

# Evaluation of the Implementation of a Performance Management System at Johannesburg City Parks

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# BACKGROUND

- \* Study focused on implementation of Performance Management System
- \* Explore experiences and perceptions



# PROBLEM STATEMENT

- \* No evaluation of PMS since implementation



"I guess our Performance Appraisal system is a little bit 'Old School'."

# RESEARCH QUESTIONS

What are:

- \* The practices and processes of Performance Management ?
- \* The successes and lessons learnt ?
- \* The challenges that hinder the implementation ?
- \* The recommendations pertaining to the implementation?

# RESEARCH QUESTIONS CONTI..



**“I don’t have time to write performance reviews, so I’ll just criticize you in public from time to time.”**

# OBJECTIVES OF THE STUDY

- \* Identify the current practices.
- \* Identify critical success factors.
- \* Identify challenges.
- \* Provide recommendations.
- \* Determine successful implementation of PMS.





# SIGNIFICANCE OF THE STUDY

- \* Fill important gaps
- \* Encourage the stakeholder involvement.
- \* Enhance the PMS policy.



“If you had a bad evaluation  
you’ll know right away.”

# LITERATURE REVIEW

Performance management:

It is an on-going process that is not linked to remuneration or rewards. It entails capacitation and mentoring of employees in the workplace (Heystek, Nieman, Van Rooyen, Mosoge & Bipath, 2008).

# LITERATURE REVIEW CONTI...

Purpose of PM is twofold:

- ❖ Accountability
- ❖ Development

# LITERATURE REVIEW CONTI...

These purposes have contradicting outcomes. Evaluation for accountability has negative connotations, since those who should account for their conduct are likely to be defensive, as opposed to confronting their shortcomings, for fear of sanctions..

# LITERATURE REVIEW CONTI...

On the other hand, evaluation for development has positive effects, since shortcomings are addressed ( Carson,2009) .

# RESEARCH METHODOLOGY

- \* Qualitative research methodology.
- \* Semi structured interview.
- \* Participants selected by purpose sampling.
- \* Nine employees interviewed.

# RESEARCH FINDINGS

- \* Employees understood PMS concept.
- \* PMS not linked to training and development.
- \* No continues monitoring systems.
- \* Poor communication.
- \* Lack of training.

# RESEARCH FINDINGS CONT...

- \* No ramification for poor performance
- \* PMS not linked to employee job description
- \* Not all employees are on PMS
- \* No attention to achieving long term improvement
- \* Inadequate resources to achieve targets.



# RECOMMENDATIONS

- \* PMS linked to training and development
- \* Continuous monitoring of performance
- \* Linked to job descriptions
- \* PMS training
- \* Accountability for poor performance
- \* PMS cascaded to all employees

# RECOMMENDATIONS CONT...

- \* Rewards systems / incentive
- \* Continues communication
- \* Accountability
- \* Innovation & adequate resources
- \* Achieving long term goals
- \* Effective communication and decision making

# RECOMMENDATIONS CONTI...

- \* Re-design and implement PMS
- \* Strategic planning & goals aligned to activities

# CONCLUSION

Performance management does not take place in vacuum , but within certain organizational cultural and contextual dynamics. The study therefore borrowed the term enabling from Plant and Douglas (2006) to argue that such conditions are vital in determining the success of a performance management system.

# REFERENCES

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Heystek, J., Niemann, R., Van Rooyen, J., Mosoge , J. and Bipath, K. (2008) People Leadership in Education, South African Journal of Education.

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# ACKNOWLEDGMENTS



# THANK YOU

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*When feedback is included as part of regular, on going performance discussions throughout the year, the Employee, the manager and the organization are all better off.*

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Shawna McKnight