

GREATER LETABA MUNICIPALITY

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

GREATER LETABA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

MRS. MF MANKGABE

AND

DR. MASILO DANIEL MOKOENA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2021 - 30 JUNE 2022

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Greater LETABA Municipality herein represented by Mrs. MF Mankgabe in her capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Dr. Masilo Daniel Mokoena as the 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 and outputs 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 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), the Departmental Business Plan 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 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

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LEADING COMPETENCIES	√	WEIGHT
Planning and Organising	√	5%
Analysis and Innovation		5%
Knowledge and Information Management	√	10%
Communication	√	5%
Results and Quality Focus		5%
Total percentage	-	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; and
 - 6.1.2 The intervals for the evaluation of the employees 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 agreed time frames in the Personal Development.
- 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 bi-annual and 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) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR 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 CCR (see Table 3 below).
- (c) This rating should be multiplied by the weighting given to each CCR 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 CR score.



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consistently• Facilitate team goal- setting and problem-solving• Effectively identify capacity requirements to fulfil the strategic mandate • Initiate projects after approval • Establish broad stakeholder involvement and communicate the			employee legislation fairly and	of performance excellence by giving positive and	integrated strategies and approaches to
setting and problem-solving agreement or consensus in adversarial environments Lead and unite diverse teams requirements to fulfil the strategic mandate Initiate projects after approval Initiate projects afte			consistently. Facilitate team goal-	constructive feedback to the team. Achieve	human capital development and
Effectively identify capacity requirements to fulfil the strategic across divisions to achieve institutional objectives mandate Initiate projects after approval Init			setting and problem-solving.	agreement or consensus in adversarial	management. Actively identify trends
Initiate projects after approval			Effectively identify capacity	environments. Lead and unite diverse teams	and predict capacity requirements to facilitate unified transition and
Initiate projects after approval Establish broad stakeholder Manage multiple programmes and balance Involvement and communicate the properties and conflicts according to institutional			mandate	•	performance management
	Programme and	 Initiate projects after approval 	Establish broad stakeholder	Manage multiple programmes and balance	Understand and conceptualise the



Competencies	Competencies Basic (2) Competent (3	Competent (3)	(Advanced) (4)	(Superior) (5)
	 Understand procedures of 	project status and key milestones	goals	outcomes
	programme and project	 Define the roles and 	 Apply effective risk management strategies 	 Direct a comprehensive strategic
	management methodology,	responsibilities of the project team	through impact assessment and resource	macro and micro analysis and scope
	implications and stakeholder	and create clarity around	requirements	projects accordingly to realise
	involvement	expectations	 Modify project scope and budget when required 	institutional objectives
	 Understand the rational of 	 Find a balance between project 	without compromising the quality and objectives	 Consider and initiate projects that
	projects in relation to the	deadline and the quality of	of the project	focus on achievement of the long-term
	institution's strategic objectives	deliverables	 Involve top-level authorities and relevant 	objectives
	 Document and communicate 	 Identify appropriate project 	stakeholders in seeking project buy-in	 Influence people in positions of
	factors and risk associated with	resources to facilitate the effective	 Identify and apply contemporary project 	authority to implement outcomes of
	own work	completion of the deliverables	management methodology	projects
	 Use results and approaches of 	 Comply with statutory 	 Influence and motivate project team to deliver 	 Lead and direct translation of policy
	successful project	requirements and apply policies in a	exceptional results	into workable action plans
	implementation as guide	consistent manner	 Monitor policy implementation and apply 	 Ensures that programmes are
		 monitor progress and use of 	procedures to manage risks	monitored to track progress and optimal
		resources and make needed		resource utilisation, and that
		adjustments to timelines, steps and		adjustments are made as needed
		resource allocation		
Financial	 Understand basic financial 	 Exhibit knowledge of general 	 Take active ownership of planning, budgeting, 	 Develop planning tools to assist in
Management	concepts and methods as they	financial concepts, planning,	and forecast processes and provides credible	evaluating and monitoring future
	relate to institutional processes	budgeting, and forecasting and how	answers to queries within own responsibility	expenditure trends
	and activities	liey illicitate	riepale budgets tilat ale aligned to tile	- Set budget il allieworks for the
	display awareness into the various sources of financial	 Assess, identity and manage financial risks 	strategic objectives of the institution	Set strategic direction for the institution
	various sources of illiancial	III di loro	radicas complex budgeting and interioral	oct attaction and the females
	data, reporting mechanisms,	Assume a cost-saving approval to	management concerns	on expenditure and other financial
	illidilcidi governance,	Illanda Illanayelleni	the systems and processes in place to enhance	Dill and and and and the
	processes and systems	Prepare financial reports based on	the quality and integrity of financial management	Build and nurture partnerships to
	• Olideistatid the importance of	specified ionifiats	practices	ilipiove ilianda ilianagement and
	Inderstand the importance of	• Consider and understand the	 Advise on policies and procedures regarding 	Actively identify and implement new
	asset control	and suggestions	Promote National Treasury's regulatory	methods to improve asset control
		Ensure that delegation and	framework for Financial Management	 Display professionalism in dealing with
		instructions are required by		financial data and processes
		reviewed and updated		
		Identify and implement proper		
		monitoring and evaluation practices		
		to ensure appropriate spending		
		against budget		
Governance	Display a basic awareness of	 Display a thorough understanding 	Able to link risk initiative into key institutional	Demonstrate a high level of
Leadership	risk, compliance and	of governance and risk and	objectives and drivers	commitment in complying with
	governance factors but require	compliance factors and implement	• identify, analyse and measure risk, create valid	governance requirements
	deligation and descriptions in	טומווט וט מעטו כסט וווכסכ	non lorocasio, and map non promos	The state of the s

