

Annexure A Performance Plan

Greater Letaba Municipality



The **main parts** to 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 (KPIs), Weightings, Targets (quarterly), evidence required
5. A performance scorecard per Key Performance Area (Projects), IDP Objectives, Projects / Initiatives, Weightings, Quarterly Deliverables, Evidence required
6. Competencies
7. Approval of Personal Performance Plan
8. Summary Scorecard
9. Rating Scales
10. Assessment Process

NAME :MOGALE DIKGARI IGNATIUS
Position: Director Community Services
Accountable to: Municipal Manager
Plan Period: 01.07.2013 – 30.06.2014

PERFORMANCE PLAN

1. Purpose

The performance plan defines the Council's expectations of the Director Community Services 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 as reviewed annually.

2. Objects of Local Government

The following objects of local government will inform the Infrastructure Development and Planning 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 Supported
- 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

“To be an outstanding agro-processing and eco-cultural tourism hub”



STRATEGIC VISION
To be an outstanding agro-processing and eco-cultural tourism hub
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 ensure Greater Letaba to be an area where communities are healthy, literate and educated, experiencing road safety, where people's cultures are respected, where the environment and community is protected and sustained for positive investment and economic growth
Position Purpose
The Director Community Services is required to manage, lead and direct the Greater Letaba Municipality in environmental and social health, education and library services, arts, culture, sports and recreation, waste management, traffic control, licensing administration, safety security services and management of municipal facilities
The Director Community 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
∅ Through Environmental management, ensuring clean, safe and quality water, pollution free environment and the appropriate disposal of the dead and refuse
∅ Through Environmental Health Management, ensuring healthy and safe premises
∅ Co-ordination of Health programmes ensuring healthy communities, productive workforce and economic growth
∅ The promotion of Sports, Arts and Culture for purposes of wellness, preserved and diverse culture and a society with high morals
∅ The endorsement of literacy, economic growth, enrichment of minds, job security and safe schools
∅ The management of the disaster management section to ensure a safe and healthy environment for the community
∅ Facilitation of a crime free environment
∅ The implementing the municipality Integrated Development Plan (IDP) and responsible to the needs of the local community

COMM'S KPI											
Vote No	IDP Objective	%Obj Weighting	Programme	%Programe Weightin	Institutional KPI	Status 2013 / 2014	2013 / 2014 Quarterly Targets				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
KPA 1 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT KEY PERFORMANCE INDICATORS (5% weighting)											
OUTCOME NINE (OUTPUT 1: IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT, OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES)											
042	Improved Governance and Organisational Excellence	20	OPMS	100	Quarterly performance information completed and submitted to performance management office within one week of new quarter	100%	100%	100%	100%	100%	Dated quarterly calculators
042	Improved Human Resources	20	OHS	100	% of OHS committee recommendations implemented	100%	100%	100%	100%	100%	Implementation register
KPA 2 BASIC SERVICE DELIVERY KEY PERFORMANCE INDICATORS (60% weighting)											
OUTCOME NINE (OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES, OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME)											
034	Improved Quality of Life	60	Sports, Arts and Culture	20	# SAC initiatives participated / # SAC invitations received as %	100%	100%	100%	100%	100%	Reports
014	Improved Quality of Life		Libraries	20	% achievement on monthly library action plan	100%	100%	100%	100%	100%	Action plan
028	Improved Quality of Life		Traffic and Licensing	20	% achievement on monthly Traffic and Licensing action plan	100%	100%	100%	100%	100%	Action plan
028	Improved Quality of Life		Traffic and Licensing	20	% Compliance to K53 system to maintain B Grade	100%	100%	100%	100%	100%	Compliance checklist
028	Improved Quality of Life		Traffic and Licensing	20	% complaints regarding traffic and licensing attended to within one hour of receipt	100%	100%	100%	100%	100%	Compliance checklist
028	Improved Quality of Life		Traffic and Licensing	20	Total amount in rand value of traffic fines collected/number of traffic fines reduced & cancelled.	100%	100%	100%	100%	100%	Reports
028	Improved Quality of Life		Parks	20	Maintenance of parks and recreation areas.	100%	100%	100%	100%	100%	Maintenance Plan Reports
018	Access to Sustainable Basic Services	50	Disaster Management	30	% Disaster incidents reacted to within 1 Hour of reporting	100%	100%	100%	100%	100%	Reports

