



PERFORMANCE AGREEMENT

Made and entered into by and between:

Elundini Local Municipality

[AS REPRESENTED BY THE MUNICIPAL MANAGER]

Khayaletu Gashi

AND

Sandile Matubatuba

**[CORPORATE SERVICES MANAGER OF ELUNDINI LOCAL
MUNICIPALITY]**

for the

FINANCIAL YEAR: 01 JULY 2010 - 30 JUNE 2011

ENTERED INTO BY AND BETWEEN:

The Municipality of **Elundini local Municipality** herein represented by **Khayaletu Gashi** in his capacity as **Municipal Manager** (hereinafter referred to as the Employer or Supervisor) and **Sandile Matubatuba** (Employee of Elundini Local Municipality) (hereinafter referred to as the **Corporate Services Manager**)

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 of 2000 (hereinafter referred to as the “Systems Act”). The Employer and the Employee (are hereinafter referred to as “parties”).
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4)(a), 57(4)(b) 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), (4)(a), (4)(b) and (5) of the Systems Act as well the Contract of Employment entered into between the parties;

- 2.2 specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of Employee's performance expectations and accountabilities;
- 2.3 specify accountability as set out in the Performance Plan (Annexure A);
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his job;
- 2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This agreement will commence on **01 of July 2010** and will remain in force until **30 June 2011** whereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The parties will review the provisions of this Agreement at least once a year, during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

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

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 the performance objectives and targets that must be met by the Employee; and

4.1.2 the quality requirements and time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates, quality requirements and weightings.

4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The quality requirements define the quality standards which the indicators must meet. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee on the specific performance standards that will be included in the performance management system as applicable to the Employee.

6 AGREEMENT TO COMPLY WITH EMPLOYER'S SYSTEM

- 6.1 The Employee agrees to participate in the performance management and development system that the Employer adopts.
- 6.2 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.3 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 6.3.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.
 - 6.3.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.3.3 KPAs covering the main areas of work will account for 80% and Core Managerial Competencies will account for 20% of the final assessment.

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

#	Key Performance Areas (KPA’s)	Weighting
1.	Municipal Institutional Development and Transformation	20%
2.	Municipal Financial Viability and Management	4%
3.	Good Governance, Leadership and Public Participation	20%
4.	Human Resource Administration	12%
5.	Municipal administration	20%
6.	Traffic and Law Enforcement	16%
7.	Risk Management	8%
Total		100%

6.5 The Core Managerial Competencies make up the other **20%** of the Employee’s assessment score. CMCs that are deemed to be most critical for the Employee’s specific job should be selected (v) from the list below as agreed to between the Employer and Employee:

#	CORE MANAGERIAL COMPETENCIES	APPLICABILITY
1.	Strategic Capability and leadership	√
2.	Programme and Project Management	√
3.	Financial Management	√ (compulsory)
4.	Change Management	√
5.	Knowledge Management	√
6.	Service Delivery Innovation	√
7.	People and Diversity Management	√ (compulsory)
8.	Client Orientation and Customer Focus	√ (compulsory)
9.	Honesty and integrity	√
10.	Mediation skills	√
11.	Advanced negotiation skills	√
12.	Advanced influencing skills	√
13.	Communication	√
14.	Policy conceptualisation and implementation	√
15.	Partnership and stakeholder relations	√
16.	Supply chain management	√
TOTAL WEIGHTING		

7. EVALUATING PERFORMANCE

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

7.1.1 the standards and procedures for evaluating the Employee's performance; and

7.1.2 the intervals for the evaluation of the Employee's performance.

7.2 Despite the establishment of the agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage (*e.g. quarterly – highly recommended*) while the contract of employment remains in force.

7.3 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 implemented within the agreed upon time frames.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

7.5 The annual performance appraisal will involve the following:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA shall be assessed according to the extent to which the specified standards or performance indicators have been met or exceeded 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 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the Core Managerial Competencies:

- (a) Each Assessment of the Core Managerial Competencies 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 Assessment of the Core Managerial Competencies.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the scores and calculate a final Assessment of the Core Managerial Competencies score.

7.5.3 Overall rating

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

7.6 Assessment of the performance of the employee

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

LEVEL	TERMINOLOGY	DESCRIPTION	RATING				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Full effective	Fully effective Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas.					