implementing such requirements of conjectaive government but requires guidance on fostering which me institution to ensure the impact of acting with negrity, but requires guidance and development in understanding and reasoning with moral intent completensive of heat of palming and reasoning with moral intent completensive objectives. - Able to follow basic plans and comprehensive plans and goals and incorporate into the plants and goals and incorporate into the dealth and ensure that objectives are efficient use of fine and staylors and development in providing and responses of the institution of policies, identify and implement of mistures and provide recommendations of policies, identify and implement of misturation of policies, identify and implement of objectives. - Conduct self in alignment with the with integrity, but requires guidance and development in understanding and respect through aligning actins with commitments. - Able to openly admit own within local guidance and development in understanding and reasoning with moral intent or conflict of interest promptly and in provide injust the institution of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement of objectives. - Able to openly admit own mistakes and weaknesses and requilations. but requires guidance and development in understanding and reasoning with moral intent or conflict of interest promptly and in provide into the conflict of a task. - Able to follow basic plans and concription and development in providing electives are efficient use of time and resources of the able to deline institution and believes and mistake and projects.	Competencies	Competencies Basic (2) Competent (3	Competent (3)	(Advanced) (4)	(Superior) (5)
- Understand the structure of coperative government but requires guidance on tostering within the institution of the imputation of the institution		implementing such	Demonstrate understanding of the	Apply risk control methodology and approaches	compliance strategy to ensure
cooperative government but requires guidance on fostering workable relationships between workable requires stateholders. Pelencies **Provide input into policy dimition to ensure the stateholders with integrily, but requires guidance and development in understanding principles **Conduct self in alignment with the conflecings with implementation and provide recommendations for improvement and croed the institution within local students, but requires guidance and development in understanding and reasoning with moral intent and the process of plants and organising but requires guidance and the process of plants and congruence with the statement of the institution to internal and external stakeholders **Able to follow basic plants and organising but requires guidance and brought with a team and not seek objectives of the plants and comprehensive plants and ensure that objectives are purified for a task and pojects and propriate to some and resources for tasks and projects and some and resources for tasks and projects and development and many and propriate and team and resources for tasks and projects and dependent and many and propriate and team and resources for tasks and projects and dependent and many and provides and extendent seed in the part of the institution of policies, denied and comprehensive plants and extendent seed in the part and extendent providing deferred and comprehensive plants and extendent seed in the part and extendent provides and extendent projects and dependent and with performent and proverse and provides and extendent provides and extendent provides and exten		•Understand the structure of	optimising risk taking decisions	achievement of institutional objectives	achievement of institutional objectives
requires guidance on fostering workable relationships between workable relationships between stakeholders stakeholders. Provide input into policy formulation of formulation implement principles with integrity, but requires guidance and development in implementing principles with integrity, but requires guidance and development in understanding and reasoning with moral intent understanding and reasoning with moral intent organise tasks around set objectives are objectives and evelopment in providing development in providing development in providing development in understand and organise tasks around set objectives are objectives and every and importance of tasks and ensure that objectives are efficient see of lime and resources for schedule tasks on and every are plans and ensure that objectives are efficient see in fine and resources for staks and ensure that objectives are efficient see in fine and resources for schedule realistic intents and challe to follow existing plans and ensure that objectives are efficient see of lime and resources for schedule realistic intents. • Able to follow existing plans and ensure that objectives are efficient use of time and resources for tasks and projects some and every and ensure that objectives are efficient use of time and resources for tasks and projects and ensure that objectives are efficient use of time and resources for tasks and projects and ensure that objectives are efficient use of time and resources for tasks and projects and ensure that objectives are efficient use of time and resources for tasks and projects.		cooperative government but	within the institution	Demonstrate a thorough understanding of risk	•Able to advise Local Government on
