

# **PERFORMANCE AGREEMENT**

**Made and entered into by and between**

**Mr TSR Nkhumise  
the Municipal Manager of  
Thabazimbi Local Municipality  
("the Municipal Manager")**

**and**

**Ms M S Mabitsela  
the Planning and Economic Development Manager  
of Thabazimbi Local Municipality  
("the Manager")**

**for the financial year:  
1 July 2009 to 30 June 2010**

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**WHEREBY IT IS AGREED AS FOLLOWS:**

**1. INTRODUCTION**

1.1 The Municipality has, in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act") entered into a contract of employment with the Manager for a period of 5 years, commencing on .....

1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the Parties, require 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 Manager to a set of outcomes that will secure local government policy goals.

1.4 The Parties wish to ensure that there is compliance with Sections 57(4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into by the Parties.

1.5 In this Agreement the following words will have the meaning ascribed thereto:

"this Agreement" - means the performance agreement between the Municipality and the Manager and the annexures thereto.

"the Executive Authority" - means the Executive Committee of the Municipality constituted in terms of Section 43 of the Local Government: Municipal Structures Act as represented by its chairperson, the Mayor.

"the Manager" - means the Planning and Economic Development Manager directly accountable to the Municipal Manager in terms of Section 56(a) of the Systems Act.

"the Municipal Manager" - means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998.

"the Municipality" - means the Thabazimbi Local Municipality.

"the Parties" - means the Municipal Manager and the Manager.

**2. PURPOSE OF THIS AGREEMENT**

2.1 The Parties agree that the purposes of this Agreement are to:

2.1.1. comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;

2.1.2. specify objectives and targets defined and agreed with the Manager and to communicate to the Manager the Municipality's expectations of the Manager's performance and accountability in alignment with the Integrated Development Plan

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(IDP), the Service Delivery Business Implementation Plan (SDBIP) and the budget of the Municipality;

- 2.1.3. specify accountabilities as set out in Annexure A;
- 2.1.4. monitor and measure performance against targeted outputs and outcomes;
- 2.1.5. use Annexures A, B and C as a basis for assessing the Manager for permanent employment and/or to assess whether the Manager has met the performance expectations applicable to his/her job;
- 2.1.6. appropriately reward the Manager in accordance with the Municipality's performance management policy in the event of outstanding performance;
- 2.1.7. establish a transparent and accountable working relationship; and
- 2.1.8. give effect to the Municipality's commitment to a performance-orientated relationship with its Manager in attaining equitable and improved service delivery.

### 3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature this Agreement will commence on the **1<sup>st</sup> of July 2009** and will remain in force until a new performance agreement including a Performance Plan and Personal Development Plan is concluded between the Parties as contemplated in Clause 3.2
- 3.2 The Parties will review the provisions of this Agreement during June each year. The Parties will conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year by not later than the 31<sup>st</sup> of July each year.
- 3.3 The payment of the performance bonus is determined by the performance score obtained during the 4<sup>th</sup> quarter annual performance assessment as informed by the quarterly performance assessments.
- 3.4 The payment of a performance bonus for the year in which the Manager's contract of employment expires will be done as set out in clause 3.3 and the bonus so determined will be paid to the Manager on the last day of his/her employment or, subject to legal requirements, as soon as possible thereafter.
- 3.5 In the event of the Manager commencing or terminating his services with the Municipality during the validity period of this Agreement, the Manager's performance for the portion of the period referred to in clause 3.1 during which he was employed, will be evaluated and he will be entitled to a pro rata performance bonus based on his evaluated performance and the period of actual service.
- 3.6 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon by the Parties.
- 3.7 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.

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- 3.8 This Agreement will terminate on the termination of the Manager's contract of employment for any reason.

#### 4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan in **Annexure A** sets out:

- 4.1.1 the performance objectives and targets which must be met by the Manager; and  
4.1.2 the time frames within which those performance objectives and targets must be met.

- 4.2 The Personal Development Plan in **Annexure B** sets out the Manager's personal developmental requirements in line with the objectives and targets of the Municipality.

- 4.3 The Core Competency Requirements (CCRs) reflected in **Annexure C** set out those management skills regarded as critical to the position held by the Manager.

- 4.4 The performance objectives and targets reflected in Annexure A are set by the Municipality in consultation with the Manager and based on the IDP, SDBIP and the budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.

- 4.5 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 time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

- 4.6 The Manager's performance will, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

#### 5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Manager agrees to participate in the performance management system that the Municipality adopts or introduces for the municipal management and municipal staff of the Municipality.

