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MACROCOMM GROUP HUMAN RESOURCES PERFORMANCE MANAGEMENT PROCESS

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DOCUMENT CONTROL

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CHANGES MADE		
STAKEHOLDER NAME AND DESIGNATION	SIGNATURE	DATE
Sivi Moodley (Macrocomm Group Chief Executive Officer)		
Yakshini Naidoo (Macrocomm Group Director – Human Resources and Corporate Shared Services)		
Elton Chettiar (Macrocomm Group Chief Operating Officer)		
Kamal Bhimma (Macrocomm Group Legal and Risk Officer)		

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1 Procedure Description and Purpose

1.1 Description

The report details the new performance documents to be utilized and proposed timelines for implementation of the new performance process, in co-ordination with the business financial year.

1.2 Benefits

Performance Management is how we manage, support and ensure the performance of teams and individuals against goals through clear and individual accountabilities. It is a system which can support pay decisions, promotion decisions and decisions around employee development. Macrocomm's performance policy outlines the practices adopted by Macrocomm Group and its subsidiaries, in order to review and evaluate performance standards in a fair and equitable manner.

1.3 Areas of Responsibility

It is the responsibility of every direct reporting manager to effectively set the key performance objectives per reporting staff member and to manage their performance during the year.

1.4 Performance Management Standards

- The Performance Management process, tools and measurements will be standardised within the business, enabling improved, accurate and aligned business information.
- Approved goals are measurable and impact focussed, and are linked to the strategic objectives of Macrocomm. All KPI's will be based on the goals of the CEO.
- Each employee is aware of their performance goals and their performance against agreed outcomes are annually rated by their manager.

2 Performance Management Process

2.1 Procedure Objectives and Metrics

2.1.1 The procedure objectives are defined as:

- To measure and monitor performance
- To set quality and standard benchmarks per job
- To help identify training requirements and needs
- To ensure that the right people are in the right jobs

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- To identify when someone is ready for promotion or possibly to be placed in a more appropriate role
- To identify if someone is not meeting the standards of the organisation, and how to assist them.

2.1.2 Procedure Metrics

Each objective of this procedure is measured according to the:

- Formal reviews are used to track progress on individuals using a weighting system, with the following rating scale used for effectiveness:
 - 1 = Individual performance consistently does not meet expectations on the What and the How of delivery against customer, job and goal requirements.
 - 2 = On balance, individual performance does not fully meet expectations. Improvement is required in the What and/or the How related to delivery against customer and goal requirements.
 - 3 = On balance, individual performance fully meets expectations. Both the What and the How is achieved in the delivery against customer and goal requirements.
 - 4 = On balance, individual performance fully meets and occasionally exceeds customer and goal requirements on the What and the How.
 - 5 = On balance, individual performance fully meets expectations and frequently exceeds customer and goal requirements on both the What and the How.
 - 6 = Individual performance consistently exceeds customer and goal requirements on both the What and the How.
- These reviews take place twice a year, in September (Mid-year reviews) and February (Final review).
- The mid-year performance discussion is used to determine how an employee is tracking against full-year goals and is used as an opportunity to provide coaching and feedback to improve performance areas prior to year-end.
- At the annual review, a final performance rating for the year is agreed. This feeds into the remuneration process.

2.2 Procedure Owner(s) and Responsible Parties

2.2.1 Procedure Owner

The Human Resources Director is the procedure owner.

2.2.2 Key Stakeholders

The key stakeholders are all managers who have staff members reporting to them, and the executive and senior management committee members.

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3 Typical Procedure Inputs

The typical procedure inputs are:

3.1 Information or Documents Needed

The following information or documents are necessary for effective measuring and enabling of the sales procedure:

- *The performance appraisal form must be completed and contracted with each employee at the beginning of each financial year end cycle*
- *MG-HR-FRM-PRM-IPA 2024_5 202406.00 MG HR PERFORMANCE APPRAISAL FORM..*

3.2 Resources Needed

The following resources are needed to support this procedure:

- *The job description per role*
- *The key project,s and tasks and/or functions per role to be achieved for the financial year*

4 Typical Procedure Outputs

The following outputs:

4.1 Typical outputs are:

- *Quarterly reviews and updates on the appraisal form*

4.2 Technical or System

The primary sales system or tool is the Appraisal Form

4.3 Documents

- *Appraisal Form*

5 The Appraisal Procedure

The manager must meet with his/her reporting staff member(s)

5.1 The key projects, tasks and/or functions for the quarter and year to be identified and contracted. This includes the standard of performance required and any training or tools necessary to accomplish the task.

