

AN EVALUATION OF THE IMPLEMENTATION OF THE PERFORMANCE MANAGEMENT
AND DEVELOPMENT SYSTEM POLICY AT DONALD FRASER HOSPITAL, VHEMBE
DISTRICT, SOUTH AFRICA.

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Abstract

In 2004 the Limpopo Province has introduced the Performance Management and Development System (PMDS) policy to help managers and employees to manage employees' performance. The aim PMDS is to improve service delivery in order to achieve departmental goals.

The purpose of the study was to evaluate the implementation of Performance Management and Development System in Donald Fraser Hospital and to determine the factors that influence the implementation of PMDS at Donald Fraser Hospital, Vhembe District.

The study used a quantitative approach and descriptive cross sectional design. A sample size of 248 employees was taken out of 658 population, using stratified sampling method to draw the sample. A questionnaire was used to collect the data. The questionnaires were distributed to the respondents with instructions on how to complete them. Data analysis was done using the Statistical Package for Social Science version 24.0.

The results attained from this study shows that staff members were not trained on the implementation of PMDS. Secondly some of the employees were not complying with the time of completing and signing of performance instruments. The study also revealed that PMS implementation still experiences some challenges. The challenges range between PMS not user - friendly to staff of lower levels, lack of funds for training on identified gaps, lack of workshops/trainings on implementation of PMDS, the department does not plan for career development, lack of capacity from human resource PMDS unit, lack of understanding and knowledge of performance process, lack of performance bonuses or funds, the linking of employees' performance and reward performance bonuses and career development, and lastly lack of clarity on target setting, setting key results, setting a competency - based development plan and setting weights per key result areas.

It is therefore recommended that the Department should have continuous training on PMDS implementation and train staff on identified gaps. The Department of Human Resource should train staff according to their competency development plan. The Department should review the 1, 5% of total payment if it is sufficient for rewarding outstanding performance.

Key Words: Performance Management and Development system, evaluation, implementation and Policy.