# PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**LEPHALALE LOCAL MUNICIPALITY**

**AS REPRESENTED BY THE MAYOR**

MOLOKO JACK MAEKO

AND

Adv. MOKGADI BETTY MAKGATO
**THE EMPLOYEE OF THE MUNICIPALITY**

FOR THE

**FINANCIAL YEAR:**
1 JULY 2014 – 30 JUNE 2015

**ENTERED INTO BY AND BETWEEN:**

The Municipality herein represented by Moloko Jack Maeko in his capacity as the Mayor (hereinafter referred to as the **Employer** or Supervisor)

and

Adv. Mokgadi Betty Makgato, Employee of the Municipality (hereinafter referred to as the **Employee**).

**WHEREBY IT IS AGREED AS FOLLOWS:**

| | | | |
|---|---|---|---|
| **1.** | **Introduction** | 1.1 | The Employer has entered into a contract of employment with the Employee in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties". |
| | | 1.2 | Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement. |
| | | 1.3 | The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals. |
| | | 1.4 | The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act. |
| **2.** | **Purpose of this Agreement** | | The purpose of this Agreement is to: |
| | | 2.1 | Comply with the provisions of Section 57(1) (b), (4A), (4B) and (5) of the Act as well as the employment contract entered into between the parties. |
| | | 2.2 | Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality. |
| | | 2.3 | Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement. |
| | | 2.4 | Monitor and measure performance against set targeted outputs. |
| | | 2.5 | Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job. |
| | | 2.6 | In the event of outstanding performance, to appropriately reward the employee. |
| | | 2.7 | Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery. |

**3. Commencement and duration**

3.1 This Agreement will commence on 1 July 2014 and will remain in force until 30 June 2015 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June each year The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after the beginning of each successive financial year.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

**4. Performance Objectives**

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 Key Performance Areas that the employee should focus on.
4.1.2 Core competencies required from employees.
4.1.3 The performance objectives, key performance indicators and targets that must be met by the Employee.
4.1.4 The time frames within which those performance objectives and targets must be met.

4.2 The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include strategic objectives; key performance indicators; targets; projects and activities that may include dates and weightings. A description of these elements follows:

4.2.1 The strategic objectives describe the strategic intent of the organisation that needs to be achieved.

4.2.2 The strategic performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.

4.2.3 The target dates describe the timeframe in which the work must be achieved.

4.2.4 The weightings show the relative importance of the key performance areas, key objectives, and key performance indicators to each other.

**5. Performance Management System**

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employee, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Key Performance Areas and core Competency Requirements, both of which shall be contained in the Performance Agreement.

5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs) respectively.

5.5.2 KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

5.5.3 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.6 The Employee's assessment will be based on his / her performance in terms of the key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

| Key Performance Areas (KPA's) | Weighting |
| --- | --- |
| Spatial Rationale | N/A |
| Service Delivery | N/A |
| Financial Viability | N/A |
| Local Economic Development | N/A |
| Municipal Transformation and Organisational Development | 40% |
| Good Governance and Public Participation | 60% |
| Total | 100% |

5.7 Manager's responsibilities are also directed in terms of the abovementioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added subject to negotiation between the municipal manager and the relevant manager.

4

5.8 The Competencies will make up the other 20% of the Employee's assessment score. The competencies as prescribed by Regulation 21 of 2014 (Annexure A) and the applicable weightings out of 100% are indicated below:

| Competencies | Components | Weighting % (total 100%) |
|---|---|---|
| **Leading competencies** | | |
| Strategic Direction and Leadership | • Impact and Influence<br>• Institutional Performance Management<br>• Strategic Planning and Management<br>• Organisational Awareness | 10% |
| People Management | • Human Capital Planning and Development<br>• Diversity Management<br>• Employee Relations Management<br>• Negotiation and dispute Management | 10% |
| Programme and Project Management | • Programme and Project Planning and Implementation<br>• Service Delivery Management<br>• Programme and Project Monitoring and Evaluation | 10% |
| Financial Management | • Budget Planning and Execution<br>• Financial Strategy and Delivery<br>• Financial Reporting and Monitoring | 10% |
| Change Leadership | • Change Vision and Strategy<br>• Process Design and improvement<br>• Change Impact Monitoring and Evaluation | 10% |
| Governance Leadership | • Policy Formulation<br>• Risk and Compliance management<br>• Cooperative Governance | 10% |
| **Core Competencies** | | |
| Moral competence | | 5% |
| Planning and Organising | | 10% |
| Analysis and Innovation | | 10% |
| Knowledge and Information Management | | 5% |
| Communication | | 5% |
| Results and Quality Focus | | 5% |
| **TOTAL WEIGHTING:** | | **100%** |

**6. Evaluating Performance**

6.1 The Performance Plan (Annexure A) to this Agreement sets out :

6.1.1 The standards and procedures for evaluating the Employee's performance.

6.1.2 The Intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP

6.5 The Annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(b) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement.

(c) The applicable assessment ratings and scores will calculate a final KPA score.

6.5.2 Assessment of the Competencies:

(a) Each Competency should be assessed according to the extent to which the specified standards have been met.

(b) An indicative rating on the five-point scale should be provided for each Competency.

(c) This rating should be multiplied by the weighting given to each Competency during the contracting process, to provide a score.

(d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final Competency score.

6.5.3 Overall rating:

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcomes of the various weighted ratings contained in the performance Plan which represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and Competencies:

| Rating | Terminology | Description | % Score |
|:---:|---|---|:---:|
| 5 | Outstanding performance | Performance far exceeds the standard expected of an employee at this level. | 167 |
| 4 | Performance significantly above expectations | Performance is significantly higher than the standard expected in the job. | 133 - 166 |
| 3 | Fully effective | Performance fully meets the standards expected in all areas of the job. | 100 - 132 |
| 2 | Performance not fully effective | Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. | 67 - 99 |
| 1 | Unacceptable performance | Performance does not meet the standard expected for the job. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement. | 0 – 66 |

6.7     For the purpose of evaluating the performance of the manager reporting to the municipal manager, an evaluation panel constituted of the following persons must be established-

6.7.1   Municipal Manager
6.7.2   Chairperson of the performance audit committee
6.7.3   Member of the mayoral committee
6.7.4   Municipal manager from another municipality

6.8     The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

7.  **Schedule for Performance Reviews**

7.1     The performance of each Employee in relation to his / her Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

**First quarter**    : July – September 2014     (October 2014)
**Second quarter** : October – December 2014   (January 2014)
**Third quarter**    : January – March 2015       (April 2015)
**Fourth quarter**  : April – June 2015            (July 2015)

7.2     The Employer shall keep a record of the mid-year review and annual assessment meetings.

7.3     Performance feedback shall be based on the Employer's assessment of the

7

Employee's performance.

