

Annexure A Performance Plan Greater Letaba Municipality



01-07-2019 to 30-06-2020

Name: Dr. M. B.letsosalo
Position: Director Corporate Services
Accountable to: Municipal Manager
Plan Period: 01/07/2019 – 30/06/2020
(Employment Contract supersedes this performance plan)

The main parts of this performance plan are:

1. Performance Plan Overview
2. Strategy Map
3. A statement about the purpose of the position
4. A performance scorecard per key performance area (KPI's), IDP Objectives, Performance Indicators (KPI's), Targets (quarterly), evidence required
5. A performance scorecard per key performance area (Projects), IDP Objectives, Projects/Initiatives, Quarterly Deliverables, Evidence required
6. Competencies
7. Approval of Personal Performance Plan
8. Summary Scorecard
9. Rating Scales
10. Assessment Process

Annexure A

PERFORMANCE PLAN

1. Purpose

The performance plan defines the Council's expectations of the Corporate Services Director performance agreement to which this document is attached and Section 56j) of the Municipal Systems Act.

2. Objects of Local Government

The following objects of local government will inform the Director's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development
- 3.2 Infrastructure Development and Service Delivery
- 3.3 Local Economic Development (LED)
- 3.4 Municipal Financial Viability and Management
- 3.5 Good Governance and Public Participation

4. Outcome 9

- 4.1. Implement a differentiated approach to municipal financing, planning and support
- 4.2. Improving access to basic services
- 4.3. Implementation of the Community Work Programme and Cooperative
- 4.4. Actions supportive of the human settlements outcome
- 4.5. Deepen democracy through a refined Ward Committee model
- 4.6. Administrative and financial capability

5. BSC Perspectives

The BSC Methodology was used for the development of the Performance Management System and the Perspectives will be indicated as:

- 5.1 Community
- 5.2 Financial
- 5.3 Institutional Processes
- 5.4 Learning and Growth

