***SUMMATIVE ASSESSMENT ACTIVITY 1: PRACTICAL ASSIGNMENT***

1. **Job Analysis for First Line Manager Position:**

****

1. **Email to Human Resources:**

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**HR Managers Feedback:**

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1. **Recruitment Plan for First Line Manager Position:**

****

1. **Action Plan for Recruitment and Selection Process:**

****

1. **Spreadsheet for Applicant Tracking:**

****

**6. Shortlisted Candidates:**

1. Themba Zwane
2. Michael Davis
3. Robert Johnson

**7. Interview Forms:**

Interview form for Themba Zwane.

****

Interview form for Michael Davis.

****

Interview form for Robert Johanson.

****

**8. Email to Applicants:**

**Successful Applicant.**

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**Unsuccessful Applicant.**

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**9. Communication with Applicant:**

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**A screenshot of a email

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**10. Spreadsheet/Database of Applicants:**

****

**11. Email to HR for Authorization:**

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**12. Email Confirmation from Candidate:**

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**13. Brief Synopsis of Legislation:**

The recruitment and selection process in any organization is bound by a plethora of legislations aimed at fostering equality and fairness in the workplace. One such crucial legislation is the Equal Employment Opportunity Act, which serves as a cornerstone in combating discrimination based on various factors including race, gender, religion, and disability status. This act mandates employers to offer equal opportunities to all candidates, ensuring that hiring decisions are made solely based on qualifications and merit, rather than irrelevant personal characteristics. By adhering to the guidelines outlined in this act, companies can cultivate a diverse and inclusive workforce that reflects the broader societal fabric.

Moreover, the Fair Labour Standards Act (FLSA) plays a pivotal role in safeguarding the rights of employees and setting standards for workplace practices. Enacted to protect workers' rights, the FLSA establishes minimum wage requirements, governs overtime pay, and prohibits the exploitation of child labour. Compliance with these provisions is crucial for employers to maintain ethical labour practices and ensure that employees are compensated fairly for their work. By abiding by the regulations stipulated in the FLSA, organizations not only uphold their legal obligations but also demonstrate their commitment to upholding the well-being and rights of their workforce.

***SUMMATIVE ASSESSMENT ACTIVITY 2: PRACTICAL ASSIGNMENT***

**1. Training Needs Analysis:**

****

**2. Training Needs Analysis Report:**

****

**3. Email Confirmation with Manager:**

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**4. Completed PDP for Employee:**

****

**5. Action Plan:**



**6. Synopsis:**

The Performance Development Plan (PDP) serves as a structured approach within the organization's Human Resources Development strategy. HR plays a pivotal role in identifying training needs and opportunities for professional growth, aligning them with the organization's goals. By investing in employee development initiatives, HR ensures a skilled and competent workforce, thus contributing significantly to organizational success.

Compliance with legal frameworks, including the National Qualifications Framework (NQF), Skills Development Act (SDA), and Employment Equity Act (EEA), is paramount. These frameworks guide the planning and execution of training programs, ensuring adherence to regulatory requirements, and promoting equal opportunities for skills development. Thus, legal compliance not only safeguards the organization but also fosters a fair and transparent training process.

Creating a learning culture is essential for driving the success of the PDP. By fostering an environment where continuous learning and development are encouraged, organizations empower employees to grow and excel. Providing access to training opportunities and facilitating knowledge sharing enables employees to adapt to evolving business needs and industry trends, reinforcing the organization's ability to thrive in a dynamic environment.

***SUMMATIVE ASSESSMENT ACTIVITY 3: PRACTICAL ASSIGNMENT***

1. Completed Coach and Coachee Evaluation



2. Completed Coachee Assistance Log



3. Completed Coachee Workplace Log



4. A brief synopsis of how you approached the process and any challenges and or conflicts that occurred were dealt with.

In approaching the coaching process for the First Line Manager, I began by carefully reviewing the job profile and position weights to identify priority areas for development. I then drafted a comprehensive coach plan and schedule, ensuring alignment with the identified needs and competencies. During the one-on-one meeting with the Coachee, I explained the coaching process thoroughly, emphasizing the importance of active participation and commitment to the plan. Throughout the implementation phase, I maintained regular meetings as scheduled, keeping the coaching pack documentation up to date with relevant comments and feedback.

Challenges and conflicts were addressed promptly and transparently, fostering open communication between myself and the Coachee. When challenges arose, such as resistance to certain aspects of the plan or difficulties in implementing new strategies, we worked together to find solutions and adapt the approach as needed. Additionally, I provided ongoing support and encouragement to the Coachee, helping them stay motivated and focused on their development goals. Overall, the process was characterized by collaboration, flexibility, and a shared commitment to achieving success.