7.4     The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

7.5     The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

**8. Developmental Requirements**     The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

**9. Obligations of the Employer**

9.1     The Employer shall:

9.1.1     Create an enabling environment to facilitate effective performance by the employee.

9.1.2     Provide access to skills development and capacity building opportunities.

9.1.3     Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.

9.1.4     On the request of the Employee delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement.

9.1.5     Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

**10. Consultation**

10.1     The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

10.1.1     A direct effect on the performance of any of the Employee's functions.

10.1.2     Commit the Employee to implement or to give effect to a decision made by the Employer.

10.1.3     A substantial financial effect on the Employer.

10.2     The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

**11. Management of Evaluation Outcomes**

11.1     The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2     A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

| % Rating Over Performance | % Bonus |
|---|---|
| 130 - 133.8 | 5% |
| 133.9 – 137.6 | 6% |
| 137.7 – 141.4 | 7% |
| 141.5 - 145.2 | 8% |
| 145.3 – 149 | 9% |
| 150 – 153.4 | 10% |
| 153.5 – 156.8 | 11% |
| 156.9 – 160.2 | 12% |
| 160.2 – 163.6 | 13% |
| 163.7 – 167 | 14% |

**11.3**   In the case of unacceptable performance, the Employer shall:

**11.3.1**   Provide systematic remedial or developmental support to assist the Employee to improve his or her performance.

**11.3.2**   After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

**12. Dispute Resolution**   **12.1**   Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by the mayor within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties. The decision of the mediator (Mayor) shall be final and binding on both parties whose decision shall be final and binding on both parties.

**12.2**   Any disputes about the outcome of the employee's performance evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) of the Municipal Performance Regulations, Regulation 805 of 2006, within thirty (30) days of receipt of a formal dispute from the employee. The decision of the mediator shall be final and binding on both parties whose decision shall be final and binding on both parties.
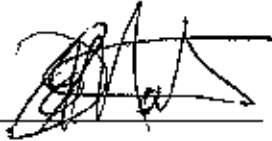
**13. General**   **13.1**   The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

**13.2**   Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

**14. Signatures**

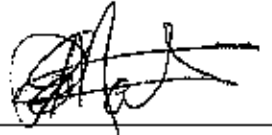Thus **done** and **signed** at *Lephalale* on this the 28 day of July 2014.

**AS WITNESSES:**

1. _____

2. _____

**EMPLOYEE**

**AS WITNESSES:**

1. _____

2. _____

**MAYOR**

# Annexure A

# Personal Performance Plan

LEPHALALE LOCAL MUNICIPALITY

DEVELOP SUSTAIN PROSPER

Name: Adv. MB Makgato

Position: Executive Manager Corporate Support Services

Accountable to: The Municipal Manager

Plan Period: 1 July 2014 – 30 June 2015

# CONTENTS

# 1. INTRODUCTION

................................................................................................................

## PURPOSE:

The performance plan defines the Council's expectations of the employee's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and the Municipality's Service Delivery and Budget Implementation Plan (SDBIP) and as reviewed annually.

## STRATEGIC ALIGNMENT:

The Objects of Local Government as outlined in the Constitution, Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives per BSC perspective and the ultimate outcomes to be achieved are listed in the table below. The indicators and targets are aligned to contribute to the achievement of the objectives over the longer term, in so far it is relevant to the functions of the employee.

| OBJECTS OF LOCAL GOVERNMENT | KPA | Strategic Objective |
|---|---|---|
| Provide democratic and accountable government for local communities | Financial Viability | Enhance revenue and financial management |
| | Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance |
| Encourage the involvement of communities and community organisations in the matters of local government | Transformation and Organisational Development | Capacitate disadvantaged groups |
| | | Provide quality and well maintained infrastructural services in all municipal areas |
| | | Improve functionality, performance and professionalism |
| Promote a safe and healthy environment | Service Delivery and Infrastructure | Protect the environment and improve community well-being |
| Ensure the provision of services to communities in a sustainable manner. | | |
| Promote social and economic development | Local Economic Development | Create a conducive environment for businesses to invest and prosper |
| | Spatial Rationale | Rational planning to bridge first and second economies and provide adequate land for development |

## 2. PURPOSE OF THE POSITION

The employee undertakes to be committed to the municipality's strategic intent that follows:

The Municipality's Vision:

*"To build a vibrant city and be thé energy hub of Africa"*

The Municipality's Mission:

*"We are committed to rural development, provision of quality, sustainable and affordable services, financial viability and good governance, local economic development and job creation"*

The **Values** of Lephalale Local Municipality to which the employee subscribes are:

| Value | Description |
|---|---|
| Community orientation | Provide and deliver sustainable services for the whole community. |
| Transparency | Invite and encourage public sharing and democratic participation in council's activities. |
| Commitment | Focus and concentrate on council's core activities in a consistent manner. |
| Business orientation | Subscribe to, and comply with, the best business practices. |
| Integrity | Conduct council's business in a fair, responsible, flexible, equitable and honest manner. |
| Accountability | Report regularly to all stakeholders regarding council's actual performance. |
| Environmental Care | With all the development in Lephalale, the municipality will focus on taking care of the environment. |
| Empowerment | To be seen to be empowering our people, knowledge is power. |

The vision of the Corporate and Support Services Directorate is as follows:

*"Responsible, accountable, effective and efficient Corporate Support Services"*

In the day to day activities, the employee is also required to contribute to the achievements of the following operational objectives and strategies:

| PROGRAMMES / FOCUS AREAS | PROGRAMME OBJECTIVE | IMMEDIATE STRATEGIES (1-2 YRS) | SHORT TERM STRATEGIES (3-5 YRS) | MEDIUM TERM STRATEGIES (5-10 YRS) | LONG TERM STRATEGIES (10 YRS+) |
|---|---|---|---|---|---|
| Records and Archiving | • To ensure safe keeping of council documentation at all times | • Training Worksop with divisions regarding archiving processes<br>• Automation of archiving system, including proper management information system<br>• Provide effective and safe storage space for documentation | • Implementation of the ManAdmin electronic system in phases | • Fully fledged integrated and automated information and archiving system | • Expansion of archive system to cope with growth as a city municipality |
| Governance and Administration | • To have full functionality of all council committees at all times | • Monitoring of the functionality of portfolio committees by Speaker<br>• Review delegation of powers and functions regarding constitutional and other legislative delegated powers<br>• Timeous submission of Council items<br>• Adherence to meeting schedules and standing orders | • Capacity building of councillors on council related programmes through specific training and knowledge sharing workshops<br>• Monitoring of the functionality of portfolio committees by Speaker<br>• Timeous submission of Council items<br>• Adherence to meeting schedules and standing orders | • Capacity building of councillors on council related programmes through specific training and knowledge sharing workshops<br>• Monitoring of the functionality of portfolio committees by Speaker<br>• Timeous submission of Council items<br>• Adherence to meeting schedules and standing orders | • Capacity building of councillors on council related programmes through specific training and knowledge sharing workshops.<br>• Monitoring of the functionality of portfolio committees by Speaker<br>• Timeous submission of Council items<br>• Adherence to meeting schedules and standing orders |
| IT and support | • To ensure that IT systems are secure and communication is efficient | • Capacitate IT Unit.<br>• Increase broadband capacity by means of acquiring additional data line<br>• Establish separate IT Division | • Continuously capacitate the unit and upgrade electronic systems and hardware | • Continuously capacitate the unit and upgrade electronic systems and hardware | • Continuously capacitate the unit and upgrade electronic systems and hardware |