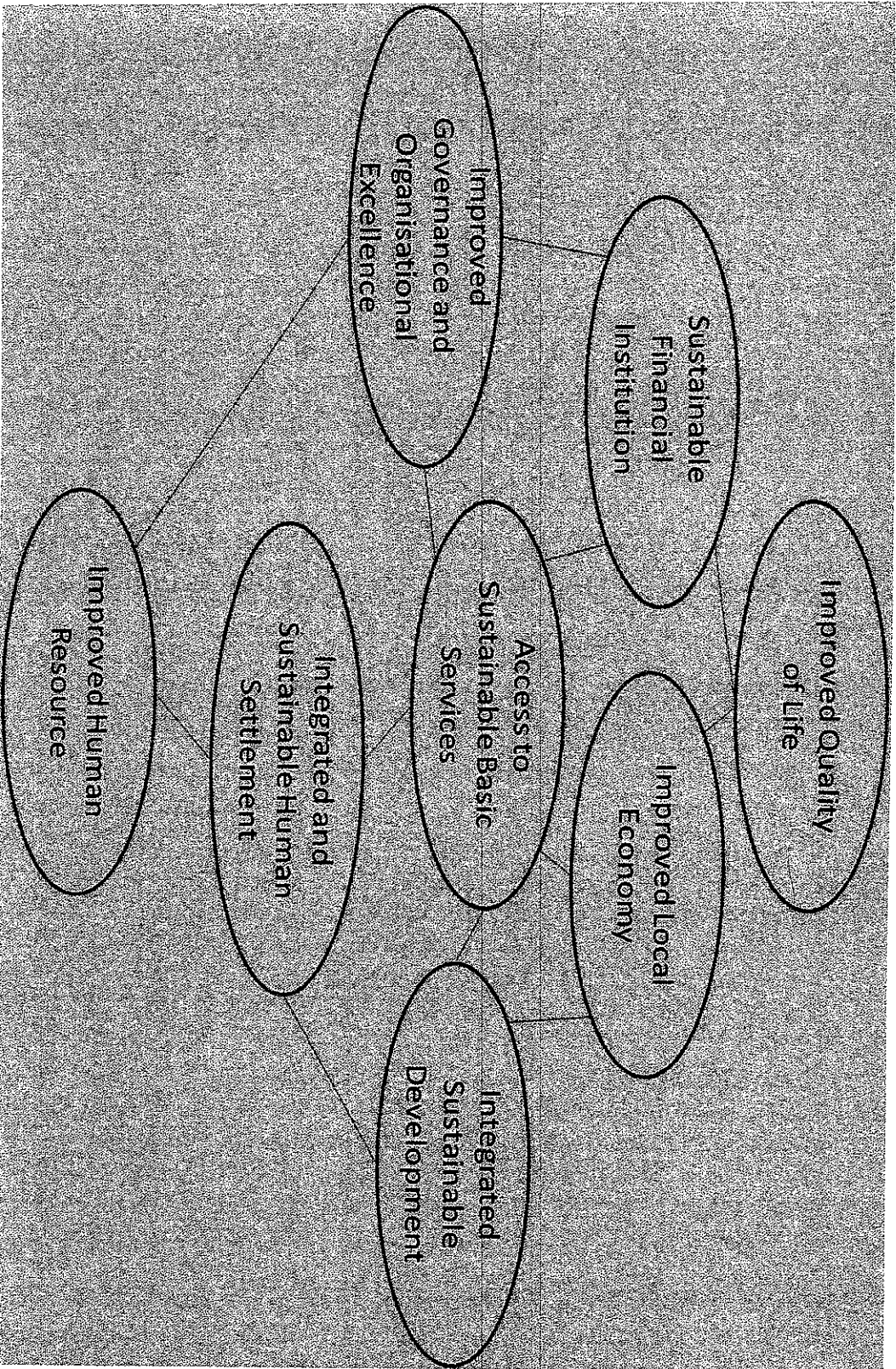
6. Strategic Objectives

The Key Performance Indicators are devised according to the IDP Institutional Outcomes to be achieved as depicted on the next page

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"To be the leading municipality in the delivery of quality services for the promotion for socio economic development"



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STRATEGIC VISION

To be the leading municipality in the delivery of quality services for the promotion for socio economic development

STRATEGIC MISSION

To ensure an effective, efficient and economically viable municipality through: • Provision of accountable, transparent and consultative government • Promotion of local economic development and poverty alleviation • Strengthening cooperative governance • Provision of sustainable and affordable services • Ensuring a safe and healthy environment

JOB PURPOSE

Position Goal

To become an employer of choice where best human capital can be attracted for customer orientated developmental local government; where innovative systems, processes, quality services and sound governance are practiced

Position Purpose

To lead and direct the Directorate in human resource, ICT, administrative and management of the municipality, efficient, effective and customer orientated services. To ensure that Council, Councillors and Ward Committees are supported in an effective and efficient manner
The Director Corporate Services is accountable and responsible for amongst others:

- The management of the Municipality's administration in accordance with Municipal legislation and other legislation applicable to the Municipality, including management, discipline and development of staff
- The administration and promulgation of the Municipality's by-laws and other legislation, including the implementation of National and Provincial directives, policies and legislation
- Rendering of swift and accurate administrative services with internal customer orientation
- The effective management and coordination of council
- The rendering of effective and efficient Information Communication Technology services to the municipal officials

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KEY PERFORMANCE INDICATORS
STRATEGIC PLAN 2019-2020
OPERATIONAL PLAN 2019-2020
PERFORMANCE PLAN 2019-2020

