

Human Resource and Talent Management Section



University of Seychelles

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HUMAN RESOURCE & TALENT MANAGEMENT SECTION	
Post title:	Manager – Performance Management
Reports to:	Senior Manager
Academic qualification:	<ul style="list-style-type: none"> • Postgraduate Qualification in Human Resources field or equivalent
Professional experience/Knowledge:	<ul style="list-style-type: none"> • 8 years' experience in Human Resources Management with emphasis on Performance Management will be ideal; • A minimum of 5 years' specialist experience in Performance Management; • 1-3 years' experience in Management/leadership position • Job requires a broad and comprehensive understanding of the concepts and principles in their discipline e.g., Marketing, finance, academic operations, etc.; implies the need to understand other concepts and principles in context in order to improve organisational effectiveness; • Knowledge and/or understanding of tertiary education or higher education. •
Additional Criteria (Skills & knowledge)	<p><u>Competency / Performance Drivers</u></p> <ul style="list-style-type: none"> • Strong understanding of mission, values and strategic goals - impact and provides credibility within all levels of the University and shows ability to deliver; • Strong and excellent communication, diplomacy and influencing skills are required to guide, influence and convince others, with the ability to build rapport at all levels; • Able to present and communicate information; • Good analytical skills as well as evaluative judgment to undertake the analysis of factual and qualitative information in complicated or novel situations; • Innovative, can adapt and respond to change; • Strong business acumen, adhering to Principles and Values; • Can formulate Strategies & implement them;

	<ul style="list-style-type: none"> • Planning and Organising skills; • Being decisive and able to initiate action; • Able to network, deliver results and meet customer expectations; <p><u>Technical / Professional Expertise</u></p> <ul style="list-style-type: none"> • Monitoring and Evaluation • Human resources management policies, procedures and regulations; • Strategic Human Resources Management; • Employment Laws and Regulations; • Corporate Governance; • People and Change Management • Advanced systems skills, excel, MS Project • Report writing skills • Management skills • Conflict Management skills • Adequate influencing and collaborative skills • Effective presentation skills at management level
Report For	<ul style="list-style-type: none"> • PMS Coordinator
Key Relationship Interfaces	<ul style="list-style-type: none"> • Managers within the HRTM Section • Line Managers • UniSey staff • Executive Committee • Quality Assurance Section Team • Internal Auditor • Faculty Administrative Unit • Ministries, Departments and Agencies

Introduction

“**Performance management** is the continuous process of improving performance by setting individual and team **goals which are aligned to the strategic goals** of the organisation, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills, and abilities of people.”

(Michael Armstrong Handbook of Performance Management)

Performance Management System (PMS) is the **strategic** process by which an organisation **measures** the performance of the employees in order to **reward** their contribution towards the organization growth and success. It is a **mechanism for tracking** the performance of employees **consistently** and **measurably**. It allows the organisation to **ensure** that employees and Departments/Sections across the organisation are **working effectively** towards achieving the **business' strategic goals**. Egs. of PMS are Balance Score Card, Competency Based System, Management by Objectives (MBOs), Results Based Management (RBM), etc
(Contributed Article)

Results Based Management Policy (2013) Objective for PMS

To provide a framework to link the measurable performance of personnel responsible for each function at all levels of the organisation so they can commit to the results they intend to achieve with the resources they have been allocated.

The **Results Based Management (RBM) Policy 2013**, states as one of its expected results:

2.4.3. Performing for results: *All public-service managers are evaluated on the basis of their **ability to deliver results** (to be stipulated in their job descriptions) and are held accountable for their performance and their contribution to that of their organisation.*

The **RBM policy (2013) at Annex B, pages 22-23**, goes on to further reinforce the following:

“A robust personnel performance measurement system establishes the accountability framework that allows clear lines to be established between organisational performance and personnel performance. Departments and agencies may and seek to link organisational objectives captured in plans and subsequently in job descriptions to personal objectives that require individual officers to be accountable for such results (and appraised accordingly) when they hold a particular post. “

(Source: Performance Management System, MDAs Induction, August-September 2022)

Job Purpose

The **Manager-Performance Management** leads, directs and manages the Performance Management System of UniSey by ensuring the formulation and implementation of strategic objectives and policies to enable the HRTM Section to successfully achieve its mandate in relation to Performance Management activities.

S/He also **assists the Senior Manager Staff Services** in leading the Human Resources practices and objectives so as to provide an employee-oriented, high-performance culture that emphasizes empowerment, quality, productivity and standards, goal attainment and on-going development of the staff.

S/he needs to be flexible in approach to work as the role may at times include after-hours and occasional weekend support

Main Duties and Responsibilities

The role entails the following responsibilities:

Ensures the appropriate strategies, action plans, policies and procedures are developed, approved, communicated to the relevant stakeholders and implemented so that the HRTM Section’s strategic imperatives/pathways are met.