5.2 Regular one-on-one Meetings

5.2.1 This will be to assess how the staff member is working towards each contracted goal and the help they require.

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5.3 Quarterly Reviews

- 5.3.1 This will be to provide the staff member with an indication of their performance and what is expected of them going forward.

5.4 Annual Review

- 5.4.1 This review will be a revision of the reviews over the year and a final appraisal that will inform their final rating and influence their increase and/or bonus.

6 Strategic, Legal and Personnel Implications

6.1 Strategic Implications:

- 6.1.1 Properly cascaded CEO goals will help to translate into business results.
- 6.1.2 Alignment of acquisition companies to the Group performance process will ensure standardisation of process and transferability of performance ratings across businesses.
- 6.1.3 People and divisions are held accountable for business performance, with significant impacts to salaries and funding if not aligned.

6.2 Legal/Statutory Implications:

- 6.2.1 Consider implications of managing the performance of acquisition companies

6.3 Staff/Personnel Implications:

- 6.3.1 Key people decisions, succession, promotion, development, and increases, will be based on clear evidence of performance.
- 6.3.2 Non-performance is managed via an approved poor performance process. Should an employee not be performing to the required standard, the manager is requested to embark on a performance evaluation and/or improvement process. The implications of non-improvement is dismissal.
- 6.3.3 Non delivery in business-critical roles and funded service lines will result in an extraction of funds if the business targets are not met continuously within a 3-month period.

6.4 Financial Implications:

- 6.4.1 At the annual review, a final performance rating for the year is agreed. This feeds into the remuneration process. The business needs to budget for performance bonuses, and performance aligned increases.

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7 Risks and Opportunities

7.1 Risks

The following risks have been identified:

RISK	BUSINESS IMPACT	MITIGATION ACTIONS
Failure to provide clear goals	Employees / Staff will work towards what they believe is required and possibly not be aligned to the business goals	Lower standards and misaligned goals will be mitigated through having clear contracted goals through the completion of the appraisal form
Training gaps	Inability to perform tasks at required standards	Identification of training through quarterly reviews to upskill and equip all personnel

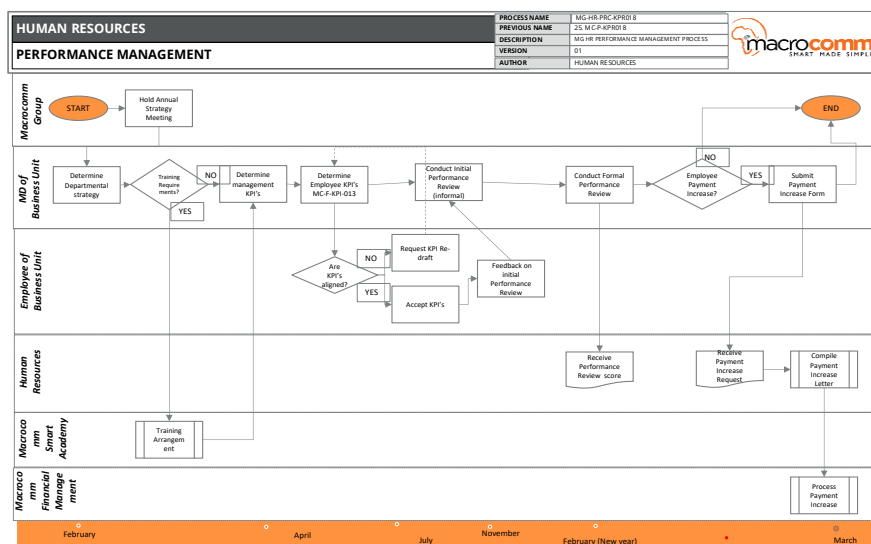
7.2 Opportunities

The following opportunities table will be used to help improve the procedure and processes to for greater sales efficacies.

OPPORTUNITY	BUSINESS IMPACT	PROCESS/PROCEDURE AMENDMENT, TRAINING REQUIREMENT

8 Processes

The process, HR-PRC-KPR018.01 PERFORMANCE MANAGEMENT PROCESS below supports this procedure.



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9 Support

If there are any queries or problems regarding the performance management procedure, these are to be directed to the Human Resources Director.