Strategic Objective	Municipal Programs	Measurable Objectives	Key Performance Indicators	Baseline/Spikes	Annual Target (09/2019)	Budget (2019/20)	Reporting Period (10/1/2019)	2nd Quarter (10/1/2019)	3rd Quarter (10/1/2019)	4th Quarter (10/1/2019)	Responsible Person	Starting Budget
Improved Governance and Organizational Excellence	Human Resource Management	To approve leave days within 3 days of application during the financial year	Leave forms approved within 3 days of application	New Indicator	Approved within 3 days of application	Operational	Approval Within 3 days of application	Approval Within 3 days of application	Approval Within 3 days of application	Approval Within 3 days of application	Director Corps	Approved leave forms
Improved Governance and Organizational Excellence	Performance management	To review Monthly performance by the department within the financial year	# of Departmental review meetings held per financial year	12 Departmental Meetings held per financial year	12 Departmental Meetings held per financial year	Operational	3 Departmental meetings held per quarter	3 Departmental meetings held per quarter	3 Departmental meetings held per quarter	3 Departmental meetings held per quarter	Director Corps	Agenda, Minutes & Attendance register
Improved Governance and Organizational Excellence	Performance management	To review Monthly performance by the Portfolio Committee within the financial year	# of Portfolio review meetings held per financial year	12 Portfolio meetings held per financial year	4 Portfolio meetings held per financial year	Operational	1 Portfolio meetings held per quarter	1 Portfolio meetings held per quarter	1 Portfolio meetings held per quarter	1 Portfolio meetings held per quarter	Director Corps	Agenda, Minutes & Attendance register
Improved Governance and Organizational Excellence	Human Resource Management	To ensure that the reviewed organizational structure is approved by council by 31 May 2020	Council approve the organizational structure	30-May-19	Council Approved Organizational structure by 31 May 2020	Operational	N/A	N/A	N/A	N/A	Director Corps	Council Approved Organizational structure by 31 May 2020
Improved Governance and Organizational Excellence	Human Resource Management	Reducing the vacancy rate within the financial year	# of vacant positions filled	positions filled	36 positions filled by 30 May 2020	Operational	6	12	18	N/A	Director Corps	Appointments
Improved Human Resources	OHS	To Manage and Implement Occupational Health & Safety recommendations within the financial year	% of OHS committee recommendations implemented within a financial year	60% of OHS Committee recommendations implemented per quarter	100% of OHS Committee recommendations implemented per quarter	Operational	100% of OHS Committee recommendations implemented per quarter	100% of OHS Committee recommendations implemented per quarter	100% of OHS Committee recommendations implemented per quarter	100% of OHS Committee recommendations implemented per quarter	Director Corps	Implementation register

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Improved Governance and Organisational Excellence	PMS	To Comply quarterly performance reports within 5 days in the new quarter	Submission of Performance information to PMS within 5 days of receipt	New Indicator	Submission of performance information within 5 days in the new quarter	Operational	Submission of Performance information to PMS within 5 days of receipt	Submission of Performance information to PMS within 5 days of receipt	Submission of Performance information to PMS within 5 days of receipt	Submission of Performance information to PMS within 5 days of receipt	Submission of Performance information to PMS within 5 days of receipt	Submission of Performance information to PMS within 5 days of receipt	Submission of Performance information to PMS within 5 days of receipt	Director Corps	Dated proof of submission
Improved Governance and Organisational Excellence	PMS	To ensure approval of the 2018/19 Annual Report by 30 January 2020	Submission of departmental information on 2018/19 Annual Report to PMS by 30 November 2019	New Indicator	2019/1/30	Operational	n/a	2019/1/30	n/a	n/a	n/a	n/a	Director Corps	Dated proof of submission to PMS	
Improved Governance and Organisational Excellence	PMS	To ensure approval of the Mid-Year report by 25 January 2020	Submission of departmental information on Mid-Year report to PMS by the 05th of January 2020	New Indicator	2020/01/05	Operational	n/a	n/a	2020/01/05	n/a	n/a	n/a	Director Corps	Dated proof of submission PMS	
Improved Governance and Organisational Excellence	PMS	To ensure that S54 & 56 Managers sign the performance agreements within 30 days after adoption of the final report	To Sign Performance Agreements by Senior Managers within 30 days of appointment	N/A	Performance Agreements signed by Senior Managers within 30 days after the appointment	Operational	Performance Agreements signed by Senior Managers within 30 days after the appointment	N/A	N/A	N/A	N/A	N/A	Director Corps	Signed Performance Agreements for Sec 54 & 56 Managers	
Improved Governance and Organisational Excellence	PMS	To ensure quarterly assessments for S54 & 56 Managers is conducted within 30 days after the end of the quarter.	# of individual performance assessments conducted for 2018/19 Mid year Individual assessment for Sec 54 & 56 Managers by 30 June 2020	1	1 individual performance assessments for 2018/19 financial year by 30 June 2020	Operational	N/A	N/A	1	N/A	N/A	N/A	Director Corps	Performance Assessment report	
Improved Governance and Organisational Excellence	Audit	To attain Clean Audit by ensuring compliance to all governance, financial management and reporting requirements by 30	% In AG queries resolved (2018/19) by 30 June 2020	65% AG queries resolved	100% Audit queries addressed	Operational	N/A	N/A	50% AG issues resolved	100% AG issues resolved	Director Corps	resolved and audited AG issues and POE's submitted			