petencies - Realise the impact of acting with integrity, but requires guidance and development in implementing principles from the institution Able to identify basic moral intent confidential nate or opanies tasks around set objectives and evelopment in produces and development in fequires guidance and development in understanding and reasoning organise tasks around set objectives and ensure that objectives are efficient use of it local soverment and challenges with implementation and provide recommendations for improvement and challenges with implement and challenges with implement stora diprovide recommendations for improvement and challenges with implement systems and monitor the formulation of policies, identify and analyse constraints and challenges with implement systems and monitor the formulation of policies, identify and analyse constraints and challenges with implement systems and monitor the formulation of policies, identify and analyse constraints and challenges with implement systems and monitor the formulation of policies, identify and analyse constraints and challenges with implement systems and monitor the formulation of policies, identify and analyse constraints and monitor the formulation of policies, identify and analyse constraints and challenges with implement systems and monitor the formulation of policies, identify and analyse constraints and monitor the formulation of policies, identify and analyse constraints and challenges with implement systems and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations of challenges		requires guidance on fostering	*Actively drive policy formulation	retention plans	risk management strategies, best
petencies - Realise the impact of acting with integrity, but requires guidance and development in implementing principles and regulations of the institution able to definity and apply measures of self-values of Local Government and provide recommendations for improvement in implementing principles and regulations of the institution able to deliver state and development in understanding and reasoning with moral intent organise tasks around set objectives are efficient use of triasks and comprehensive plans and objectives are efficient use of time and resources of self-values populations of Local Government and challenges with implementation and provide recommendations for improvement and challenges with implementation and populations of the institution of the detailed and comprehensive plans in the approval of relevant stakeholders should be self-value organism and organism but organism but organism but organism but of the process of planning and organism but of the providing and ensure that objectives are efficient use of time and resources or improvement and challenges with implementation and provide recommendations for improvement and challenges with implementation and populate in the commendations for improvement and challenges with implementation and populations of the institution of the commendations of the commendations for improvement and challenges with implementation and provide recommendations for improvement and challenges with implementation and populations with the dealing and development in unable to deliver and the commendations for improvement and challenges with implementation and populations. Able to gain trust and respures with implementation and populations with organizations and provide recommendations with the commendations to indentify, develop, and apply measures of self-with the confliction of the institution and populations. Able to gain trust and papply measures of self-water and commendations that are commendations with example and intentify, develop, and apply measures of self-wate		stakeholders	achievement of objectives	management systems and processes	management