| PROGRAMMES / FOCUS AREAS | PROGRAMME OBJECTIVE | IMMEDIATE STRATEGIES (1-2 YRS) | SHORT TERM STRATEGIES (3-5 YRS) | MEDIUM TERM STRATEGIES (5-10 YRS) | LONG TERM STRATEGIES (10 YRS+) |
|---|---|---|---|---|---|
| Human Resource Management | • To have relevant, qualified and competent people in the right positions and correct directorates by June 2015<br>• To continuously review and implement the recruitment and retention policies<br>• Continuous verification of qualifications<br>• Compliance with employment equity act | • Develop competency requirement for all levels.<br>• Align powers and functions in terms of the institutional study<br>• Verification of qualifications.<br>• Review HR recruitment policy annually<br>• To appoint people who can build and manage a city | • During annual review of the organisational structure, ensure that new positions are aligned to the recommendations of the institutional study<br>• Verification of qualifications.<br>• Review HR recruitment policy annually<br>• To appoint people who can build and manage a city.<br>• Acquisition of a HR information system | • During annual review of the organisational structure, ensure that new positions are aligned to the recommendations of the institutional study.<br>• Review institutional study<br>• Verification of qualifications.<br>• Review HR recruitment policy annually<br>• To appoint people who can build and manage a city | • During annual review of the organisational structure, ensure that new positions are aligned to the recommendations of the institutional study<br>• Review institutional study<br>• Verification of qualifications.<br>• Review HR recruitment policy annually<br>• To appoint people who can build and manage a city |

| PROGRAMMES / FOCUS AREAS | PROGRAMME OBJECTIVE | IMMEDIATE STRATEGIES (1-2 YRS) | SHORT TERM STRATEGIES (3-5 YRS) | MEDIUM TERM STRATEGIES (5-10 YRS) | LONG TERM STRATEGIES (10 YRS+) |
|---|---|---|---|---|---|
| **Labour Relations and EAP** | • Maintaining **harmonious** employment relations by minimizing grievances, disputes and locally initiated labour action • **To continuously enforce** code of conduct and disciplinary code | • Building capacity through training and workshops **with** managers, divisional heads and supervisors in labour relation and human resource management matters • Establish functional EAP function and development of an EAP policy • Having regular LLF meetings. • Create awareness amongst staff on code of conduct • Ensure that grievances are resolved speedily • Enforcing discipline • Managers, divisional heads and supervisors to undergo **Management Development Programme which includes** training on how to handle Disciplinary and grievance procedures • Development and implement change management strategy • Application of disciplinary procedures and actions • **Annual team building sessions** | • **Implementation of EAP Policy** • Having regular LLF meetings. • Create awareness amongst staff on code of conduct • Ensure that grievances are resolved speedily • Enforcing discipline • Application of disciplinary procedures and actions • Annual team building sessions | • Implementation of EAP Policy • Having regular LLF meetings • Create awareness amongst **staff** on code of conduct • Ensure **that** grievances are resolved speedily • Enforcing discipline • Application of disciplinary procedures and actions • Annual **team** building sessions | • Implementation of EAP Policy • Having regular LLF meetings • Create awareness amongst staff on code of conduct • Ensure that grievances are resolved speedily • Enforcing discipline • Application of disciplinary procedures and actions |

7

| PROGRAMMES / FOCUS AREAS | PROGRAMME OBJECTIVE | IMMEDIATE STRATEGIES (1-2 YRS) | SHORT TERM STRATEGIES (3-5 YRS) | MEDIUM TERM STRATEGIES (5-10 YRS) | LONG TERM STRATEGIES (10 YRS+) |
|---|---|---|---|---|---|
| Occupation Health and Safety | • To continuously ensure compliance to the Occupational Health and Safety Act | • Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters<br>• Conducting evacuation training and drills<br>• Conduct training with staff working at heights<br>• Training parks personnel on pest control | • Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters<br>• Conducting evacuation training and drills<br>• Conduct training with staff working at heights<br>• Training parks personnel on pest control | • Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters<br>• Conducting evacuation training and drills<br>• Conduct training with staff working at heights<br>• Training parks personnel on pest control<br>• Establishment of a pest control unit | • Training Executive Managers, Divisional Managers and Supervisors, incident investigators and safety reps on OHS matters<br>• Conducting evacuation training and drills<br>• Conduct training with staff working at heights<br>• Training parks personnel on pest control |
| Training and Development | • To build and retain competent staff | • Review retention and succession policy and draft implementation plan<br>• Implement conditional study grants for employees<br>• Implement Mayoral bursary scheme<br>• Implementation of internship and learnership programme | • Implementation of internship and learnership programme<br>• Implement conditional study grants for employees<br>• Implement Mayoral bursary scheme<br>• All training interventions to keep the vision (building a city) in mind'<br>• Continuous refresher courses on automated systems<br>• Train staff to achieve employment equity targets<br>• Commence with Roll-out of MFMP to lower staff members | • Implementation of internship and learnership programme.<br>• Implement conditional study grants for employees<br>• Implement Mayoral bursary scheme<br>• All training interventions to keep the vision (building a city) in mind.<br>• Continuous refresher courses on automated systems<br>• Train staff to achieve employment equity targets<br>• Roll-out of MFMP to lower staff members | • Implementation of internship and learnership programme<br>• Implement conditional study grants for employees.<br>• Implement Mayoral bursary scheme<br>• All training interventions to keep the vision (building a city) in mind<br>• Continuous refresher courses on automated systems<br>• Train staff to achieve employment equity targets |