LEVEL	TERMINOLOGY	DESCRIPTION	RATING				
			1	2	3	4	5
		Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

7.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established –

7.7.1 Executive Mayor/ Mayor;

7.7.2 Chairperson of the Audit Committee;

7.7.3 Ward committee member (on a rotational basis), where applicable;

7.7.4 Member of the Mayoral Committee; and

7.7.5 Mayor and/ or Municipal Manager from another Municipality (Optional).

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

INTERVAL	PERIOD	EVALUATION DEADLINE
First quarter (July	(July – September)	2 nd week of October
*Second quarter	(October – December)	2 nd week of January
Third quarter	(January – March)	2 nd week of April
*Fourth (last) quarter	(April – June)	2 nd week of July

* These performance reviews **must** be formal and documented

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

8.3 Performance feedback shall be based on the Employer’s assessment of the Employee’s performance.

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

8.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be.

In that case the Employee will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is included in Annexure A.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall:

10.1.1 create an enabling environment to facilitate effective performance by the employee;

10.1.2 provide access to skills development and capacity building opportunities;

10.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

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

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

11. CONSULTATION

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

- a) a direct effect on the performance of any of the Employee's functions;
- b) commit the Employee to implement or to give effect to a decision made by the Employer; and
- c) a substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

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

12.2 A **discretionary** performance bonus of up to 14% of the inclusive annual remuneration package **may** be paid to the Employee in recognition of outstanding performance.

12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) **subject to a fully effective** assessment.

12.4 In the case of unacceptable performance, the Employer shall:

- a) provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
- b) after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer **may** consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by:

13.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee, in the case of the Municipal Manager; or

13.1.2 any other person appointed by the MEC.

13.1.3 the Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee, in the case of the Section 57 Managers

13.2 In the event that the mediation process contemplated above fails, the dispute resolution mechanism as enshrined in the Labour Relations Act shall apply.

14. CONFIDENTIALITY

In carrying out his duties, the Corporate Services Manager undertakes to refrain from revealing any information which she has at his/her disposal by virtue of her office and concerning which she knows or could reasonably be expected to know that the security or other interests of the Local Municipality require that it be kept secret from any person other than a person to whom she may lawfully reveal it, or to whom it is her duty to reveal it in the interest of the Local Municipality or to whom she is authorized by Council or by an officer authorized by Council to reveal it and she realizes that she will be guilty of an offence if such information is unlawfully revealed.

15. GENERAL

15.1 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.

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

Thus done and signed aton this the..... day of 2010

Between: ----- (Signature)

----- (Full Name)

(EMPLOYEE)

AND

----- (Signature)

----- (Full Name)

(REPRESENTING EMPLOYER)

AS WITNESSES:

1. _____

2. _____

PERFORMANCE PLAN

Entered into
by and between

Khayaletu Gashi
in his capacity as

Municipal Manager

of the **Elundini Local Municipality**

(hereinafter referred to as the Representative of the Municipality, the Employer)

and

Sandile Matubatuba

in her capacity as

Corporate Services Manager

of

Elundini Local Municipality

(hereinafter referred to as the Employee)

FINANCIAL YEAR: 01 JULY 2010 - 30 JUNE 2011

1. Introduction

A Performance Plan is a strategic management tool that enables the performance of the employee to be assessed in an objective and fair manner. It defines the Council's expectations of the Corporate Services Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

This Performance Plan is composed of three distinct plans:

a. Output Plan

The output plan is a plan of what outputs the employee is expected to deliver on. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the standard of the product or service and the time frame within which it must be delivered. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

b. Competency Plan

The competency plan is a plan of what competencies (skills, knowledge, and attitude) the employee must acquire to be able to perform and deliver on the set objectives effectively. It entails the determination of the gap between the required level of competence and the employee's actual level of competence.

c. Development Plan

The development plan is a plan of what development interventions will be undertaken to bridge the gap between the required level of competence and the employee's actual level of competence and thus bring the employee to the desired competency level.

2. Output Plan

2.1 Introduction

The output plan is a plan of what outputs the employee is expected to deliver on. It consists of the key performance areas (KPA's), weighting, outputs, performance indicator, baseline information and a target. A key performance area is a defined or demarcated area of performance. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the standard of the product or service and the time frame within which it must be delivered. The quality requirements are the standards which measure the quality of the service or product.