Vote No	IDP Objective	%Obj Weighting	Programme	%Programme Weighting	Institutional KPI	Status 2013 / 2014	2013 / 2014 Quarterly Targets				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
018	Access to Sustainable Basic Services		Cemeteries	30	% achievement on monthly cemeteries action plan	100%	100%	100%	100%	100%	Action plan
043	Access to Sustainable Basic Services		Basic Waste Removal	40	# of households with access to waste removal (both towns and rural)	100%	100%	100%	100%	100%	Waste management plan and reports
043	Access to Sustainable Basic Services	100	Capital Projects	40	% Capital projects completed within timelines	100%	100%	100%	100%	100%	Institutional Performance Reports
043	Access to Sustainable Basic Services	100	MIG	40	% Capital projects monitored quarterly.	100%	100%	100%	100%	100%	Monitoring Reports
043	Access to Sustainable Basic Services		Basic Waste Removal	40	% compliance to waste management plan	100%	100%	100%	100%	100%	Waste management plan and reports
KPA 4 MUNICIPAL FINANCIAL VIABILITY KEY PERFORMANCE INDICATORS (15% weighting)											
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY											
028	Sustainable Financial Institution	100	Expenditure Management	25	% capital budget spent as approved by accounting officer	100%	100%	100%	100%	100%	Financial statements
028	Sustainable Financial Institution		Expenditure Management	25	% operational budget spent as approved by accounting officer	100%	100%	100%	100%	100%	Financial statements
028	Sustainable Financial Institution		Expenditure Management	25	% overtime spent not budgeted for	0%	0%	0%	0%	0%	Financial statements
028	Sustainable Financial Institution		Asset Management	25	% variance on departmental inventory list	0%	0%	0%	0%	0%	Reports
KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION KEY PERFORMANCE INDICATORS (20% weighting)											
OUTCOME 9 (OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL, OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY)											
028	Improved Governance and Organisational Excellence	100	Forums	8.3	% functionality of transport forum	100%	100%	100%	100%	100%	Agenda, minutes, attendance register
028	Improved Governance and Organisational Excellence		IGR	8.3	% attendance of District IGR Forum	100%	100%	100%	100%	100%	Attendance register

Vote No	IDP Objective	%Obj Weighting	Programme	%Programme Weighting	Institutional KPI	Status 2013 / 2014	2013 / 2014 Quarterly Targets				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
028	Improved Governance and Organisational Excellence		IGR	8.3	% IGR Resolutions Implemented	100%	100%	100%	100%	100%	Reports
028	Improved Governance and Organisational Excellence		IGR	8.3	% Technical Committee resolutions implemented	100%	100%	100%	100%	100%	Reports
028	Improved Governance and Organisational Excellence		Portfolio Committees	8.3	% Health and Social Services Portfolio Committee recommendations referred to Exco	100%	100%	100%	100%	100%	Minutes
028	Improved Governance and Organisational Excellence		Portfolio Committees	8.3	% Community Services Portfolio Committee recommendations referred to Exco	100%	100%	100%	100%	100%	Minutes
034	Improved Governance and Organisational Excellence		Portfolio Committees	8.3	% Sports, Arts and Culture Portfolio Committee recommendations referred to Exco	100%	100%	100%	100%	100%	Minutes
018	Improved Governance and Organisational Excellence		Portfolio Committees	8.3	% Disaster, Risk and Security Portfolio Committee recommendations referred to Exco	100%	100%	100%	100%	100%	Minutes
028	Improved Governance and Organisational Excellence		Customer Relations Management	8.3	% complaints relevant to department addressed	100%	100%	100%	100%	100%	Register
028	Improved Governance and Organisational Excellence		Customer Relations Management	8.3	% Addressing of complaints within 7 working days.	100%	100%	100%	100%	100%	Complaints register

Vote No	IDP Objective	%Obj Weighting	Programme	%Programme Weighting	Institutional KPI	Status 2013 / 2014	2013 / 2014 Quarterly Targets				Evidence Required
							1st Q	2nd Q	3rd Q	4th Q	
028	Improved Governance and Organisational Excellence		Auditing	8.3	% audit queries addressed in terms of audit action plan	80%	n/a	n/a	n/a	100%	Reports
028	Improved Governance and Organisational Excellence		Auditing	8.3	% Implementation of internal audit recommendations	100%	100%	100%	100%	100%	Report
028	Improved Governance and Organisational Excellence		Risk register	8.3	% Addressing of risks related to the directorate as per risk register.	100%	100%	100%	100%	100%	Report
028	Improved Governance and Organisational Excellence		Council Management	8.3	% Council resolutions related to directorate implemented	100%	100%	100%	100%	100%	Reports
028	Improved Governance and Organisational Excellence		Security Services	8.3	Number of vandalism cases reported and resolved by security guards and municipal employees / number of incidents reported as a percentage	100%	100%	100%	100%	100%	Reports