| PROGRAMMES / FOCUS AREAS | PROGRAMME OBJECTIVE | IMMEDIATE STRATEGIES (1-2 YRS) | SHORT TERM STRATEGIES (3-5 YRS) | MEDIUM TERM STRATEGIES (5-10 YRS) | LONG TERM STRATEGIES (10 YRS+) |
|---|---|---|---|---|---|
| Legal Services | • To minimise unwarranted litigation and litigation costs | • Conduct information dissemination workshops with all relevant officials every six months<br>• Monitoring the compliance to legislation by departments;<br>• To develop and implement control measures to ensure compliance<br>• Reduce litigation costs | • Conduct information dissemination workshops with all relevant officials every six months<br>• Monitoring the compliance to legislation by departments<br>• To develop and implement control measures to ensure compliance | • Monitoring the compliance to legislation by departments.<br>• To develop and implement control measures to ensure compliance<br>• Separating property management function from legal division<br>• Property resource legal | • Monitoring the compliance to legislation by departments<br>• To develop and implement control measures to ensure compliance<br>• Extension of legal services to all departments |
| By-laws | • To ensure that relevant by-laws are in place and updated as and when needed | • Identification of applicable by-laws in jurisdiction and development thereof<br>• Capacitate enforcement officers | • Identification of applicable by-laws in jurisdiction and development thereof<br>• Capacitate enforcement officers | • Identification of applicable by-laws in jurisdiction and development thereof<br>• Capacitate enforcement officers | • Identification of applicable by-laws in jurisdiction and development thereof<br>• Capacitate enforcement officers |
| Property Management | • To maintain a credible fixed asset register | • Facilitate name change on property deeds register<br>• Review and implement property management policy | • Acquisition of land for building a city | • Efficient management of municipal property | • Efficient management of municipal property |

In terms of Regulation 21 of 2014, Local Government: Regulations on appointment and conditions of employment of senior managers[1], focus should also be on applying the eight Batho Pele Principles[2].

The **Batho Pele** principles are as follows:

---

[1] Regulation 21 of 2014, Local Government: Regulations on appointment and conditions of employment of senior managers is available on: www.gpwonline.co.za

[2] **Batho Pele** Principles are available on: http://www.ipid.gov.za/about%20us/batho_pele.asp

**Consultation:**

There are many ways to consult users of services including conducting customer surveys, interviews with individual users, consultation with groups, and holding meetings with consumer representative bodies, NGOs and CBOs. Often, more than one method of consultation will be necessary to ensure comprehensiveness and representativeness. Consultation is a powerful tool that enriches and shapes government policies such as the Integrated Development Plans (IDPs) and its implementation in Local Government sphere.

**Setting service standards:**

This principle reinforces the need for benchmarks to constantly measure the extent to which citizens are satisfied with the service or products they receive from departments. It also plays a critical role in the development of service delivery improvement plans to ensure a better life for all South Africans. Citizens should be involved in the development of service standards.

Required are standards that are precise and measurable so that users can judge for themselves whether or not they are receiving what was promised. Some standards will cover processes, such as the length of time taken to authorise a housing claim, to issue a passport or identity document, or even to respond to letters.

To achieve the goal of making South Africa globally competitive, standards should be benchmarked (where applicable) against those used internationally, taking into account South Africa's current level of development.

**Increasing access:**

One of the prime aims of Batho Pele is to provide a framework for making decisions about delivering public services to the many South Africans who do not have access to them. Batho Pele also aims to rectify the inequalities in the distribution of existing services. Examples of initiatives by government to improve access to services include such platforms as the Gateway, Multi-Purpose Community Centres and Call Centres.

Access to information and services empowers citizens and creates value for money, quality services. It reduces unnecessary expenditure for the citizens.

**Ensuring courtesy:**

This goes beyond a polite smile, 'please' and 'thank you'. It requires service providers to empathize with the citizens and treat them with as much consideration and respect, as they would like for themselves.

The public service is committed to continuous, honest and transparent communication with the citizens. This involves communication of services, products, information and problems, which may hamper or delay the efficient delivery of services to promised standards. If applied properly, the principle will help demystify the negative perceptions that the citizens in general have about the attitude of the public servants.

## Providing information:

As a requirement, available information about services should be at the point of delivery, but for users who are far from the point of delivery, other arrangements will be needed. In line with the definition of customer in this document, managers and employees should regularly seek to make information about the organisation, and all other service delivery related matters available to fellow staff members.

## Openness and transparency:

A key aspect of openness and transparency is that the public should know more about the way national, provincial and local government institutions operate, how well they utilise the resources they consume, and who is in charge. It is anticipated that the public will take advantage of this principle and make suggestions for improvement of service delivery mechanisms, and to even make government employees accountable and responsible by raising queries with them.

## Redress:

This principle emphasises a need to identify quickly and accurately when services are falling below the promised standard and to have procedures in place to remedy the situation. This should be done at the individual transactional level with the public, as well as at the organisational level, in relation to the entire service delivery programme.

Public servants are encouraged to welcome complaints as an opportunity to improve service, and to deal with complaints so that weaknesses can be remedied quickly for the good of the citizen.

## Value for money:

Many improvements that the public would like to see often require no additional resources and can sometimes even reduce costs. Failure to give a member of the public a simple, satisfactory explanation to an enquiry may for example, result in an incorrectly completed application form, which will cost time to rectify.

3. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The indicators and targets for which the employee is responsible to achieve and report on follows:

| KPA | STRATEGIC OBJECTIVE | PROGRAMME / FOCUS AREA | ID | INDICATOR TITLE | METHOD OF CALCULATING | BASELINE | TARGET Q1 (JUL - SEPT) | TARGET Q2 (OCT - DEC) | TARGET Q3 (JAN - MAR) | TARGET Q4 (APR - JUN) |
|---|---|---|---|---|---|---|---|---|---|---|
| KPA5: Transformation and Organisational Development | Improve functionality, performance and professionalism | Human Resource Management | M 6 7 0 | Number of competency assessments conducted for Executive Managers in line with regulations | Count the Number of competency assessments conducted for Executive Managers in line with regulations | | Not applicable this quarter | 1 | 1 | 1 |
| KPA5: Transformation and Organisational Development | Improve functionality, performance and professionalism | Human Resource Management | M 7 5 5 | Number of people from employment equity groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan | Number of people from employment equity groups (the groups as identified in the approved employment equity plan) employed in the three highest levels of management in compliance with the municipality's approved employment equity plan | 29 | 29 | 30 | 31 | 31 |