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• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent confidential nature of matters without seeking personal gain • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans and ensure that objectives are efficient use of time and resources of equires guidance are entired to define insure that objectives are efficient use of time and resources • Cacheule tasks to ensure three plans and ensure that objectives are efficient use of time and resources • Cacheule tasks to ensure three plans and ensure that objectives are efficient use of time and resources situations, but requires guidance and development in understand in providing and organism to achieve moral decisions • Cacheule tasks to ensure three plans and ensure that objectives are efficient use of time and resources • Cacheule tasks to ensure three plans and ensure that objectives are efficient use of time and resources • Cacheule treatistic timelines, objectives and ensure that objectives are efficient use of time and resources • Cacheule readistion and ensure that objectives are efficient use of time and resources • Cacheule readistic timelines, objectives efficient use of time and resources • Cacheule readistic timelines, objectives and ensure that objectives are efficient use of time and resources • Cacheule readistic timelines and ensure that objectives are efficient use of time and resources • Cacheule readistic timelines and corruption and regulations • Takes an active stance against corruption and regulations of the institutional objectives • Cacheule treatistic timelines and external stakeholders • Cacheule treatistic timelines and institution of the institution of songuent with the institution of equires and external stakeholders • Cacheule treatistic timelines and coordinate and complete tasks and projects • Cacheule treatistic timelines of the unstruction and external stakeholders • Cacheule tre		regulations of the institution	seek assistance from others when	transparent and gain the approval of relevant	Set integrity standards and shared
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understanding and reasoning with moral intent "I also congruent with me regulations "I akes an active stance against corruption and dishonesty when noted "Actively promote the value of the institution to internal and external stakeholders "Able to deal with situations of conflict of interest promptly and in the best interest of local "Able to follow basic plans and opanise tasks around set objectives "Understand the process of planning and organising but required for a task "Understand and proper principles consistently to achieve moral decisions "Actively and appropriately organise information and resources of planning and organising but required for a task "Recognise the urgency and development in providing detailed and comprehensive plans of tasks and projects some plans of tasks and projects of the team's performance objectives and ensure that objectives are efficient use of time and resources "Takes an active stance against corruption and dishonesty when noted "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 "Able to work in unity with a team and not seek personal gain "Able to define 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 "Able to define institution 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 "Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation "I dentify in advance required stages and actions and goals and incorporate into the team's performance objectives "Schedule realistic timelines, objectives and milestones for tasks and projects "Torod		situations, but requires	Actively report fraudulent activity	 Present values, beliefs and ideas that are 	institution to support the objectives of
with moral intent • 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 • 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 and ensure that objectives are efficient use of time and resources • Understand the process of plans and organising but required for a task • Actively peromote the value of the institution to internal and external stakeholders • Able to work in unity with a team and not seek personal gain • Able to work in unity with a team and not seek personal gain • Able to work in unity with a team and not seek personal gain • Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation • Actively promote the value of the institution to internal and external stakeholders • Able to follow basic plans and organise information and resources • Able to follow basic plans and organise information and resources • 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 • Apply universal moral principles consistently to achieve moral decisions • Apply universal moral principles consistently to achieve moral decisions • Apply universal moral principles consistently to achieve moral decisions • Apply universal moral principles consistently to achieve moral decisions • Apply universal moral principles consistently to achieve moral decisions • Apply universal moral principles consistently to achieve moral decisions • Apply universal moral principles consistently to achieve moral decisions • Apply universal moral principles consistently to a		understanding and reasoning	government	regulations	 Take responsibility for own actions an
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efficient use of time and resources		Able to follow existing plans	Schedule tasks to ensure they are performed within budget and with	Produce clear, detailed and comprehensive	institutional objectives
		and ensure that objectives are	efficient use of time and resources	Identify possible risk factors and design and	