The baseline information is the current information which is used as a starting point from which performance will be measured. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

2.2 Key Performance Areas

The following are Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) and the Municipality's IDP:

3. OUTPUT PLAN

#	Key Performance Area	Weight	Output	Indicator	Indicator Weighting	Baseline Information	Timeframe	Target
							Timeframe	Quality Requirement
1.	Municipal Transformation and Organizational Development	20%	1. Developed and implemented Human Resources Strategy that supports the municipality's IDP	a. Documented human resources strategy implemented in accordance with the municipality's human resources needs, vacancy rate and affordability	2	No human resource strategy in place	August 10 and ongoing	Strategy must have time-bound targets, responsible persons and forecasted human resources needs for the IDP's life span.
			2. Implemented Performance Management System	b. Cascaded PMS to level immediately below Section 57 Managers	1	PMS cascaded to Assistant Managers but not fully functional	August 10	All employees (100%) immediately below Senior Managers signed performance agreements complete with Personal Development Plans (PDPs)
				c. Trained staff on the principles of PMS and Assistant Managers on PMS application	1	Workshop conducted	July 10	All employees (100%) immediately below Senior Managers understand fully the implications and able to participate in the PMS
				d. Facilitated quarterly performance evaluation including mid-	1	Performance Management System not fully functional	On a quarterly basis	Evaluations done in line with the Regulations and appeals settled amicably where lodged.

#	Key Performance Area	Weight	Output	Indicator	Indicator Weighting	Baseline Information	Target	
							Timeframe	Quality Requirement
				year and end of the year assessment				
			e. Drawn and approved annual report submitted and adopted by Council	1	Annual reports are adopted timeously	December 10	Accurate facts and figures	
			3. Developed and implemented OD interventions	1	a. Reviewed and Implemented organisational structure	September 10 and onwards	Futuristic organisational structure with post levels reflecting filled and vacant positions	
			b. Implemented Workplace Skills Plan	1	WSP submitted to the LGSETA	August 10 and ongoing	Identified Key OD challenges, developed and implemented interventions	
			c. Facilitated training and developed Councillors	1	No structured Councillor capacity building programme	August 10 ongoing	Needs based training provided to Councillors in consultation with the Speaker	
			d. Developed and implemented Workplace HIV/AIDS Plan	1	No workplace HIV/AIDS Plan in place	October 10	Communicate to all affected stakeholders and co-opt other players (sister departments) as part of implementation	
			4. Developed and Managed Knowledge Management Strategy	2	a. Identified critical, scarce and strategically important skills within the municipality	September 10	Skills accessible in a database with priorities	

#	Key Performance Area	Weight	Output	Indicator	Indicator Weighting	Baseline Information	Target	
							Timeframe	Quality Requirement
				b. Implemented Recruitment Plan to attract skills required to attain municipal objectives	1	No effective and efficient HR Planning	September 10	All vacant positions filled within four (4) months of being vacated
				c. Implemented Attraction and Retention Strategy and its Succession Planning components	1	Attraction and Retention policy in place; not yet implemented	October 10	Implemented Succession Planning and Developed, Council adopted and implemented framework Attraction and Retention premiums
				d. Maintained conditions of employment that contribute to attraction and retention of competent personnel.	1	Attraction and Retention policy in place; not yet implemented	October 10	<ul style="list-style-type: none"> o Transformation of Elundini Municipality to an 'Employer of Choice'. (Positive ESI results); o Rectified remuneration disparities and maintained internal and external salary equity
			5. Developed and managed effective ICT System to support the municipality	a. Sustained ICT (Acquisition and Desktop) Support System	1	No ICT Support Plan in place	October 10	Reliable and prompt support service informed by accurate logging of user queries.
				b. Developed, managed and	1	No structured processes and	October 10	Up and running website which provides a