12

| KPA | STRATEGIC OBJECTIVE | PROGRAMME / FOCUS AREA | ID | INDICATOR TITLE | METHOD OF CALCULATING | BASELINE | TARGET Q1 (JUL - SEPT) | TARGET Q2 (OCT - DEC) | TARGET Q3 (JAN - MAR) | TARGET Q4 (APR - JUN) |
|---|---|---|---|---|---|---|---|---|---|---|
| KPA5: Transformation and Organisational Development | Improve functionality, performance and professionalism | Labour Relations and EAP | M 5 7 3 | Number of EAP policies developed | Count the Number of EAP policies developed and approved by Council | | Not applicable this quarter | Not applicable this quarter | 1 | 1 |
| KPA5: Transformation and Organisational Development | Improve functionality, performance and professionalism | Labour Relations and EAP | M 6 7 8 | Number of LLF meetings held YTD | Count the Number of LLF meetings held YTD | 3 | | 5 | 7 | 10 |
| KPA5: Transformation and Organisational Development | Improve functionality, performance and professionalism | Labour Relations and EAP | M 6 7 2 | Employee Satisfaction rating | Calculate the overall employee satisfaction rating obtained from all completed employee satisfaction surveys received from employees | | Not applicable this quarter | Not applicable this quarter | 50% | 50% |
| KPA5: Transformation and Organisational Development | Improve functionality, performance and professionalism | Occupational Health and Safety | M 6 8 0 | Number of OHS audits conducted annually | Count the Number of OHS audits conducted annually | | Not applicable this quarter | Not applicable this quarter | 1 | 1 |
| KPA5: Transformation and Organisational Development | Improve functionality, performance and professionalism | Training and Development | M 6 8 7 | Number of interns employed | Count the Number of interns in the temporary employment of the municipality at time of review | 10 | | 10 | 10 | 10 |

| KPA | STRATEGIC OBJECTIVE | PROGRAMME / FOCUS AREA | ID | INDICATOR TITLE | METHOD OF CALCULATING | BASELINE | TARGET Q1 (JUL - SEPT) | TARGET Q2 (OCT - DEC) | TARGET Q3 (JAN - MAR) | TARGET Q4 (APR - JUN) |
|---|---|---|---|---|---|---|---|---|---|---|
| KPA5- Transformation and Organisational Development | Improve functionality, performance and professionalism | Training and Development | M 7 5 6 | Percentage municipality's budget actually spent on implementing its workplace skills plan | R-value municipality's (operating) budget actually spent YTD on implementing its workplace skills plan / R-value municipality's (operating) budget actually spent YTD as % | 2% | 0% | 0.5% | 0.5% | 1% |
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | By-laws | M 6 5 3 | Number of by-laws reviewed, approved by Council, public participation concluded and submitted for vetting and gazetting YTD | Count the Number of by-laws reviewed, approved by Council, public participation concluded and submitted for vetting and gazetting YTD | | Not applicable this quarter | Not applicable this quarter | Not applicable this quarter | 3 |
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | Governance and Administration | M 6 5 5 | Number of ordinary Council meetings held YTD | Count the Number of ordinary Council meetings held YTD | | 1 | 2 | 3 | 4 |

| KPA | STRATEGIC OBJECTIVE | PROGRAMME / FOCUS AREA | ID | INDICATOR TITLE | METHOD OF CALCULATING | BASELINE | TARGET Q1 (JUL. - SEPT) | TARGET Q2 (OCT - DEC) | TARGET Q3 (JAN - MAR) | TARGET Q4 (APR - JUN) |
|---|---|---|---|---|---|---|---|---|---|---|
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | Governance and Administration | M 6 5 6 | Number of delegation of powers and functions reviewed to be in line with Constitutional requirements | Count the Number of delegation of powers and functions reviewed to be in line with Constitutional requirements | | 1 | 1 | 1 | 1 |
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | IT and Support | M 1 3 5 | Number of ICT related policies and plans reviewed YTD | Count the Number of ICT related policies and plans reviewed YTD | 11 | Not applicable this quarter | Not applicable this quarter | 11 | 11 |
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | Legal Services | M 6 6 1 | Number of litigation cases against the municipality settled YTD / number of litigation cases against the municipality YTD as Percentage | Number of litigation cases against the municipality settled YTD / number of litigation cases against the municipality YTD as Percentage | | 20% | 20% | 20% | 20% |

## 4. DETAILED CAPITAL WORKS PLAN

The projects for which the employee is responsible to implement and report on follow:

| KPA | STRATEGIC OBJECTIVE | PROGRAMME / FOCUS AREA | PROJECT NAME | NO. | COMPLETION DATE (DD/MM/YY) | QUARTER 1 % PROG | QUARTER 1 ACTIVITY / MILESTONE | QUARTER 2 % PROG | QUARTER 2 ACTIVITY / MILESTONE | QUARTER 3 % PROG | QUARTER 3 ACTIVITY / MILESTONE | QUARTER 4 % PROG | QUARTER 4 ACTIVITY / MILESTONE |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | Governance and Administration | 2 x Vacuum Cleaners | P O 4 | 31.12/2014 | 10% | Procurement process - quotations | 100% | Purchasing and delivery of 2 vacuum cleaners | 100% | Purchasing and delivery of 2 vacuum cleaners | 100% | Purchasing and delivery of 2 vacuum cleaners |
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | Governance and Administration | 1 x Locker for Cleaner | P O 5 | 31.12/2014 | 10% | Procurement process - quotations | 100% | Purchasing, delivery and installation of locker for cleaner | 100% | Purchasing, delivery and installation of locker for cleaner | 100% | Purchasing, delivery and installation of locker for cleaner |
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | Governance and Administration | 2 Big Screens (tv) | P O 6 | 31.12/2014 | 10% | Procurement process - quotations | 100% | Purchasing, delivery and installation of 2 big screen televisions | 100% | Purchasing, delivery and installation of 2 big screen televisions | 100% | Purchasing, delivery and installation of 2 big screen televisions |
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | Governance and Administration | Glue binder for Agendas | P O 7 | 31.12/2014 | 10% | Procurement process - quotations | 100% | Purchasing and delivery of glue binder for agendas | 100% | Purchasing and delivery of glue binder for agendas | 100% | Purchasing and delivery of glue binder for agendas |