COMM'S PROJECTS													
KPA 2 BASIC SERVICE DELIVERY PROJECTS (60% weighting)													
OUTCOME NINE (OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES, OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME)													
Vote No	Strategic Objective	%Obj Weighting	Programme	%Programme Weighting	Project Name	Total Budget 2013/2014	Planned start date	Planned completion date	Quarterly milestones - End Sept	Quarterly milestones - End Dec	Quarterly milestones - End Mar	Quarterly milestones - End June	Portfolio of Evidence
54	Access to Sustainable Basic Services	100	Sports and Recreation	10	Upgrading of the Ga-Kgapane Park - below civic centre	2 600 000.00	01/07/2013	30/03/2014	Specifications and advertisement for service providers	Appoint service provider and construction progress at 25% complete	Construction progress 100% complete	n/a	Specifications, advertisement, appointment letters and project report
39	Access to Sustainable Basic Services		Vehicle Licensing and Testing	10	Purchasing of Traffic signs	100 000.00	01/07/2013	31/12/2013	Specifications and advertisement for service providers	Appoint service provider and procurement of goods	n/a	n/a	Specifications, advertisement, appointment letters and project report
39	Access to Sustainable Basic Services		Vehicle Licensing and Testing	10	Purchasing of uniform for Traffic interns	100 000.00	01/07/2013	31/12/2013	Specifications and advertisement for service providers	Procurement of Traffic uniform (interns)	n/a	n/a	Specifications, advertisement, appointment letters and project report
34	Access to Sustainable Basic Services		Vehicle Licensing and Testing	10	Traffic bakkie	250 000.00	01/10/2013	31/03/2013	n/a	Develop specifications and submit to SCM	Appoint service provider and procurement of goods	n/a	Specifications, advertisement, appointment letters and project report
34	Access to Sustainable Basic Services		Vehicle Licensing and Testing	10	Traffic Sedan	250 000.00	01/10/2013	31/03/2013	n/a	Develop specifications and submit to SCM	Appoint service provider and procurement of goods	n/a	Specifications, advertisement, appointment letters and project report
34	Access to Sustainable Basic Services		Vehicle Licensing and Testing	10	Road marking machine	150 000.00	01/10/2013	31/03/2013	n/a	Develop specifications and submit to SCM	Appoint service provider and procurement of goods	n/a	Specifications, advertisement, appointment letters and project report
	Access to Sustainable Basic Services		Sports and Recreation	10	Library Versa Trolleys	50 000.00	01/07/2013	31/12/2013	Specifications and advertisement for service providers	Procurement of Versa Trolleys	n/a	n/a	Specifications, advertisement, appointment letters and project report

Vote No	Strategic Objective	%Obj Weighting	Programme	%Program me Weighting	Project Name	Total Budget 2013/2014	Planned start date	Planned completion date	Quarterly milestones - End Sept	Quarterly milestones - End Dec	Quarterly milestones - End Mar	Quarterly milestones - End June	Portfolio of Evidence
31	Access to Sustainable Basic Services		Sports and Recreation	10	Enhacement & beautification of town entrance	300 000.00	01/07/2013	30/03/2014	Obtain quotations from architectures and start with designs	advertisement for contractors	construction 100% complete	n/a	Specifications, advertisement, appointment letters and project report
31	Access to Sustainable Basic Services		Sports and Recreation	10	Oudoor gyms	1 500 000.00	01/10/2013	30/06/2014	n/a	Specifications and advertisement for service providers	Appoint service provider and construction progress at 25% complete	construction 100% complete	Specifications, advertisement, appointment letters and project report
34	Access to Sustainable Basic Services		Waste Management	10	Compactor	500 000.00	01/10/2013	31/03/2014	n/a	Specifications, advertisement and appointment of service provider	Appoint service provider and procurement of goods	n/a	Specifications, advertisement, appointment letters and project repoert
32	Access to Sustainable Basic Services		Waste Management	10	Transfer stations	1 800 000.00	01/07/2013	31/06/2014	Develop specifications and submit to SCM	Advertise for designs and appoint consultant	Appoint service provider and construction progress at 25% complete	Construction progress 100% complete	Specifications, advertisement, appointment letters and project repoert
32	Access to Sustainable Basic Services		Waste Management	10	Skip Bins	350 000.00	01/10/2013	30/03/2014	n/a	Develop specifications and submit to SCM	Appoint service provider and procurement of goods	n/a	Specifications, Advertisement, Evaluation, Adjudication, Appointment letter
34	Access to Sustainable Basic Services		Waste Management	10	Skip truck	900 000.00	01/10/2013	30/03/2014	n/a	Develop specifications and submit to SCM	Appoint service provider and procurement of goods	n/a	Specifications, Advertisement, Evaluation, Adjudication, Appointment letter