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Improved Governance and Organisation Excellence	Internal Audit	To monitor implementation of internal audit action plan within a financial year	% of internal audit findings resolved (# of Internal Audit issues resolved / # of issues raised) by 30 June 2020	65% Internal Audit findings resolved	100% Internal audit findings resolved	Operational	25% Internal audit findings resolved	50% Internal audit findings resolved	75% Internal findings resolved	100% internal audit findings resolved	Director Corps	Proof of Internal Audit findings resolved
Improved Governance and Organisation Excellence	Risk Management	To ensure effective implementation of risk mitigations actions 30 June 2020	% of Risk issues resolved (# Risk issues implemented / resolved / # of risks identified) by 30 June 2020	67% of risk issues resolved	100% Risk issues resolved	Operational	25% Risk issues resolved	50% Risk issues resolved	75% Risk issues resolved	100% Risk issues resolved	Director Corps	Resolved Risk issues and POE submitted

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Vote Nr	Strategic Objective	Municipal Programme	Measurable Objectives	Performance Indicator title	KPI Unit of measure	Baseline / Status	Annual Target (2019/2019)	Budget 2019/20	1st Quarter (1 Jul-30 Sept 2019)	2nd Quarter (1 Oct-31 Dec 2019)	3rd Quarter (1 Jan-31 Mar 2020)	4th Quarter (1 Apr-30 Jun 2020)	Responsible Person	Evidence Required
OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES. OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORKS PROGRAMME														
KPA 2 : BASIC SERVICE DELIVERY INDICATORS														
	Improved Governance and Organisational Excellence	Public Participation	To promote accountability within the municipality	% of complaints resolved	Percentage (# of resolutions taken / # resolutions implemented)	100% of complaints resolved(# of complaints received / # of complaints attended)	100% of complaints resolved(# of complaints received / # of complaints attended)	Operation	100%	100%	100%	100%	Director Corps	Updated Complaints Management Register

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Vote Nr	Strategic Objective	Municipal Programme	Measurable Objectives	Performance Indicator title	KPI Unit of measure	Baseline / Status	Annual Target (30/06/2019)	Budget 2019/20	1st Quarter (1 Jul-30 Sept 2019)	2nd Quarter (1 Oct-31 Dec 2019)	3rd Quarter (1 Jan 31 Mar 2020)	4th Quarter (1 Apr-30 Jun 2020)	Responsible Person	Evidence required
KPA 4 MUNICIPAL FINANCIAL VIABILITY KEY PERFORMANCE INDICATORS OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY														
	Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the	% Operational and maintenance budget spent as approved by Council within the financial year	Percentage	New	100%	Operational	25%	50%	75%	100%	Director Corps	Financial reports
	Sustainable Financial Institution	Expenditure Management	To Manage overtime within the financial year	% of overtime funds spent not budgeted for	N/A	N/A	Operational	Operational	0%	0%	0%	0%	Director Corps	Finance report