| KPA | STRATEGIC OBJECTIVE | PROGRAMME / FOCUS AREA | PROJECT NAME | NO | COMPLETION DATE (DD/MM/YY) | QUARTER 1 | | QUARTER 2 | | QUARTER 3 | | QUARTER 4 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | % PROG | ACTIVITY / MILESTONE | % PROG | ACTIVITY / MILESTONE | % PROG | ACTIVITY / MILESTONE | % PROG | ACTIVITY / MILESTONE |
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | Governance and Administration | Construction of Safe | P08 | 30/06/2015 | 0% | Not applicable this quarter | 10% | Advertise for Construction and Appointment of Contractors. | 50% | Construction of safe | 100% | Construction of safe and completion |
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | IT and Support | Hardware (Printers, Computers, scanners and laptops) | P09 | 31/12/2014 | 10% | Develop specifications and advertise | 100% | Purchased and delivery | 100% | Purchased and delivery | 100% | Purchased and delivery |
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | IT and Support | Antivirus Renewal | P010 | 31/03/2015 | 0% | Not applicable this quarter | 0% | Not applicable this quarter | 100% | Renewal of antivirus software | 100% | Renewal of antivirus software |
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | IT and Support | Server room upgrade(UPS & Biometrics) | P011 | 31/12/2014 | 10% | Develop specifications and advertise | 30% | Procurement processes | 100% | Installation | 100% | Installation |
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | IT and Support | Microsoft Licenses | P012 | 31/12/2014 | 10% | Procurement processes | 100% | Acquire more MS Office licenses | 100% | Acquire more MS Office licenses | 100% | Acquire more MS Office licenses |

| KPA | STRATEGIC OBJECTIVE | PROGRAMME / FOCUS AREA | PROJECT NAME | NO. | COMPLETION DATE (DD/MM/YY) | QUARTER 1 | | QUARTER 2 | | QUARTER 3 | | QUARTER 4 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | % PROG | ACTIVITY / MILESTONE | % PROG | ACTIVITY / MILESTONE | % PROG | ACTIVITY / MILESTONE | % PROG | ACTIVITY / MILESTONE |
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | IT and Support | Microsoft Software Assurance renewal | P13 | 31/12/2014 | 100% | Renew licenses with Microsoft partners | 100% | Renew licenses with Microsoft partners | 100% | Renew licenses with Microsoft partners | 100% | Renew licenses with Microsoft partners |
| KPA6: Good Governance and Public Participation | Responsible, accountable, effective and efficient corporate governance | Legal Services | Office Furniture | P14 | 30/06/2015 | 0% | Not applicable this quarter | 10% | Procurement process - quotations | 100% | Purchasing and delivery of office furniture for legal office | 100% | Purchasing and delivery of office furniture for legal office |

## 5. COMPETENCIES

According to the leading and core competencies as prescribed by Regulation 21 of 2014 the employee should conform to and will be assessed and evaluated against the following:

| Competencies | Components | Competency Definition | Weighting % (total 100%) |
|---|---|---|---|
| **Leading competencies** | | | |
| Strategic Direction and Leadership | • Impact and Influence<br>• Institutional Performance Management<br>• Strategic Planning and Management<br>• Organisational Awareness | Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate | 10% |
| People Management | • Human Capital Planning and Development<br>• Diversity Management<br>• Employee Relations Management<br>• Negotiation and dispute Management | Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives | 10% |
| Programme and Project Management | • Programme and Project Planning and Implementation<br>• Service Delivery Management<br>• Programme and Project Monitoring and Evaluation | Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives | 10% |
| Financial Management | • Budget Planning and Execution<br>• Financial Strategy and Delivery<br>• Financial Reporting and Monitoring | Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner | 10% |
| Change Leadership | • Change Vision and Strategy<br>• Process Design and improvement<br>• Change Impact Monitoring and Evaluation | Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community | 10% |

| Competencies | Components | Competency Definition | Weighting % (total 100%) |
|---|---|---|---|
| Governance Leadership | • Policy Formulation<br>• Risk and Compliance management<br>• Cooperative Governance | Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships | 10% |
| **Core Competencies** | | | |
| Moral competence | | Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence | 5% |
| Planning and Organising | | Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk | 10% |
| Analysis and Innovation | | Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives | 10% |
| Knowledge and Information Management | | Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government | 5% |
| Communication | | Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders | 5% |
| Results and Quality Focus | | Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives | 5% |

More details related to each competency is attached as Annexure A1 to this plan.

## 6. SUMMARY SCORECARD

In terms of Regulation 805 of 2006, the employee will be scored on a ratio of 80% for key performance areas (KPAs) and 20% for competency requirements. It is also required that the KPAs relevant to the employees functions also be weighted in terms of importance out of a total of 100%, contributing to the 80% contribution to KPAs. It is also necessary to allocate weightings amongst KPIs and projects where relevant. A summary of the total weightings are indicated below:

| POSITION OUTCOMES/OUTPUTS | KPA WEIGHTINGS | KPI / PROJECT WEIGHTING | | ASSESS WEIGHTING |
|---|---|---|---|---|
| **Key Performance Areas** | | | | 80% |
| Spatial Rationale | N/A | KPI's | N/A | |
| Service Delivery and Infrastructure | N/A | KPI's | N/A | |
| Financial Viability | N/A | KPI's | N/A | |
| Local Economic Development | N/A | KPI's | N/A | |
| Transformation and Organisational Development | 40% | KPI's | 100% | |
| Good Governance and Public Participation | 60% | KPI's | 90% | |
| | | Projects | 10% | |
| **Total** | 100% | | | |
| **Competency Requirements** | | | | 20% |

21

## 7. RATING SCALES

The assessment of the performance of the Employee will be based on the following rating scale for KPAs and Competencies:

| Level | Terminology | Description |
|---|---|---|
| 5 | Outstanding performance | Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year. |
| 4 | Performance significantly above expectations | Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year. |
| 3 | Fully effective | Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan. |
| 2 | Performance not fully effective | Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan. |
| 1 | Unacceptable performance | Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement. |

## 8. PERFORMANCE ASSESSMENT PROCESS

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Assessment:

1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.

1.2. Actual performance against the targets will be captured in preparation for the assessments.

1.3. Scores of 1-5 will be calculated based upon the progress against targets.

1.4. KPI's and targets are audited before assessment date and their findings must accompany the Performance Plans.

1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.

2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.

3. The process for determining Employee ratings are as follows:

3.1. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.

3.2. The employee to motivate for higher ratings where applicable.

3.3. The panel to rate the employee's core competency requirements on the 5 point scale. Decimal places can be used.

3.4. The panel scores are averaged to derive at a total score per KPI / Activity / Competencies. Overall scores are calculated by taking weightings into account where applicable.

3.5. The final KPA's rating will account for 80% of the final assessment total. The Competencies are to account for 20% of the final assessment total.

4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating:

| % Score: | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
|  | 0-66 | 67-99 | 100-132 | 133-166 | 167 |

5. The assessment rating calculator is used to calculate the overall % score for performance.

6. Annual performance evaluation to determine the final ratings and scores as well as recommend performance bonuses will be conducted by the appropriate panel as constituted by Regulation 805 of 2006.

7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all-inclusive remuneration package as indicated in table below:

| % Rating Over Performance | % Bonus |
|---|---|
| 130-149% | 5-9% |
| 150% and above | 10-14% |

8. The Personal Development Plan (PDP) can be reviewed after the performance evaluation had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.