#	Key Performance Area	Weight	Output	Indicator	Indicator Weighting	Baseline Information	Target	
							Timeframe	Quality Requirement
				regularly updated website		plans for website update		platform for dissemination of information and marketing of the municipality.
			6. Reported progress on the implementation of the <i>Employment Equity Plan</i> in line with the Employment Equity Act	a. Documented and submitted Employment Equity report	1	Only annual reports are submitted	Quarterly reports	Document reflecting the needs of the Municipality, signed off by the Municipal Manager and on the template prescribed in the Act
			7. Reported progress on the implementation of the <i>Workplace Skills Plan</i> in line with the Skills Development Act	a. Documented and submitted Workplace Skills report.	1	Only annual reports are submitted	Quarterly reports	Document reflecting the needs of the Municipality, signed off by the Municipal Manager and on the template prescribed in the Act
				b. Claimed refund from the Workplace Skills Fund in line with the Skills Development Levies Act.	1	No claim forms submitted and refunds are automatically received on submission of the WSP and ATR	August 10	Claim submitted on the template prescribed in the Act.
2.	Municipal Financial Viability and Management	4%	1. Presented departmental	a. Approved departmental	2	Departmental budget are	February 11	Accurate, in line with Budget Guidelines and

#	Key Performance Area	Weight	Output	Indicator	Indicator Weighting	Baseline Information	Target	
							Timeframe	Quality Requirement
			budget in line with established municipal budget guidelines	budget		normal prepared and submitted		provide for identified and prioritised departmental projects
			2. Maintained and monitored internal financial, asset utilisation controls and prevented fruitless expenditure within own department	a. Documented control mechanisms	2	No monitoring mechanisms in place	September 10	Operational and effective controls resulting in effective dealing with transgressions
3.	Good Governance, Leadership and Community/Stakeholder Participation	20%	1. Developed departmental operational plan (SDBIP) for 2010/2011	a. Documented Operational Plan (SDBIP) approved by Council	1	Operational Plan in place	July 10	Accurate document reflecting departmental projects, budgetary implications, sources of funding and time frames
			2. Implemented Human Resources Strategy which supports the Municipality's IDP	a. Developed HR Strategy	4		1 st Quarter	Monitored accomplishment of cascaded objectives and taking of corrective measures in the case of non-achievement.
				b. Allocation of responsibilities and contracting with affected employees		No work plans in place	1 st Quarter	

#	Key Performance Area	Weight	Output	Indicator	Indicator Weighting	Baseline Information	Target	
							Timeframe	Quality Requirement
				c. Prioritisation of HR programmes as contained in the HR Strategy		No HR Plan in place	1 st Quarter	
				d. Implemented HR Strategy and observed milestones	2	No strategy in place	End of 1 st Quarter onwards	
			3. Provide strategic leadership, mentorship and staff development of staff in own department	a. Documented operational objectives for key staff within own department	3	Currently being implemented	End August 2010	Agreed upon and clearly communicated objectives reflecting responsible persons, time frames and priorities
				b. Documented Personal Development Plans (PDPs) and departmental HRD Plan with prioritised training needs	2	Currently being implemented	End August 2010	Identified competency gaps, identified and prioritised interventions with time frames
				c. Dealt with transgressions in line with the Municipality's Disciplinary Code	2	Disciplinary Code in place	Ongoing (Quarterly updates)	There must be visible reduction when compared year-on-year.
			4. Maintained good departmental stakeholder relations for own department	a. Surveyed stakeholder satisfaction reflecting positive	2	No formal stakeholder assessment in place	End September 10 and ongoing	Satisfied stakeholders

#	Key Performance Area	Weight	Output	Indicator	Indicator Weighting	Baseline Information	Target	
							Timeframe	Quality Requirement
				stakeholder perceptions				
			5. Effective participation in municipal committees and management structures relevant to own department	a. Municipal Manager's and Colleagues' feedback	2	No reporting formula in place	November 10	There must be positive feedback from the Municipal Manager and colleagues.
			6. Implemented By-Laws and Policies	a. Implemented and enforced existing policies and gazetted By-Laws	2	No law enforcement agencies yet – Municipality must be accredited first	October 10 and ongoing	Complied with municipal policies
4.	Human Resource Administration	12%	1. Maintained HR data integrity and accurate up-to-date stored HR data	a. Minimum errors and promptly attended Audit queries as reflected in HR Audit Report	3	Response action plans are in place	September 10 and ongoing	Improved turnaround time on resolving of client and audit queries
			2. Maintained and secured files including employee files in line with confidentiality principles and the provisions of the Archives Act	a. Approval of the file plan	1	Comments on the filing plan received from the Provincial Archives	October 10	Fully functional with referencing guide.