Year/Strategic Objective	Programme	Measurable Objectives	Performance Indicator title	KPI Unit of measure	Baseline	Annual Target (30/06/2019)	Budget 2019/20	1st Quarter (1 Jul-30 Sept 2019)	2nd Quarter (1 Oct-31 Dec 2019)	3rd Quarter (1 Jan 31 Mar 2020)	4th Quarter (1 Apr-30 June 2020)	Responsible Person	Evidence required
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KPA 5 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION
KEY PERFORMANCE INDICATORS
OUTCOME 5 (OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL, OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY)

Improved Governance and Organisational Excellence	Council	To ensure functionality of Council committee within the financial year.	# of Council meetings held within the financial year	Number	12 Council meetings held	4	Operational	1	1	1	1	Director Corp	Agenda, Minutes & attendance register
Improved Governance and Organisational Excellence	Council	To ensure functionality of EXCO committee within the financial year.	# of EXCO meetings held within the financial year	Number	12 EXCO meetings held	4	Operational	1	1	1	1	Director Corp	Agenda, Minutes & attendance register
Improved Governance and Organisational Excellence	Human Resources	To ensure functionality of Council within the financial year.	# of LLF meetings held within the financial year	Number	13 LLF meetings held	12	Operational	3	3	3	3	Director Corp	Agenda, Minutes & attendance register
Improved Governance and Organisational Excellence	Labour Relations	To ensure functionality of Municipality within the financial year.	% in implementation of LLF resolutions within the financial year	Percentage (# of resolutions taken/ # of resolutions implemented).	100%	100%	Operational	100%	100%	100%	100%	Director Corps	Updated Resolutions register
Improved Governance and Organisational Excellence	Public Participation	To ensure public involvement in the IDP review within a financial year	# of IDP/Budget/ PMS REP Forum meetings held within the financial year	Number	5 IDP/Budget/ PMS REP Forum meetings	5	Operational	1	1	1	2	Director Corps	Agenda & Attendance register
Improved Governance and Organisational Excellence	Public Participation	To ensure public involvement in the IDP review within a financial year	# of IDP/Budget/ PMS Steering Committee meetings within the financial year	Number	5 IDP/Budget/ PMS Steering Committee meetings	5	Operational	1	1	1	2	Director Corps	Agenda & Attendance register
Improved Governance and Organisational Excellence	Public Participation	To ensure public involvement in Mayor's Imbizo within a financial year	# of quarterly Community feedback meetings held within a financial year	Number	4 Mayor's Imbizo attended	4	Operational	1	1	1	1	Director Corps	Agenda & Attendance register
Improved Governance and Organisational Excellence	Committees	To ensure functionality of Audit committee within a financial year	# of Audit Committee meetings held within the financial year	Number (Accumulative)	6 Audit Committee meetings attended	4	Operational	1	1	1	1	Director Corps	Agenda, Minutes & Attendance register
Improved Governance and Organisational Excellence	Risk	To ensure functionality of Risk committees within the financial year.	# of Risk Committee meetings attended per financial year	Number	2 Risk Committee meetings attended	3	Operational	1	1	1	1	Director Corps	Attendance register
Improved Governance and Organisational Excellence	Committees	To ensure functionality of Audit committee within a financial year	% of Audit and Performance Audit resolutions implemented within the financial year	Percentage	New	100% of Audit and Performance Audit Committee resolutions implemented	Operational	100%	100%	100%	100%	Director Corps	Audit Committee resolutions register