Vote No	Strategic Objective	%Obj Weighting	Programme	%Program me Weighting	Project Name	Total Budget 2013/2014	Planned start date	Planned completion date	Quarterly milestones - End Sept	Quarterly milestones - End Dec	Quarterly milestones - End Mar	Quarterly milestones - End June	Portfolio of Evidence
34	Access to Sustainable Basic Services		Waste Management	10	Landfill	10 000 000.00	01/01/2014	30/06/2014	n/a	n/a	Construction progress at 50%	Construction progress at 100%	Specifications, Advertisement, Evaluation, Adjudication, Appointment
34	Access to Sustainable Basic Services		Waste Management	10	Waste bakkie	250 000.00	01/10/2013	30/03/2014	n/a	Develop specifications and submit to SCM	Appoint service provider and procurement of goods	n/a	Specifications, Advertisement, Evaluation, Adjudication, Appointment letter
KPA 3 LOCAL ECONOMIC DEVELOPMENT (25% WEIGHTING)													
PROJECTS													
OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME													
22	Improved Local Economy		Environmental Programmes	10	Environmental Programmes	274 000.00	01/07/2013	30/06/2014	Coordinate and conduct environmental related events and campaigns (1 per quarter)	Coordinate and conduct environmental related events and campaigns (1 per quarter)	Coordinate and conduct environmental related events and campaigns (1 per quarter)	Coordinate and conduct environmental related events and campaigns (1 per quarter)	Specifications, Advertisement, Evaluation, Adjudication, Appointment letter
34	Improved Local Economy		Sports and Recreation	10	Rain making ceremony	100 000.00	01/07/2013	31/12/2013	Attend to preparatory meetings	Participate in the celebratory activities	n/a	n/a	Specifications, Advertisement, Evaluation, Adjudication, Appointment letter
34	Improved Local Economy		Sports and Recreation	10	Wolkberg Sports day	100 000.00	01/07/2013	31/03/2014	Development of Implementation plan	Advertisement to invite various sporting codes	Tournament held for various sporting codes	n/a	Specifications, Advertisement, Evaluation, Adjudication, Appointment letter
34	Improved Local Economy		Sports and Recreation	10	Sports Activities	300 000.00	01/07/2013	31/03/2014	Development of Implementation plan	Advertisement to invite various sporting codes	Tournament held for various sporting codes	n/a	Specifications, Advertisement, Evaluation, Adjudication, Appointment letter

Vote No	Strategic Objective	%Obj Weighting	Programme	%Programme Weighting	Project Name	Total Budget 2013/2014	Planned start date	Planned completion date	Quarterly milestones - End Sept	Quarterly milestones - End Dec	Quarterly milestones - End Mar	Quarterly milestones - End June	Portfolio of Evidence
34	Improved Local Economy		Sports and Recreation	10	Cultural Activities	100 000.00	01/07/2013	30/06/2014	n/a	Development of Implementation plan	Advertisement to invite cultural related groups	Event held for various cultural activities	Specifications, Advertisement, Evaluation, Adjudication, Appointment letter
34	Improved Local Economy		Sports and Recreation	10	Coral Music Competition	80 000.00	01/07/2013	31/03/2014	Develop implementation plan and advertisement to invite participants	Group stages competition	Final performance competition	n/a	Specifications, Advertisement, Evaluation, Adjudication, Appointment letter

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.	5%
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	5%
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	15%
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%
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	5%
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%
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	15%
Section Total:		100%
<i>* These Competencies are dependent on final promulgation of the Guidelines in terms of the Regulations</i>		

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 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 / superior

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 herby confirm and accept the conditions to this plan.

Signed and accepted by the Supervisor on behalf of Council:

Signed and accepted by the Employee:

DATE:

DATE:

Summary Scorecard

Position Outcomes/Outputs	Assess	Weighting	1st Assessment	2nd Assessment	Total Score	Comment
Key Performance Areas		100				
Municipal Institutional Development and Transformation		5				
Basic Service Delivery		60				
Local Economic Development		-				
Municipal Financial Viability and Management		15				
Good Governance and Public Participation		20				
Competencies		100				
Strategic Capability and Leadership		10%				
Programme and Project Management		10%				
Financial Management		5%				
Change Management		5%				
Knowledge Management		5%				
Service Delivery Innovation		15%				
Problem Solving and Analysis		10%				
People and Diversity Management		5%				
Client Orientation and Customer Focus		10%				
Communication		10%				
Accountability and Ethical Conduct		15%				
Overall Rating =						

rating scale for KPA's and CMCs:				
5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable 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.	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.	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.	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.	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.

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 a least 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. 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. KPI's 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 KPI's 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 at a total score per KPI /CCR. 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 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 at 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	% Bonus
130-149%	5-9%
150% and above	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 assessment/s.
10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.