***SUMMATIVE ASSESSMENT ACTIVITY 4: PRACTICAL ASSIGNMENT***

1. The Performance Standard that outlines the goals, objectives, and deliverables for the month.

**Performance Standard for SystemDevs Team:**

Team Leader: Philasande Bhani

**Team Members:**

Philasande Bhani (Team Leader),

Rebert Wilson (Software Developer),

Tracy Wiliams (Software Developer),

John Sanns (System Analyst),

Noluvo Mbembe (Software Tester)

**Goals:**

1. Project Completion: Ensure all assigned projects are completed within specified deadlines.
2. Quality Assurance: Maintain a high standard of work quality, adhering to industry best practices and organizational guidelines.
3. Team Collaboration: Foster effective communication and collaboration among team members to enhance productivity and problem-solving.

**Objectives:**

1. Project Completion Rate: Achieve a minimum project completion rate of 95% for all assigned tasks by the end of the month.
2. Quality Assurance Score: Maintain an average quality assurance score of 4.5 out of 5, based on peer reviews and client feedback.
3. Team Collaboration Index: Ensure active participation in team meetings and discussions, with each team member contributing valuable insights and suggestions for improvement.

**Deliverables:**

1. Completed Projects: Deliver all assigned projects according to agreed-upon specifications and timelines.
2. Quality Documentation: Provide comprehensive documentation for all completed projects, including code documentation, test cases, and user manuals.
3. Meeting Attendance: Attend all scheduled team meetings and actively participate in discussions and brainstorming sessions.

2. Minutes of the meeting had with the team to discuss the expected performance.

**Meeting Minutes**

**Meeting Title:** Performance Standards Discussion Meeting  
**Date:** 06 February 2024 **Location:** Springbok Boardroom **Attendees:**

Philasande Bhani (Team Leader),

Rebert Wilson (Software Developer),

Tracy Wiliams (Software Developer),

John Sanns (System Analyst),

Noluvo Mbembe (Software Tester)

**Agenda:**

1. Review of Performance Standards
2. Discussion of Expectations
3. Feedback and Suggestions

**Minutes:**

1. **Review of Performance Standards:**
   * Philasande Bhani reviewed the Performance Standards drafted for SystemDevs Team, outlining the goals, objectives, and deliverables for the month.
   * Each team member was provided with a copy of the Performance Standard document for reference.
2. **Discussion of Expectations:**
   * Team members were encouraged to provide feedback and suggestions regarding the outlined performance standards.
   * Questions and concerns raised by team members were addressed by Philasande Bhani to ensure clarity and understanding.
3. **Feedback and Suggestions:**
   * Team members expressed their agreement with the overall goals and objectives outlined in the Performance Standards.
   * Suggestions for improvement and refinement of specific objectives were discussed and noted for consideration.

**Action Items:**

* Philasande Bhani to incorporate any suggested revisions into the final version of the Performance Standards document.
* Team members to review the finalized Performance Standards document and provide any additional feedback by 12 February 2024.

**Next Steps:**

* Philasande Bhani to circulate the finalized Performance Standards document to all team members for reference.

Closing Remarks: The meeting concluded with a reaffirmation of the team's commitment to achieving the outlined performance standards and contributing to the success of SystemDevs Team.

Prepared By: John Sanns.  
Approved By: Philasande Bhani.

3. Monitor results of performance standards against actual performed.

**Performance Monitoring Report - SystemDevs Team**

Date Range: 06 February 2024 – 12 February 2024

Team Leader: Philasande Bhani

**Performance Standards:**

1. Project Completion Rate: Achieve a minimum project completion rate of 95% for all assigned tasks by the end of the month.

2. Quality Assurance Score: Maintain an average quality assurance score of 4.5 out of 5, based on peer reviews and client feedback.

3. Team Collaboration Index: Ensure active participation in team meetings and discussions, with each team member contributing valuable insights and suggestions for improvement.

**Actual Performance:**

1. Project Completion Rate: 92%

Despite efforts to meet deadlines, unexpected technical challenges led to a slight decrease in the project completion rate. Additional support and resources have been allocated to address these challenges for the upcoming month.

2. Quality Assurance Score: 4.7 out of 5

Team members consistently delivered high-quality work, exceeding the target quality assurance score. Positive feedback was received from both peer reviews and clients, indicating a strong commitment to maintaining quality standards.

3. Team Collaboration Index: 85%

While team members attended scheduled meetings regularly, there were instances of limited participation and contribution during discussions. Efforts will be made to enhance communication and collaboration among team members to improve the team collaboration index.

**Key Observations:**

* Overall, SystemDevs Team demonstrated strong performance in meeting quality standards and project deliverables.
* Opportunities for improvement include addressing challenges related to project completion rate and enhancing team collaboration.

**Action Items:**

* Provide additional support and resources to address technical challenges impacting project completion rate.
* Implement strategies to enhance communication and collaboration among team members, such as regular check-ins and brainstorming sessions.

**Next Steps:**

* Schedule a follow-up meeting with SystemDevs Team to discuss performance results and action plans for improvement.
* Continue monitoring performance against established standards and adjust strategies as needed to ensure alignment with organizational goals.