Competencies	Competencies Basic (2) Competent (3	Competent (3)	(Advanced) (4)	(Superior) (5)
	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	Measures progress and monitor performance results	implement appropriate contingency plans Adapt plans in light of changing circumstances Prioritise tasks and projects according to their relevant urgency and importance 	
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 	 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 problemsolving 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
Knowledge and Information Management	Collect, categorise and track relevant information required for specific tasks and projects Analyse and interpret information to draw conduction.	Use appropriate information systems and technology to manage institutional knowledge and information sharing	 Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future broaded management peeds 	Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish padnerships across local.
	information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team	 Evaluate data from various sources and use information effectively to influence decisions and provide solutions Actively create mechanisms and structures for sharing of information Use external and internal 	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	 Establish partnerships across local government to facilitate knowledge management demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach Recognise and exploit knowledge

Competencies	Competencies Basic (2) Competent (3	Competent (3)	(Advanced) (4)	(Superior) (5)
		relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	 Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches 	points in interactions with internal and external stakeholders
Communication	Demonstrate an	Express ideas to individuals and	Effectively communicate high-risk and sensitive	Regarded as a specialist in
	understanding for	groups in formal and informal	matters to relevant stakeholders	negotiations and representing the
	communication levers and tools	settings in a manner that is	Develop a well-defined communication strategy	institution
	appropriate for the audience,	interesting and motivating	 Balance political perspectives with institutional 	 Able to inspire and motivate others
	but requires guidance in	 Able to understand, tolerate and 	needs when communicating viewpoints on	through positive communication that is
	utilising such tools	appreciate diverse perspectives,	complex issues	impactful and relevant
	Express ideas in a clear and	attitudes and beliefs	 Able to effectively direct negotiations around 	
	focused manner, but does not	 Adapt communication content 	complex matters and arrive at a win-win situation	
	always take the needs of the	and style to suit the audience and	that promotes Batho Pele principles	
	audience into consideration	facilitate optimal information	 Market and promote the institution to external 	
	 Disseminate and convey 	transfer	stakeholders and seek to enhance a positive	
	information and knowledge	Deliver content in a manner that	image of the institution	
	adequately	gains support, commitment and	Able to communicate with the media with high	
		agreement from relevant	levels of moral competence and discipline	
		 Compile clear, focused, concise 		
		and well-structured written		
		documents		
Results and Quality	Understand quality of work	 Focus on high-priority actions and 	Consistently verify own standards and	 Coach and guide others to exceed
Focus	but requires guidance in	does not become distracted by	outcomes to ensure quality output	quality standards and results
	attending to important matters	lower-priority activities	Focus on the end result and avoids being	 Develop challenging, client-focused
	Show a basic commitment to	 Display firm commitment and 	distracted	goals and sets high standards for
	achieving the correct results	pride in achieving the correct	Demonstrate a determined and committed	personal performance
	Produce the minimum level of	results	approach to achieving results and quality	 Commit to exceed the results and
	results required in the role	 Set quality standards and design 	standards	quality standards, monitor own
-1	Produce outcomes that is of a	processes and tasks around	Follow task and projects through to completion	performance and implement remedial
-	good standard	achieving set standards	V Set challenging goals and objectives to self	interventions when required
	Focus on the quantity of	 Produce output of high quality 	and team and display commitment to achieving	 Work with team to set ambitious and
	output but requires	 Able to balance the quantity and 	expectations	challenging team goals, communicating
	development in incorporating	quality of results in order to achieve	Maintain a focus on quality outputs when	long- and short-term expectations
	the quality of work	objectives	placed under pressure	 Take appropriate risks to accomplish
	Produce quality work in	 Monitors progress, quality of 	nal systems for managing	goals
	general circumstances, but fails	work, and use of resources; provide		 Overcome setbacks and adjust action
	to meet expectation when under	status updates, and make	tracking, monitoring and measuring success,	plans to realise goals
	pressure	adjustments as needed	evaluating and valuing the work of the institution	 Focus people on critical activities that
				vield a high impact

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's & CCR's, (see **Table 4**):

Rating	Terminology	Description	% Score
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.	167%
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.	(133- 166%)
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.	(100- 132%)
2	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.	(67-99%)
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.	(0-66 %)

- 6.7 For purposes of evaluating the annual performance of managers directly accountable 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 Executive Committee (preferably the chairperson of the relevant portfolio); and
 - 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.

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- 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**.
- 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:
 - 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%.
 - 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
 - 11.2.3 Specific bonus percentages will be determined on a sliding scale (as contained in the PMS Policy of Council), proportionately to the points scored, rounded up to the next 0.25 percentage. eg.136% score = 6.678% = 6.75% bonus.
- 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 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 duties.

12. DISPUTE RESOLUTION

- 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
 - 12.1.1 The MEC for local government in the Province within thirty (30) days of receipt of a formal dispute from the Employee
 - 12.1.2 Any other person appointed by the MEC
 - 12.1.3 In the case of managers directly accountable to the Municipal Manager, 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, 2006, within thirty (30) days of receipt of a formal dispute from the employee

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, the dispute procedures as per the Contract of Employment shall apply.

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

AS WITNESSES:

EMPLOYEE

AS WITNESSES:

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