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2019/20 WARD INFORMATION FOR EXPENDITURE AND SERVICE DELIVERY / CAPITAL WORKS PLAN SUMMARY OF CAPITAL PROJECTS FOR THE YEAR

MUNICIPAL TRANSFORMATION

Region	Strategic Objective	Programme	Projects	Project Name	Start Date	Completion Date	Project Owner	Source of funding	Original Budget	1st Q Target	2nd Q Target	3rd Q Target	4th Q Target	Evidence required
Head office	Improved Governance and Organisational Excellence	Executive & Council	To purchase Microwave by 30 June 2020	Supply & delivery of Microwave	2019/07/01	2020/06/30	Director Corps	GLM	5 000	Develop Specifications and submit to SCM	SCM processes Finalised, Appointment of the	Appointment of service provider	Microwave purchased and delivered	Payment Certificate and delivery note/GRN
Head office	Improved Governance and Organisational Excellence	Information Technology	To purchase POE switches replacement by 30 June 2020	Supply & delivery of POE switches replacement	2019/07/01	2020/06/30	Director Corps	GLM	450 000	Develop Specifications and Submit to SCM	Finalised	Appointment of service provider	POE switches replacement purchased &	Payment Certificate and delivery note/GRN
Head office	Improved Governance and Organisational Excellence	Information Technology	To purchase 15* laptop replacement by 30 June 2020	Supply & delivery of 15* Laptops replacement	2019/07/01	2020/06/30	Director Corps	GLM	350 000	Develop Specifications and submit to SCM	Finalised	Appointment of service provider	15* Laptops replacement purchased &	Payment Certificate and delivery note/GRN
Head office	Improved Governance and Organisational Excellence	Information Technology	To purchase of 20* Desktop PC replacement by 30 June 2020	Supply & delivery of 20* Desktop PC replacement	2019/07/01	2020/06/30	Director Corps	GLM	250 000	Develop Specifications and submit to SCM	Finalised	Appointment of service provider	20* Desktop PC replacement purchased &	Payment Certificate and delivery note/GRN
Head office	Improved Governance and Organisational Excellence	Information Technology	To purchase & installation of Wifi Connection equipment by 30 June 2020	Supply & installation of Wifi Connection equipment	2019/07/01	2020/06/30	Director Corps	GLM	200 000	Develop Specifications and submit to SCM	Finalised	Appointment of service provider	Wifi Connection equipment supplied & installed	Delivery note/GRN and Payment Certificate
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase and install 2* mobile filling units by 30 June 2020	Supply & installation of 2* mobile filling units	2019/07/01	2020/06/30	Director Corps	GLM	200 000	Develop Specifications and submit to SCM	Finalised	Appointment of service provider	2* mobile filling units supplied & installed	Payment Certificate and delivery note/GRN
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase and install air conditioners (Kegapane old sub office facilities) & Modjadisi/loor registering authority by 30 June 2020	Supply and install air conditioners (Kegapane old sub office facilities) & Modjadisi/loor registering authority	2019/07/01	2020/06/30	Director Community Services	GLM	100 000	Develop Specifications and submit to SCM	Finalised	Appointment of service provider	Air conditioners (Kegapane old sub office facilities) & Modjadisi/loor registering authority supplied & installed	Delivery note/GRN and Payment Certificate
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase 20* Filling cabinets All sections (Community services) by 30 June 2020	Supply & delivery of 20* Filling cabinets All sections (Community services)	2019/07/01	2020/06/30	Director Corps	GLM	100 000	Develop Specifications and submit to SCM	Finalised	Appointment of service provider	20* Filling cabinets All sections (Community services) purchased & delivered	Payment Certificate and delivery note/GRN
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase of vehicle by 30 June 2020	Supply & delivery of vehicle	2019/07/01	2020/06/30	Director Corps	GLM	400 000	Develop Specifications and submit to SCM	Finalised	Appointment of service provider	Vehicle purchased & delivered	Payment Certificate and delivery note/GRN
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase of counter security baglar (registry) by 30 June 2020	Supply & delivery of Counter security baglar (registry)	2019/07/01	2020/06/30	Director Corps	GLM	30 000	Develop Specifications and submit to SCM	Finalised	Appointment of service provider	Counter & security baglar (registry) purchased &	Payment Certificate and delivery note/GRN
Head office	Improved Governance and Organisational Excellence	Disaster Management	To purchase of 3* torches by 30 June 2020	Supply & delivery of 3* Torches	2019/07/01	2020/06/30	Director Comm	GLM	10 000	Develop Specifications and submit to SCM	Finalised	Appointment of service provider	3* torches purchased & delivered	Payment Certificate and delivery note/GRN
Head office	Improved Governance and Organisational Excellence	Disaster Management	To purchase of Digital camera by 30 June 2020	Supply & delivery of digital camera	2019/07/01	2020/06/30	Director Comm	GLM	20 000	Develop Specifications and submit to SCM	Finalised	Appointment of service provider	Digital camera purchased & delivered	Payment Certificate and delivery note/GRN