#	Key Performance Area	Weight	Output	Indicator	Indicator Weighting	Baseline Information	Target	
							Timeframe	Quality Requirement
				b. Designation of a Records Manager	1	No person designated	September 10	
				c. Fully function Records Management Function	1	No proper filing plan in place	December 10	
			3. Prompt attention of employee and Payroll queries	a. Developed and implemented "Mean-Time-To-Respond" (MTTR) standards for handling HR queries	3	No effective and efficient complaint	September 10	Needs to maintain a logging register to monitor employee payroll queries
			4. Complied with all applicable Legislation to the Corporate Services Manager	a. Issued and validated <u>Compliance Certificates</u> submitted to the Municipal Manager for signing off	3	No compliance checklist in place	June 11	Valid certificates accompanied by evidence of compliance
5.	Municipal Administration	20%	1. Maintained and fully functional Municipal Records Management function	a. Functional Records Management Department including designation of a Records Manager	2	Comments on the filing plan received from the Provincial Archives	December 10	Safely kept and traceable municipal records guided by a professionally structured filing index.
				b. Developed, implemented	2	Comments received from	October 10	Safely kept and traceable municipal records guided

#	Key Performance Area	Weight	Output	Indicator	Indicator Weighting	Baseline Information	Target	
							Timeframe	Quality Requirement
				and maintained Filing System		the Provincial Archives		by a professionally structured filing index.
				c. Designated Chief Information Officer in terms of the Promotion of Access to Information Act	2	No person designated	September 10	Designated in line with the Promotion of Access to Information Act.
				d. Developed and functional Access to Information Manual in terms of the Promotion of Access to Information Act	2	No manual in place	October 10	Manual development and implementation overdue and must be displayed at all municipal entrances and flighted in the municipality's website
			2. Effectively and efficiently managed office space	a. Coordinated accommodation needs and allocated working space for municipal employees (Link with Recruitment Request Form)	2	No provision made for new incumbents	July 10	Must be based on identified employee needs and available municipal space.
			3. Effectively and efficiently rendered committee services	a. Developed and circulated meetings schedule for Council and Committees	2	Council calendar in place	December 10	As scheduled
				b. Coordinated Agenda items	2	Agenda items not	September 10	As scheduled

#	Key Performance Area	Weight	Output	Indicator	Indicator Weighting	Baseline Information	Target	
							Timeframe	Quality Requirement
				and drawn agendas for Council and Committees		coordinated with other departments		
			c. Distributed Agendas with annexures and minutes within the agreed upon time frames	2	Agenda items not coordinated with other departments	September 10	As scheduled	
			d. Accurately recorded proceedings of meetings	2	Minutes are recorded	September 10 and ongoing	Accurate	
			e. Accurately recorded and communicated Council Resolutions to affected persons and/or structures	2	No updating and distribution of Council resolution register	October 10 and ongoing	Accurate	
6.	Traffic and Law Enforcement	16%	Developed and implemented an effective Traffic and Law Enforcement Strategy that meets the needs of the municipality	a. Visible traffic officers conducting speed checks, holding roadblocks and confiscating unroad-worthy vehicles (Implemented)	2	Itinerary in place	August 10 and ongoing	

#	Key Performance Area	Weight	Output	Indicator	Indicator Weighting	Baseline Information	Target	
							Timeframe	Quality Requirement
				Annual Plan)				
				b. Developed and operational Credible database of warrants of arrest	2	Database of warrants in place	October 10	
				c. Workshops conducted with communities and schools visited	2	Unstructured community awareness campaigns conducted	September 10	
				d. Approval of upgrading plan from technical	2	Land available for the testing station	October 10	
				e. Number of road signs and markings attended to.	2	Road signs and markings are in place	September 10 ongoing	
				f. Council approved MSP and MIS	2	No MSP and MIS in place	November 10	
				g. Remote access enabled.	2	Completed	July 10	
				h. Effectively implemented new reporting format and minute taking.	2	Achieved	July 10	
7.	Risk Management	8%	1. Eliminated 'ghost employees'	Effected reconciliation of payroll with	2	Unstructured Reconciliation is being done	October 10	Payroll to tally with attendance registers which have been verified