Key Activities

1. Researching, recommending and implementing procedures, systems and processes in line with relevant legislation, policies and agreements;
2. Reviewing, recommending and implementing relevant policies, guidelines and/or operational regulations/procedures so that effective regulatory mechanism are in place for the different Departments, Sections and Units;
3. Providing support to the Executive Committee Members with **regards to Strategic Portfolios**, that is, in developing strategic and operational leadership in the design, development, implementation and communication of the Performance Management Framework at UniSey;
4. Overseeing and managing all activities related to the **performance management cycle** and **manages all communication, sensitization and monitoring of the process** to ensure its effectiveness and relevance to the UniSey business;
5. Establishing and maintaining linkages between the **Performance Management Unit** and other functions of the HRTM Section to **ensure uniformity** in the application of policies and procedures.

Leads and manages the Performance Management related issues at UniSey.

Key Activities

1. Designing, implementing and monitoring Performance Management so as to enable employees' understanding of the goals of UniSey and to identify how individual inputs contribute to the achievement of UniSey objectives, specifically through managing the **performance cycle** by having;
 - a) A well-defined connection between the PMS and UniSey's strategy;
 - b) Well-defined roles and timelines for both Managers and employees;
 - c) A well-articulated process for evaluation;
 - d) An effective evaluation tool;
 - e) A well-understood process and measurement tools;
2. Designing and reviewing policies related to employee performance;
3. Setting performance objectives and updating as necessary;
4. Developing efficient systems for collection of information on performance;
5. Gathering and analysing cross-functional performance data;
6. Presenting statistical performance analysis and recommending solutions;
7. Identifying, reporting and resolving workplace or interpersonal barriers to performance;
8. Working in liaison with key stakeholders to establish and support the link between UniSey's strategic business objectives and staff's day-to-day actions and tasks- by implementing a process for **tracking progression from goal setting, to mid-year reviews and end of year evaluations**, to support individual, team and organisational performance;
9. Preparing and presenting **reports** detailing the status of Performance Management to Line Managers so that informed decisions may be taken;
10. Developing and communicating the **strategic vision, scope, priorities, processes, systems and tools** of the Performance Management Unit;
11. Providing leadership and coordination for **Performance Management and Improvement initiatives**, ensuring their alignment to improving UniSey operational and programme efficiencies and effectiveness;
12. Forming part of the PMS Committee/Moderation Committee.

Implements Performance Management communication strategy aimed at creating awareness and keeping all stakeholders fully informed

Key Activities

1. In liaison with the **Training and Development Unit**, contributing to the design, implementation and management of effective leadership and employee development and talent management initiatives to address performance gaps related to capacity and knowledge among staff;
2. Working with ICT to ensure the development, enhancement or acquisition of the ICT tools needed to support the performance management activities;
3. Driving UniSey processes for sharing best practice, tools and on-going communication activities for performance improvement. In line with this, establishing and disseminating guidelines and manuals which will serve as reference documents on staff performance management for appraisees as well as appraisers;
4. Keeping Executive Committee of UniSey informed on critical issues concerning the implementation of the performance management process, making recommendations to the Committee on key decisions points regarding the process;
5. Ensuring employee understanding of **performance measures, job expectations, clarity of goals and objectives** and **performance results**;
6. Leading initiatives for introducing/maintaining best practice including benchmarking relevant policies and practices with similar organisations as may be approved from time to time;
7. Providing training and development to Line Managers on best practices.

Other Duties

1. Keeping accurate **records** for reports and future references;

2. Developing and monitoring key performance indicators (KPIs) for the Performance Management Unit and undertaking effective reporting to the Director;
3. Contributing to team effort by accomplishing set targets;
4. Contributing to core academic processes as required, including quality assurance, evaluation, validation and review;
5. Supporting the **development of the HRTM team** to ensure the service they provide continues to meet the needs of the University as a whole;
6. Serving on Committees as may be assigned by the Senior Manager;
7. Deputising for the Senior Manager as appropriate;
8. Undertaking any other reasonable duties in line with the needs of the HR Section and the seniority of the role.

3. Professional Development

1. Responsible for continuing self-initiated professional development
2. Participates in University staff development initiatives
3. Attends training programmes as identified and agreed for appropriate development
4. Engages in professional development activities as required

Expectations of all staff

Professional standards

All staff employed by the University are expected to exhibit high professional standards which promote and demonstrate the University's core values of Excellence, People Focused, Partnership Working, Fairness and Integrity.

Equal opportunities

All staff are expected to understand and enact the University's commitment to ensuring equality and diversity in all activities.

Dignity at work

Every member of staff has a responsibility to ensure colleagues are treated with dignity and respect. The University is committed to creating a work environment for all staff that is free from harassment, intimidation and any other forms of bullying at work, where everyone is treated with dignity, respect and professional courtesy.

Health and Safety

The arrangements for meeting the University's health and safety objectives are contained in the UniSey's Health and Safety Policy. This includes the responsibilities of key staff and procedures covering the main activities of the University. All staff are expected to take reasonable care of themselves and those that may be affected by their actions.

Dress code

The University does not operate a formal dress code for its employees, other than for those who are provided with uniform and/or protective clothing. However, employees must ensure that their dress is professional, reasonably smart and appropriate for the situation in which they are working. All staff should ensure that they present a professional image and one that reflects sensitivity to customer perceptions. This may reflect their ethnicity and lifestyle, but should not be provocative or cause offence to those with whom they have contact.

Staff Full Name:	Signature:	Date:
Line Manager Full Name:	Signature:	Date: