

Labour News - Performance is not about personality

Leslie-Anne Bennett of LABER explains that a job description should be very detailed and cover the following:

- 1) Key performance areas (broadly what areas of the business they are responsible for)
- 2) Standards (what is the standard required)
- 3) Tasks (breaking down standards into tasks to make them measurable)

“So for example, an Audit Manager may be responsible for clients A, B and C (the key area). He may need to deliver on certain aspects of an audit within a specific time frame (the standard) by completing templates and giving feedback (the task).”

“At the employee’s performance appraisal, which should take place every three to six months, the employee needs to present evidence that he has achieved the standards as set out in his job description. This is their time to shine and they should welcome the performance appraisal,” says Bennett.

“However, the performance appraisal is generally perceived as an opportunity to have a go at the employee rather than build him up and assist him in achieving the desired standards of his job.”

“Employees are also fully entitled to feedback on appraisals, as well as re-appraisals on key areas that they have failed in. This should be done very soon after the initial appraisal, as soon as the employee has had enough time to work on the key area.”

Bennett explains that performance appraisals are about measuring the employees meeting of his key areas as set out in his job description. “They are not for evaluating personality or whether he has contravened the dress code!”

“The role of a Manager is to make an employee the most efficient and happy that they can be and not to be the resident policeman.”

“And finally, remember any job which you cannot measure is technically redundant. If the person or the job is not making a MEASURABLE contribution to company, the job should simply not exist,” concludes Bennett.

For detailed job description templates, contact laber@telkomsa.net

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