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

- 5.3 The Executive Authority and/or Municipal Manager will consult the Manager about the specific performance standards that will be included in the performance management system as applicable to the Manager.
- 5.4 The Manager undertakes to actively focus towards the promotion and implementation of his/her Key Performance Areas as set out in Annexure A including special projects relevant to the Manager's responsibilities within the local government framework.

## 6. PERFORMANCE ASSESSMENT

The performance of the Manager will be assessed against the outputs and outcomes achieved in terms of his/her Key Performance Areas (KPAs) as fully described in Annexure A and his/her Core Competency Requirements (CCRs) determined at the commencement of this Agreement with a weighting of 80:20 allocated to the KPAs and CCRs respectively. Therefore the KPAs that refer to the main tasks of the Manager account for 80% of his/her assessment while the CCRs make up the other 20% of the Manager's assessment score.

The weightings agreed to in respect of the Manager's KPAs attached as Annexure A are set out in the table below:

KEY PERFORMANCE AREAS (KPAS)	WEIGHT
Municipal Transformation and Institutional Development	5
Service Delivery and Infrastructure including the maintenance and cleaning of municipal buildings	30
- Spatial Development and Land Management	
- Farming - Leeupoort	
Local Economic Development	35
- LED Forums, Support and Economic Measurement	
- LED Projects	
- Tourism Promotion	
- Unemployment	
Municipal Financial Viability and Financial Management	5
Good Governance, Public Participation, Accountability and Transparency including by-laws, policies and delegations	5
<b>TOTAL PERCENTAGE</b>	<b>80%</b>

The weightings agreed to in respect of the CCRs considered most critical for the Manager's position and further defined in **Annexure C** are set out in the table below:

<b>CORE COMPETENCY REQUIREMENTS - CCRs</b>		
<b>CORE MANAGERIAL COMPETENCIES (CMC)</b>	<b>CHOICE</b>	<b>WEIGHT</b>
Strategic Capability and Leadership		
Programme and Project Management		3
Financial Management		2
Change Management		
Knowledge Management		2
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment		3
Client Orientation and Customer Focus		4
Communication		
Honesty and Integrity		
<b>CORE OCCUPATIONAL COMPETENCIES (COCs)</b>		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Developmental Local Government		6
Knowledge of Performance Management and Reporting		
Knowledge of Global and SA specific political, social and economic contexts		
Competence in Policy Conceptualisation, Analysis and Implementation		
Knowledge of more than one functional municipal field or discipline		
Mediation Skills		
Governance Skills		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the Municipality		
<b>TOTAL PERCENTAGE</b>		<b>20%</b>

The assessment of the performance of the Manager will be based on the following levels for KPAs and CCRs:

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	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. 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.					

An indicative rating on the five-point scale should be provided for each KPA and CCR using the following as guidance:

1	Unacceptable
2	Not fully effective
3	Fully effective
4	Above expectations
5	Outstanding

Each KPA and CCR 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 to determine which rating on the five-point scale did the Manager achieved. The following criteria could assist:

Duration of task	- Was the target achieved within the projected time frame?
Level of complexity	- Required problem solving - Reconciling different perceptions - Innovative alternatives used
Cost	- within budget - saving - overspending
Constraints	- Did envisaged constraints materialise? - If so, were steps taken to manage/reduce the effect of the constraint? - If not, did it beneficially affect the completion of the target? - Any innovative/pro-active steps to manage the constraint

Annexure "B" may be used as the basis for progress discussions by the Municipality.

An applicable assessment rating calculator must be used to add the KPA and CCR scores and calculate final KPA and CCR percentages.

## 7. PANEL AND SCHEDULE FOR PERFORMANCE ASSESSMENTS

An assessment panel consisting of the following persons must be established to evaluate the annual performance of the Manager at the end of the 4th quarter:

- Municipal Manager
- Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee

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- A member of the Executive Committee and the relevant portfolio committee chairperson
- Municipal Manager of another municipality

In addition the following assessments may also form part of the annual performance evaluation at the end of the 4th quarter if so agreed between the Parties:

- Manager (own assessment)
- Fellow section 57 managers
- Divisional Heads reporting to the manager.