Prepared By: John Sanns

Approved By: Philasande Bhani

4. Email as confirmation that you communicated the monitoring system to the team.

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5. Minutes of the meeting showing discussions held during the performance review meeting – ensuring to include agreed actions, findings of both positive and negative aspects of the performance.

**Meeting Minutes: Performance Review Meeting**

**Date:** 13 February 2024

**Location:** Lion Board Room.

**Attendees:**

Philasande Bhani (Team Leader),

Rebert Wilson (Software Developer),

Tracy Wiliams (Software Developer),

John Sanns (System Analyst),

Noluvo Mbembe (Software Tester)

**Agenda:**

1. Review of Performance Against Standards

2. Discussion of Positive and Negative Aspects

3. Agreement on Corrective Actions

**Minutes:**

1. Review of Performance Against Standards:

* Philasande Bhani presented the team's performance against the established standards, highlighting key metrics such as project completion rate, quality assurance score, and team collaboration index.
* Actual performance was compared to the performance standards, identifying areas of achievement and areas needing improvement.

2. Discussion of Positive and Negative Aspects:

**Positive Aspects:**

* High quality assurance score, indicating consistent delivery of high-quality work.
* Strong collaboration during project execution, fostering teamwork and problem-solving.

**Negative Aspects:**

* Slight shortfall in project completion rate, attributed to technical challenges and resource constraints.
* Room for improvement in team collaboration index, with opportunities to enhance participation and contribution during meetings.

3. Agreement on Corrective Actions:

**Agreed Actions:**

* Provide additional support and resources to address technical challenges impacting project completion rate.
* Implement strategies to enhance communication and collaboration among team members, such as regular check-ins and brainstorming sessions.
* Responsibilities were assigned to team members for the implementation of corrective actions.

**Action Items:**

* Philasande Bhani to oversee the implementation of corrective actions and provide necessary support to team members.
* Team members to actively participate in the improvement initiatives and provide feedback as needed.

**Next Steps:**

* Schedule follow-up meetings to monitor progress on corrective actions and reassess performance against standards.
* Continue fostering a culture of continuous improvement and collaboration within SystemDevs Team.

**Closing Remarks:**

The meeting concluded with a commitment from all team members to work together towards achieving the established performance standards and addressing any performance gaps identified.

Prepared By: John Sanns

Approved By: Philasande Bhani

6. Complete Review Evaluation Checklist completed by each member.

Review Evaluation Checklist

**1. Philasande Bhani (Team Leader):**



**2. Rebert Wilson (Software Developer):**



**3. Tracy Wiliams (Software Developer):**



**4. John Sanns (System Analyst):**



**5. Noluvo Mbembe (Software Tester):**



* 1. 7. Performance Management synopsis.
  2. **a. Methods of Formulating Key Result Areas and Performance Standards:**
* Key result areas (KRAs) and performance standards are formulated through a structured process involving input from various stakeholders, including team members, supervisors, and organizational leaders.
* Methods such as Position Analysis and Training Needs Analysis are utilized to identify core responsibilities, skill requirements, and performance expectations for each role.
* Performance standards are developed based on SMART criteria (Specific, Measurable, Achievable, Relevant, Timebound) to ensure clarity and effectiveness.
  1. **b. Types of Monitoring Performance:**
  2. Monitoring performance involves various methods to track progress against established standards:
* Regular check-ins: Scheduled meetings or discussions between supervisors and team members to review progress and address challenges.
* Performance metrics: Tracking key performance indicators (KPIs) such as project milestones, quality of work, and productivity levels.
* Peer review: Gathering feedback and assessment from colleagues or team members to provide a well-rounded perspective on performance.
* 360degree feedback: Soliciting feedback from multiple sources, including supervisors, peers, and subordinates, to provide a comprehensive view of performance.
  1. **c. The Process Used to Conduct the Performance Review:**
  2. The performance review process typically involves several steps:
* Preparation: Gathering relevant performance data, including goal attainment, KPIs, and feedback from stakeholders.
* Meeting setup: Scheduling a meeting with the employee to discuss their performance and provide feedback.
* Review discussion: Discussing strengths, areas for improvement, and progress towards goals. This may include reviewing specific examples of performance.
* Goal setting: Setting new goals or objectives for the upcoming period based on the review discussion.
* Documentation: Documenting the performance review discussion, including agreed-upon actions and goals for future reference.
  1. **d. Methods of Giving Constructive Feedback:**
  2. Effective feedback should be:
     + 1. **Specific:** Providing detailed examples and observations to support feedback.
       2. **Timely:** Delivering feedback in a timely manner, ideally soon after the observed behaviour or performance.
       3. **Balanced:** Recognizing both strengths and areas for improvement to maintain morale and motivation.
       4. **Actionable:** Offering suggestions or strategies for improvement to help the individual grow and develop.
       5. **Ongoing:** Providing regular feedback throughout the performance review period to facilitate continuous improvement.