

PERFORMANCE MANAGEMENT, REWARD AND RECOGNITION SYSTEM REVIEW PROJECT

The Academics Union representative for the Performance Management, Reward and Recognition System Review Project (PMRRS) is Professor Waheeda Amien

1. **STATUS:** Committee of UCT Human Resources

2. **COMPOSITION:**

Executive Director of the Human Resources or nominee

The Organizational Design Specialist

The Compensation and Benefits Specialist

One Human Resources Client Services Manager

One Human Resources Business Partner

A representative from Information and Communication Technology Services (ICTS)

A representative from the DVC Transformation office

An Institutional Planning Specialist

A representative from Communications and Marketing

One person nominated by the Academics Union

One person nominated by the Coalition of Unions.

One person nominated by the UCT Employees Union

3. **CHAIR/DEPUTY CHAIR:**

Chair & Deputy: Acting Director HR Organizational Development & Effectiveness

BACKGROUND

The University of Cape Town (UCT) has operated performance management and reward and recognition systems for all levels and different categories for several years. Over the years, regular internal reviews have been undertaken on each aspect of the system, and changes have been implemented across components thereof.

The feedback received, and informal assessments conducted in the recent past, have indicated that the systems are not achieving the desired results; namely to motivate and inspire its staff and to celebrate excellence, transformation, and inclusivity at the university. To address this misalignment, the university embarked on a tender process to appoint a service provider to conduct an independent, consolidated review of the systems and associated processes and policies. The tender was awarded to PwC, and they were subsequently appointed on the 25th of April 2019.

PURPOSE AND OBJECTIVES

The overall purpose of the Project is to assess what is working and what is not working with the performance management, reward and recognition system and processes; and to identify the gaps and where performance outcomes can be improved; as well as determine the obsolete elements of the system that can potentially be removed.

The specific objectives of the Project therefore are to:

- Assess the effectiveness of UCT's performance management, reward and recognition system, its alignment to the University's goals, including its transformation imperatives, as well as how the system compares to practices at similar institutions internationally.
- Identify the key design principles that should underpin the system, based on the findings of this assessment.
- Determine, on a high level, the capability of the existing system to meet these key design principles, versus the development and implementation of a new system altogether.

This group is serviced by the HR Organizational Development & Effectiveness department.