9. The results of the annual performance evaluation will be submitted to the performance audit committee for final approval of the assessment/s /evaluations.

10. Performance bonus, based upon the annual evaluation, will be subject to approval by Council.

11. The performance evaluation results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the Province.

## 9. APPROVAL

The process followed ensures individual alignment to the strategic intent of the institution and gives clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

| Undertaking of the employer | Undertaking of the employee |
|---|---|
| On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan. | I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan. |
| Signed and accepted on behalf of Council: | Signed and accepted by the Employee: |
| DATE: | DATE: 30/07/2014 |

## ANNEXURE A2 – COMPETENCY DETAILS

The required achievement levels in terms of Regulation 21 of 2014 are as follows:

| Competencies | Basic | Competent | Advanced | Superior |
|---|---|---|---|---|
| **Leading competencies** | | | | |
| Strategic Direction and Leadership | • Understand institutional and departmental strategic objectives, but lacks the ability to inspire other to achieve set mandate • Describe how specific tasks link to institutional strategies but has limited influence in directing strategy •Has a basic understanding of institutional performance management but lacks the ability to integrate systems into a collective whole •Demonstrate a basic understanding of key decision-makers | • Give direction to a team in realising the institution's strategic mandate and set objectives • Has a positive impact and influence on the morale, engagement and participation of team members • Develop action plans to execute and guide strategy implementation • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays an awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work | • Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow strategic direction and deal with complex situations •Guide the institution through complex situations and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances | • Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework • Hold self accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships •Create an environment that facilitates loyalty and innovation • Display a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance management •Uses understanding of competing interests to manoeuvre successfully to a win/win outcome |

| Competencies | Basic | Competent | Advanced | Superior |
|---|---|---|---|---|
| People Management | • Participate in team goal-setting and problem-solving• Interact and collaborate with people of diverse backgrounds• Aware of guidelines for employee development, but requires support in implementing development initiatives | • Seek opportunities to increase team contribution and responsibility• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach• Effectively delegate tasks and empower others to increase contribution and execute functions optimally• Apply relevant employee legislation fairly and consistently• Facilitate team goal-setting and problem-solving• Effectively identify capacity requirements to fulfil the strategic mandate | • Identify ineffective team and work processes and recommend remedial interventions• Recognise and reward effective and desired behaviour• Provide mentoring and guidance to others in order to increase personal effectiveness• Identify development and learning needs within the **tam**• Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism• Inspire a culture of performance excellence by giving positive and constructive feedback to the team• Achieve agreement or consensus in adversarial environments• Lead and unite diverse teams across divisions to achieve institutional objectives | • Develop and incorporate best practice people management processes, approaches and tools across the institution• Foster a culture of discipline, responsibility and accountability•Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution•Develop comprehensive integrated strategies and approaches to human capital development and management• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management |

| Competencies | Basic | Competent | Advanced | Superior |
|---|---|---|---|---|
| Programme and Project Management | • Initiate projects after approval from higher authorities• Understand procedures of programme and project management methodology, implications and stakeholder involvement• Understand the rational of projects in relation to the institution's strategic objectives• Document and communicate factors and risk associated with own work• Use results and approaches of successful project implementation as guide | • Establish broad stakeholder involvement and communicate the project status and key milestones• Define the roles and responsibilities of the project team and create clarity around expectations• Find a balance between project deadline and the quality of deliverables• Identify appropriate project resources to facilitate the effective completion of the deliverables• Comply with statutory requirements and apply policies in a consistent manner • monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation | • Manage multiple programmes and balance priorities and conflicts according to institutional goals• Apply effective risk management strategies through impact assessment and resource requirements• Modify project scope and budget when required without compromising the quality and objectives of the project• Involve top-level authorities and relevant stakeholders in seeking project buy-in• Identify and apply contemporary project management methodology• Influence and motivate project team to deliver exceptional results• Monitor policy implementation and apply procedures to manage risks | • Understand and conceptualise the long-term implications of desired project outcomes• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives• Consider and initiate projects that focus on achievement of the long-term objectives• Influence people in positions of authority to implement outcomes of projects• Lead and direct translation of policy into workable action plans• Ensures that programmes are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed |

| Competencies | Basic | Competent | Advanced | Superior |
|---|---|---|---|---|
| Financial Management | • Understand basic financial concepts and methods as they relate to institutional processes and activities• display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems• Understand the importance of financial accountability• Understand the importance of asset control | • Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate• Assess, identify and manage financial risks• Assume a cost-saving approval to financial management• Prepare financial reports based on specified formats• Consider and understand the financial implications of decisions and suggestions• Ensure that delegation and instructions are required by National Treasury guidelines are reviewed and updated• Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget | • Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility• Prepare budgets that are aligned to the strategic objectives of the institution•Address complex budgeting and financial management concerns• Put systems and processes in place to enhance the quality and integrity of financial management practices•Advise on policies and procedures regarding asset control• Promote National Treasury's regulatory framework for Financial Management | • Develop planning tools to assist in evaluating and monitoring future expenditure trends• Set budget frameworks for the institution• Set strategic direction for the institution on expenditure and other financial processes• Build and nurture partnerships to improve financial management and achieve financial savings• Actively identify and implement new methods to improve asset control• Display professionalism in dealing with financial data and processes |

| Competencies | Basic | Competent | Advanced | Superior |
|---|---|---|---|---|
| Change Leadership | • Display an awareness of change interventions, and the benefits of transformation initiatives• Able to identify basic needs for change• Identify gaps between the current and desired state• identify potential risk and challenges to transformation, including resistance to change factors•Participate in change programmes and piloting change interventions• Understand the impact of change interventions on the institution within the broader scope of local government | • Perform an analysis of the change impact on the social, political and economic environment• Maintain calm and focus during change• Able to assist team members during change and keep them focused on the deliverables• Volunteer to lead change efforts outside of own work team• Able to gain buy-in and approval for change from relevant stakeholders• Identify change readiness levels and assist in resolving resistance to change factors• Design change interventions that are aligned with the institution's strategic objectives and goals | • Actively monitor change impact and results and convey progress to relevant stakeholders• Secure buy-in and sponsorship for change initiatives• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness• Build an nurture relationships with various stakeholders to establish strategic alliance in facilitating change• Take and lead in impactful change programmes• Benchmark change interventions against best change practices• Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation• Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation | • Sponsor change agents and create a network of change leaders who support the interventions• Actively adapt current structures and processes to incorporate the change interventions• Mentor and guide team members on the effects of change, resistance factors and how to integrate change•Motivate and inspire others around change initiatives |