#	Key Performance Area	Weight	Output	Indicator	Indicator Weighting	Baseline Information	Target	
							Timeframe	Quality Requirement
				employees' attendance registers on a monthly basis				and authorised by the managers
			2. Prevented fraud during employment selection	a. Thoroughly vetted applicants	2	No proper vetting being done	September 10	All applicants must be thoroughly vetted and panellists must declare their interests and recuse themselves should such interests be identified.
				b. Documented selection process and safe-kept documents in line with the Archives Act	2	No proper filing of documents in place	October 10	
				c. Declared interests and recused panellists with interests prior to the selection commencing	2	No declaration forms are in place	August 10	
	TOTAL WEIGHTING	100 (80)						

PERSONAL DEVELOPMENT AND ACQUISITION OF SATISFACTORY COMPETENCY LEVELS ON CORE MANAGERIAL COMPETENCIES		
1.	Ability to administer and interpret psychometric tools	Proficiency level 1
2.	Ability to develop bylaws	Proficiency level 1
3.	Ability to develop a performance management system	Proficiency level 1
4.	Ability to design an organizational structure (staff establishment)	Proficiency level 1
5.	Ability to design administrative systems and procedures	Proficiency level 1
6.	Ability to develop HR systems and procedures	Proficiency level 1
7.	Ability to formulate policies	Proficiency level 1
8.	Ability to develop performance agreements	Proficiency level 1
9.	Ability to appraise employee performance	Proficiency level 1
10.	Ability to interpret and implement the legislative and national policy framework	Proficiency level 1
11.	Advanced knowledge of all labour legislation.	Proficiency level 1
12.	Knowledge of the Constitutional requirements for local government, and local government legislation	Proficiency level 1
13.	Proficiency in Administration systems procedures	Proficiency level 1
14.	Proficiency in Management of council procedures	Proficiency level 1
15.	Proficiency in Job evaluation system	Proficiency level 1
16.	Proficiency in HR systems and procedures	Proficiency level 1
17.	Proficiency in Strategic Capability and Leadership	Proficiency level 1
18.	Proficiency in Programme and Project management	Proficiency level 1
19.	Proficiency in Financial Management	Proficiency level 1
20.	Proficiency in Change management	Proficiency level 1
21.	Proficiency in Knowledge Management	Proficiency level 1
22.	Proficiency in Service Delivery Innovation (SDI)	Proficiency level 1
23.	Proficiency in Problem Solving and Analysis	Proficiency level 1
24.	Proficiency in People and Diversity Management	Proficiency level 1
25.	Proficiency in Client orientation and Customer focus	Proficiency level 1
26.	Proficiency in Communication	Proficiency level 1
27.	Proficiency in Accountability and ethical conduct	Proficiency level 1
28.	Proficiency in Honesty and Integrity	Proficiency level 1
29.	Creativity	Proficiency level 1

4. Personal Development Plan

The Personal Development Plan that pertains to what development interventions are envisaged and planned to bridge the gap between the required level of competence and the employee's actual (current) level of competence and thus bring the employee to the desired competency level.

#	Identified Competency Gap(s) – Pre-capacitation level of competence	Outcomes Expected (measurable indicators, quantity, quality and timeframes)	Suggested Training/development/capacitation activity	Weighting	Planned timeframes	Work opportunity created to practice skill/development area
1.	Strategic Planning	Strategic Thinking	Strategic Planning Workshop	20	During this Performance Cycle	Own KPAs
2.	HR Policy Mapping	Ability to map policies	Attend Quality Assurance Workshop	20	During this Performance Cycle	Own KPAs
3.	Project Management	Ability to use Project Management principles & use MsProject	Attend Classroom training on MsProject	20	During this Performance Cycle	Own KPAs
4.	Service Delivery Innovation	Ability to link HR with Service Delivery	Service Delivery Innovation Workshop	20	During this Performance Cycle	Own KPAs
5.	HR Forecasting	Ability to forecast	HR Planning Training	20	During this Performance Cycle	Own KPAs
OTAL WEIGHTING				100% <i>(20)</i>		

Thus done and signed aton this the..... day of 2010

Between: ----- (Signature)

----- (Full Name)

(EMPLOYEE)

AND

----- (Signature)

----- (Full Name)

(REPRESENTING EMPLOYER)

AS WITNESSES:

1. _____

2. _____