inconsistency between different managers
- Inconsistency between different departments
- Clarifying Performance Expectations
- Gathering evidence

Module 6: Drawing up KPA's and KPI's

- Performance Management Process Design
- Individual Work performance contract
    - Key Performance Areas (KPAs)
    - The Key Performance Indicators (KPIs)
- Performance Standards
    - Setting Performance objectives



- SMART goals

Module 7: Conducting A Performance Review/Appraisal

- Gathering Information
- Preparing the Appraisee
- Conducting the Appraisal
- Tips for Conducting the Interview
- Soft skills in the appraisal
- Scoring systems that are effective

Module 8: Giving Feedback

- Personal Barriers to Giving Feedback
- Building trust between appraiser and appraisee
- Ways to Give Feedback
- Giving feedback in a professional & constructive manner
- Being direct, concise and specific
- Tone of voice and body language
- Receiving Feedback

Module 9: Building Performance

- The Coaching Interview
- The Job counselling Interview

Module 10: Individual Development Plan

- Potential for promotion
- Training needs identified
- Career goal planning
- Talent management
- Succession planning



Module 11: Rewarding Team Performance

- Types of Rewards
- Rewards that reinforce high performance
- Rewards that are achievable and realistic
- Rewards that produce high performing teams
- Individual or team rewards