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Competencies


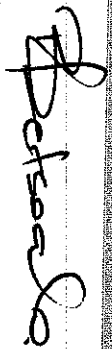
	Definitions	Weighting
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	10%
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	10%
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	10%
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	10%
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	5%
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	5%
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	10,0%
People and Diversity Management	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	10%
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practice	10%
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes	10,0%
Accountability and Ethical Conduct	Must be able to display and build the highest standard of ethical and moral conduct in order to promote confidence and trust in the municipality	10%
Section Total:		100%

* These Competencies are dependent on final promulgation of the Guidelines in terms of the Regulations

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Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give 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 workshoping 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/ superior	Undertaking of the employee
<p>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.</p> <p>Signed and accepted by the Supervisor on behalf of Council</p>	<p>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 herby confirm and accept the conditions to this plan.</p> <p>Signed and accepted by the Employee</p>
<p>DATE: </p>	<p>DATE: </p>
<p>DATE: 04 July 2019.</p>	<p>DATE: 04 July 2019.</p>

Summary Scorecard

Position Outcomes/Outputs	Assess	Weighting
Key Performance Areas		
Municipal Institutional Development and Transformation	100	80
Basic Service Delivery		5
Local Economic Development		0
Municipal Financial Viability and Management		10
Good Governance and Public Participation		5
Competencies		100
Strategic Capability and Leadership		10%
Programme and Project Management		10%
Financial Management		10%
Change Management		5%
Knowledge Management		5%
Service Delivery Innovation		10%
Problem Solving and Analysis		10%
People and Diversity Management		10%
Client Orientation and Customer Focus		10%
Communication		10%
Accountability and Ethical Conduct		10%
Overall Rating =		

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The assessment of the performance of the Employee will be based on the following

5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable Performance
<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>

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Performance Assessment Process

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

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 at least twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.
2	Progress 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	KPIs and targets are audited and copied to the Performance Plans before assessment date.
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 employee to motivate for higher ratings where applicable.
3.2	The panel to rate the achievement for the KPIs on a 5 point scale. Decimal places can be used.
3.3	The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
3.4	The panel scores are averaged to derive a total score per KPI/CCR. Overall scores are calculated by taking weightings into account where applicable.
3.5	The final KPI's rating will account for 80% of the final assessment total. The CCR's 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: 1 2 3 4 5
	% Score: 0-66 67-99 100-132 133-166 167
5	The assessment rating calculator is used to calculate the overall % score for performance.
6	The half-year assessment rating can be used in combination with the Annual Performance Assessment to derive a final Annual rating score.
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
	130-149%
	150% and above
	% Bonus
	5-9%
	10-14%
8	The Personal Development Plan (PDP) can be reviewed after the performance assessment 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 performance assessment will be submitted to the performance audit committee for final approval of the assessments.
10	The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.

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