30

| Competencies | Basic | Competent | Advanced | Superior |
|---|---|---|---|---|
| Governance Leadership | • Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements•Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders•Provide input into policy formulation | • Display a thorough understanding of governance and risk and compliance factors and implement plans to address these• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution•Actively drive policy formulation within the institution to ensure the achievement of objectives | Able to link risk initiative into key institutional objectives and drivers• Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives• Demonstrate a thorough understanding of risk retention plans• Identify and implement comprehensive risk management systems and processes• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement | • Demonstrate a high level of commitment in complying with governance requirements• implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework•Able to advise Local Government on risk management strategies, best practice interventions and compliance management• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government• Able to shape, direct and drive the formulation of policies on a macro level |

| Competencies | Basic | Competent | Advanced | Superior |
|---|---|---|---|---|
| **Core Competencies** | | | | |
| Moral competence | • Realise the impact of acting with integrity, but requires guidance and development in implementing principles• follow the basic rules and regulations of the institution• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent | • Conduct self in alignment with the values of Local Government and the institution• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver• Actively report fraudulent activity and corruption within local government• Understand and honour the confidential nature of matters without seeking personal gain• Able to deal with situations of conflict of interest promptly and in the best interest of local government | • Identify, develop, and apply measures of self-correction• Able to gain trust and respect through aligning actions with commitments•Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders• Present values, beliefs and ideas that are congruent with the institution's rules and regulations• Takes an active stance against corruption and dishonesty when noted• Actively promote the value of the institution to internal and external stakeholders• Able to work in unity with a team and not seek personal gain• Apply universal moral principles consistently to achieve moral decisions | • Create an environment conducive of moral practices• Actively develop and implement measures to combat fraud and corruption• Set integrity standards and shared accountability measures across the institution to support the objectives of local government• Take responsibility for own actions and decisions, even if the consequences are unfavourable |

| Competencies | Basic | Competent | Advanced | Superior |
|---|---|---|---|---|
| Planning and Organising | • Able to follow basic plans and organise tasks around set objectives• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans• Able to follow existing plans and ensure that objectives are met• Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation | • Actively and appropriately organise information and resources required for a task•Recognise the urgency and importance of tasks• Balance short and long-term plans and goals and incorporate into the team's performance objectives• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources• Measures progress and monitor performance results | • Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation• Identify in advance required stages and actions to complete tasks and projects• Schedule realistic timelines, objectives and milestones for tasks and projects• Produce clear, detailed and comprehensive plans to achieve institutional objectives• Identify possible risk factors and design and implement appropriate contingency plans• Adapt plans in light of changing circumstances• Prioritise tasks and projects according to their relevant urgency and importance | • Focus on broad strategies and initiatives when developing plans and actions• Able to project and forecast short, medium and long term requirements of the institution and local government• Translate policy into relevant projects to facilitate the achievement of the institutional objectives |

| Competencies | Basic | Competent | Advanced | Superior |
|---|---|---|---|---|
| Analysis and Innovation | • Understand the basic operation of analysis, but lack detail and thoroughness• Able to balance independent analysis with requesting assistance from others• Recommend new ways to perform tasks within own function• Propose simple remedial interventions that marginally challenges the status quo• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking | • Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations• Demonstrate objectivity, insight, and thoroughness when analysing problems• Able to break down complex problems into manageable parts and identify solutions• Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders• Continuously identify opportunities to enhance internal processes• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention | • Coaches team members on analytical and innovative approaches and techniques• Engage with appropriate individuals in analysing and resolving complex problems• Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution• Able to gain approval and buy-in for proposed interventions from relevant stakeholders• Identify trends and best practices in process and service delivery and propose institutional application• Continuously engage in research to identify client needs | • Demonstrate complex analytical and problem solving approaches and techniques• Create an environment conducive to analytical and fact-based problem-solving• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence• Create an environment that fosters innovative thinking and follows a learning organisation approach• Be a thought leader on innovative customer service delivery, and process optimisation• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences |

| Competencies | Basic | Competent | Advanced | Superior |
|---|---|---|---|---|
| Knowledge and Information Management | • Collect, categorise and track relevant information required for specific tasks and projects• Analyse and interpret information from various sources and use information effectively to influence decisions and provide solutions• Seek new sources of information to increase the knowledge base• Regularly share information and knowledge with internal stakeholders and team members | • Use appropriate information systems and technology to manage institutional knowledge and information sharing• Evaluate data processes to meet future knowledge management needs• Share and promote best-practice knowledge management across various institutions• Establish accurate measures and monitoring systems for knowledge and information management• Create a culture conducive of learning and knowledge sharing• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches | • Effectively predict future information and knowledge management requirements and share knowledge and information• Establish partnerships across local government to facilitate knowledge management• Actively create mechanisms and structures for sharing of information• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency | • Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information• demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach• Recognise and exploit knowledge points in interactions with internal and external stakeholders | |

| Competencies | Basic | Competent | Advanced | Superior |
|---|---|---|---|---|
| Communication | • Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools• Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration• Disseminate and convey information and knowledge adequately | • Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs• Adapt communication content and style to suit the audience and facilitate optimal information transfer• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders• Compile clear, focused, concise and well-structured written documents | • Effectively communicate high-risk and sensitive matters to relevant stakeholders• Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues• Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution• Able to communicate with the media with high levels of moral competence and discipline | • Regarded as a specialist in negotiations and representing the institution• Able to inspire and motivate others through positive communication that is impactful and relevant• |

| Competencies | Basic | Competent | Advanced | Superior |
|---|---|---|---|---|
| Results and Quality Focus | • Understand quality of work but requires guidance in attending to important matters• Show a basic commitment to achieving the correct results• Produce the minimum level of results required in the role• Produce outcomes that is of a good standard• Focus on the quantity of output but requires development in incorporating the quality of work• Produce quality work in general circumstances, but fails to meet expectation when under pressure | • Focus on high-priority actions and does not become distracted by lower-priority activities • Display firm commitment and pride in achieving the correct results• Set quality standards and design processes and tasks around achieving set standards• Produce output of high quality • Able to balance the quantity and quality of results in order to achieve objectives• Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed | • Consistently verify own standards and outcomes to ensure quality output• Focus on the end result and avoids being distracted• Demonstrate a determined and committed approach to achieving results and quality standards• Follow task and projects through to completion• Set challenging goals and objectives to self and team and display commitment to achieving expectations• Maintain a focus on quality outputs when placed under pressure• Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution | • Coach and guide others to exceed quality standards and results• Develop challenging, client-focused goals and sets high standards for personal performance• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required• Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations• Take appropriate risks to accomplish goals• Overcome setbacks and adjust action plans to realise goals• Focus people on critical activities that yield a high impact |