The performance of the Manager will be assessed in relation to his/her achievement of:

- the targets indicated for each KPA in Annexure A;
- the CCRs as defined in Annexure C

on a date to be determined for each of the following quarterly periods:

1 <sup>st</sup> Quarter	-	July to September
2 <sup>nd</sup> Quarter	-	October to December
3 <sup>rd</sup> Quarter	-	January to March
4 <sup>th</sup> Quarter	-	April to June

Assessments in the first and third quarter may be verbal if the Manager's performance is satisfactory.

The Municipality will keep a record of the mid-year and annual assessment meetings.

The Municipality may appoint an external facilitator to assist with the annual assessment.

The manager responsible for the corporate services of the Municipality must provide secretariat services to the evaluation panel for the annual performance assessment.

## 8. EVALUATING PERFORMANCE

The Manager will submit quarterly performance reports and a comprehensive annual performance report prior to the performance assessment meetings to the Municipal Manager.

The Municipal Manager will give performance feedback to the Manager after each quarterly and the annual assessment meetings.

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

At the end of the 4<sup>th</sup> quarter, the Executive Authority will determine if the Manager is eligible for a performance bonus as envisaged in his/her contract of employment.

A performance bonus of between 5% and 14% of the all-inclusive remuneration package may be paid to the Manager in recognition of above average or outstanding performance, which is constituted as follows:

A score of 75% to 100% is awarded a performance bonus ranging from 10% to 14%; and  
A score of 65% to 74% is awarded a performance bonus ranging from 5% to 9%

as further set out in **Annexure D** hereto.

The results of the annual assessment and the scoring report of the Manager for the purposes of bonus allocation, if applicable, will be submitted to the Executive Authority for a recommendation to the full Council.

Personal growth and development needs identified during any performance assessment discussion, must be documented in the Manager's Personal Development Plan as well as the action steps and set time frames agreed to.

Despite the establishment of agreed intervals for assessment, the Municipal Manager may, in addition, review the Manager's performance at any stage while his/her contract of employment remains in force.

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

The provisions of Annexure "A" may be amended by the Executive Authority when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.

## **9. OBLIGATIONS OF THE MUNICIPALITY**

The Municipality will create an enabling environment to facilitate effective performance by the Manager.

The Manager will be provided with access to skills development and capacity building opportunities.

The Municipality will work collaboratively with the Manager to solve problems and generate solutions to common problems that may impact on the performance of the Manager.

The Municipality will make available to the Manager such resources including employees as the Manager may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Manager to ensure that he complies with those performance obligations and targets.

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The Manager will, at his request, be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable him to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

- 10.1 The Executive Authority and / or Municipal Manager agrees to consult the Manager within a reasonable time where the exercising of the Executive Authority's and / or Municipal Manager's powers will –
- 10.1.1 have a direct effect on the performance of any of the Manager's functions;
  - 10.1.2 commit the Manager to implement or to give effect to a decision made by the Executive Authority and/or Municipal Manager;
  - 10.1.3 have a substantial financial effect on the Municipality.
- 10.2 The Municipal Manager agrees to inform the Manager 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 Manager to take any necessary action without delay.

## 11. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE

- 11.1 Where the Municipal Manager is, at any time during the Manager's employment, not satisfied with the Manager's performance with respect to any matter dealt with in this Agreement, the Municipal Manager will give notice to the Manager to attend a meeting with the Municipal Manager.
- 11.2 The Manager will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the Manager's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures.
- 11.3 The Municipality will provide systematic remedial or developmental support to assist the Manager to improve his/her performance.
- 11.4 If, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Municipal Manager holds the view that the performance of the Manager is not satisfactory, the Municipal Council will, subject to compliance with applicable labour legislation, be entitled by notice in writing to the Manager, to terminate the Manager's employment in accordance with the notice period set out in the Manager's contract of employment.
- 11.5 Where there is a dispute or difference as to the performance of the Manager under this Agreement, the Parties will confer with a view to resolving the dispute or difference.

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- 11.6 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Manager's contract of employment with or without notice for any other breach by the Manager of his obligations to the Municipality or for any other valid reason in law.

## 12. DISPUTES

- 12.1 In the event that the Manager is dissatisfied with any decision or action of the Executive Authority and/or Municipal Manager in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Manager has achieved the performance objectives and targets established in terms of this Agreement, the Manager may meet with the Municipal Manager with a view to resolving the issue. At the Manager's request the Municipal Manager will record the outcome of the meeting in writing.
- 12.2 If any dispute about the nature of the Manager's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by the Mayor within thirty (30) days of receipt of a formal dispute from the Manager whose decision shall be final and binding on both Parties.
- 12.3 If any dispute about the outcome of the Manager's performance evaluation cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by a member of the Council, provided that such member was not part of the evaluation panel provided for in clause 7.1, within thirty (30) days of receipt of a formal dispute from the Manager whose decision shall be final and binding on both Parties.
- 12.4 In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.

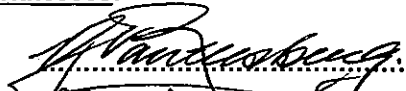
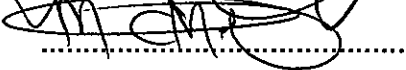
## 13. GENERAL


- 13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential, and may be made available to the public by the Municipality.
- 13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Manager in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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Signed at THABAZIMBI on this 11<sup>th</sup> day of DECEMBER 2009.

**As Witnesses:**

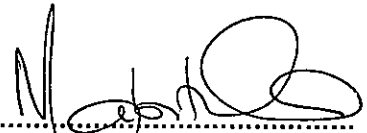
1. 
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Municipal Manager of  
Thabazimbi Local Municipality

Signed at THABAZIMBI on this 11<sup>th</sup> day of DECEMBER 2009.

**As Witnesses:**

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Planning and Economic Development  
Manager of Thabazimbi Local  
Municipality



**PLANNING & ECONOMIC DEVELOPMENT SCORECARD 2009-2010**

Annexure A

**VISION:** To be the leading municipality that offers quality services to the broader community in the most economic, affordable, equitable and sustainable manner.  
**MISSION:** To promote, co-ordinate, implement and ensure the financially and environmentally sustainable growth and development of Thabazimbi with a diversified and viable economy that provides an environment and services that benefit all.

Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
1. Municipal Transformation and Institutional Development 1.1 Organisational Design	Governance	Current organisational structure to be reviewed on an annual basis especially to services re-positioned but not implemented, or not yet placed	Dept, Operational budget, Managers, MM, LLF	Annual audit/review of organisational structure completed	Improved organisational functioning and service delivery		Annual audit of organisational structure to ensure it is IDP aligned especially addressing services re-allocated but not implemented, i.e. solid waste and parks and services not yet placed, i.e. GIS	May-10	Corp Serv, MM, Managers	
	Organisational Culture & Climate Study	Institutional health of municipality requires continuous assessment of the culture and climate prevalent in the municipality	Dept, Operational budget, Managers, MM	Culture and climate study for each dept completed	Enables identification of problem areas, e.g. communication, identification with organisation, diversity management, etc.	Co-operation of all role-players essential	One culture and climate study per annum	Ongoing, QR	Corp Serv, MM, Managers	
1.2 General Administration and Council Support	Administrative Management	Attendance of meetings as required, e.g. MANCO, PFC, EXCO, Council, etc.	MM, Managers, Operational budget	Preparation for and participation in meetings as scheduled	Knowledge based, sound decision-making	Unplanned events, e.g. illness or compulsory external meetings	Ongoing preparation for and attendance of meetings with governance and related structures	July 2009 onwards, QR	MM, Managers	
	Contracts Administration	Management and administration of contracts is a legal compliance matter	Corporate Services, operational budget	A database and filing system of all SJs, contracts and other agreements is maintained	Proper contract administration	Co-operation from Managers	Obtain copies of all contracts from Managers and continuous updating of database	Ongoing, QR	Corp Serv, Managers	
1.3 Human Resources	Fleet management	No policy on Council fleet	Corporate Services, Operational budget	Council policy on Fleet Management approved and implemented	Improved service delivery		Council Fleet Management Policy approved by Council	Mar-10	Corp Serv, MM, Managers	
	Batho Pele Principles	Transgressions investigated and individuals held accountable	Corporate Services, Operational budget	Assistance to Managers with disciplinary action against employees, if necessary	Council vehicles driven at the legal speed		Quarterly internal memo to all staff in all directorates to take note of Council policy Action taken against employee transgressions of Council Fleet Management Policy.	Apr-10 Ongoing, Mar 2010	Corp Serv, Managers Corp Serv, Managers	
	Job Descriptions	Staff need to buy-in to Batho Pele Principles New positions not yet job descriptions according to TASK	Corporate Services, Managers, Operational budget	Unpacking of BP Principles Finalised new job descriptions submitted to the Job Evaluation Committee on receipt of previous job descriptions	Proper customer care Sound HR and clear communication of Council objectives for each job	Co-operation of all Managers	Each manager to ensure staff understand and committed to Batho Pele Principles Liaise and work with Managers to finalise new job descriptions and submit such to the TASK Team IE Committee	Ongoing Ongoing, QR	 Corp Serv, Managers	

Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
	Staffing	TBZ adopted a prioritised staffing programme to which allows with 34 positions filled since 1/07/09	Corporate Services, MM, Managers, Operational budget	Critical posts identified and filled	Ensuring organisational capacity and better services delivery	Co-operation of all role-players	Develop a plan to fill prioritised posts based on organisational study	July 2009, ongoing	Corp Serv, Managers, MM	
	Recruitment and Selection	Systematic recruitment and selection process optimises staff utilisation	Corporate Services, MM, Managers, Operational budget	Proper system maintained for recruitment, selection and appointment processes	Good administration	Co-operation of HODs	HR administrate the process of selection and appointment with transparency to HODs	Ongoing, QR	Corp Serv, MM, Managers	
1.4 Employment Equity	EEP/Plan	Reviewed EEP/Plan to be implemented	Corporate Services, LLF, Operational budget, Managers	An implemented, reviewed EEP/Plan to ensure the required composition and to reflect gender targets	Legal compliance, Good governance, diversified staff component		Implementation and Monitoring of the EEP/Plan	QR	Corp Serv, MM, Managers	
1.5 Skills Development	WPSP	Workplace Skills Plan to be updated annually	Corporate Services, MM, Managers, LLF, Operational budget	Finalised skills audit	Trained and developed staff, Legal compliance	Interdepartmental co-operation	Skills audit completed in a way that addresses all shortcomings as identified	Sep-09	Corp Serv, MM, Managers	
1.6 Integrated Development Plan (IDP)	Holistic planning	IDP to be annually reviewed	Dept, Operational budget, R180 000 MSIG	Reviewed IDP	Legal Compliance	Non-co-operation of sector departments	8 Steering Committee Meetings	Oct 2009 to May 2010, Quarterly Reports	MM/Managers	
					Implementation of Local Government Strategic Plan		8 Individual consultation meetings with sector depts and one integrated meeting	Nov 2009 to Mar 2010, Quarterly Reports	MM/Managers	
					Satisfying community needs		8 Community consultations	Nov 2009 to Feb 2010, Quarterly Reports	MM/Managers	
							4 IDP Forum meetings	Dec 2009 and May 2010, Quarterly Reports	MM/Managers	
							IDP aligned to the Budget Planning	Sept 2009 ongoing, Quarterly Reports	MM/GCO, Managers	
1.7 Performance Management System - PMS	Governance Programme	PMS still to be implemented in compliance with Municipal Systems Act and its Regulations	Council, Manco, LLF	Approved, implemented PMS compliant with MSA, Performance Regulations, 2001 & 2006	Improved services delivery, Legal compliance	Co-operation of all role-players	Performance agreements including individual scorecards of MM, S57 managers and divisional heads completed and signed	Dec-09	MM/Managers	
		No Performance Audit Committee (PAC)		Audit Committee extended to also serve as PAC	Performance monitoring and accountability		PMS Implementation Policy agreed to by relevant parties and adopted by Council	Jan-10	MM/Managers	
		PMS must be aligned to the IDP and the budget and the SDBIP		Integration of PMS with SDBIP			Rewards & Incentives Policy agreed to by relevant parties and adopted by Council	Jan-10	MM/Managers	
							Quarterly reports on the Individual Scorecards by MM, S57 Managers and Divisional Heads	QR	MM/Managers	
							Quarterly Performance Evaluations of MM, Managers, Divisional Heads by stipulated panel	Quarterly	MM/Managers	
							Annual performance appraisal of MM, Managers, Divisional Heads by panels	Jun-10	MM/Managers	
							Integration of PMS and SDBIP	Jun-10	MM/GCO, Managers	

Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
1.8 ICT	IT Steering Committee	IT Steering Committees to take place at least quarterly	Dept. Managers, Operational budget	Regular ITSC meetings for effective, risk based management of IT	Problem solving and pro-active IT management		Finalisation of new performance agreements and scorecards	Jun-10	MM, Managers	
	IT Strategy	IT Strategy, risk assessment, risk register and risk information system to be in place	Dept. Managers, Operational budget	Updated IT Strategy, risk assessments, risk register and risk info system	Pro-active IT management		ITSC meetings on a quarterly basis with each dept to be prepared for constructive input Ongoing updating of IT strategy, risk assessments, risk register and information system	QR Ongoing, QR	Corp Serv, Managers Corp Serv, Managers	
1.10 Occupational Health and Safety	OHS Audit and Plan	Lack of updated H&S audit of municipal facilities, offices, etc. and lack of recorded H&S Plan compliant with legal requirements	Dept. MM, Managers, Operational budget	Legally compliant H&S Audit and Plan completed	Legal compliance	Lack of funding, expertise	H&S Audit of all municipal buildings, facilities, PPE of staff completed by an inspection authority as per OHS Act	June 2010, QR	Corp. Services, Managers, MM	
	2. Service Delivery & Infrastructure	Mainstreaming of HIV/AIDS by all the departments	MM, Managers	Each department to indicate how HIV/AIDS is mainstreamed.	To have a well functioning HIV/AIDS program	Cooperation from the departments	If need exists, a workshop on mainstreaming	Ongoing	MM, Managers	
2.8 HIV & AIDS	SDF, Land Use & Land settlement	Spatial Development Framework (SDF) in place	PED, Operational Budget, Service Provider	SDF implemented	Legal compliance	Limited funding	Progress report	QR, PED, MM		
	2.10 Spatial Development and Land Management	Lack of land use policy guidelines and land use management plan	PED, Operational budget	A land use policy including Council owned land developed and implemented	Roles and responsibilities clarified. Land use management in relation to spatial planning understood	Land use management legislation not yet finalised. Lack of capacity. Not budgeted for.	Progress report	QR, PED		
	Township Proclamation	Ongoing proclamation of townships	PED, Equitable share R150 000	Township proclamation of Regorogile Ext 6	Land ownership enabled		Appointment of Service Provider	31/01/2010 PED		
		Municipal land on which services can be installed	PED, Equitable share R150 000	Township proclamation of Regorogile Ext 7			Compile and submit amendment scheme to Municipality	31/03/2010 PED		
							Finalisation of amendment schemes and conditions	30/04/2010 PED		
							Submission for proclamation	30/06/2010 PED		
							Appointment of Service Provider	31/01/2010 PED		
							Development of conditions of establishment	31/03/2010 PED		
							Development of Map 3s	31/05/2010 PED		
							Promulgation of Map 3s	2010/11 PED		
							Submission of package to CS for sailing of stands	2010/11 PED, CS		
							Terms of reference	31/01/2010 PED		
						Appointment of Service Provider	28/02/2010 PED			
						Development of conditions of establishment	31/03/2010 PED			
						Development of Map 3s	31/05/2010 PED			



Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
Township Establishment	Township Establishment necessary	As required	PED, Equitable share R300 000	Township establishment of Aplezoring and Rousseauspoort	Development enabled		Promulgation of Map 3s	20/01/11	PED	
							Submission of package to CS for selling of stands	20/01/11	PED, CS	
Rezoning and Subdivision	Rezoning and subdivision as required	As required	PED, Equitable share R180 000	Rezoning and subdivision of Erf 1731 Ext 9, TBZ	Development enabled		Development of Layout Plan	31/01/2010	PED	
							Approval of Layout Plan by Council	28/02/2010	PED	
Valuation and Proclamation	As required	As required	PED, Operational budget	Commencement of rezoning process enabled	Landownership enabled		Appointment of Surveyor	31/12/2009	PED	
							Submission for proclamation	30/06/2010	PED	
Land Use Reference Maps	A substantial number of applications for revision of land use rights received per annum	As required	PED, Equitable share R50 000	Maps acquired	Orderly development and legal compliance		Seek comments from National Agriculture Dept	31/12/2009	PED	
							Appointment of Service Provider	31/03/2010	PED	
Development Applications	As required	As required	PED, Operational budget	Selling of Portions Erf 1082 for TBZ Ext 6	Selling of Portions Erf 1082 for TBZ Ext 6		Rezoning process to proceed	30/06/2010	PED	
							Appointment of valuer	11/12/2008	PED	
Development Applications	As required	As required	PED, Equitable share R50 000	Maps acquired	Orderly development and legal compliance		Consultation with neighbouring owners	31/03/2010	PED	
							Appointment of surveyor for subdivisions and consolidations	31/03/2010	PED	
Development Applications	As required	As required	PED, Operational budget	Successful completion of approximately 50 - 60 applications per annum	Orderly development and legal compliance		Development of Map 3s	30/06/2010	PED	
							Promulgation of Map 3s	30/06/2010	PED	
Development Applications	As required	As required	PED, Operational budget	Successful completion of approximately 50 - 60 applications per annum	Orderly development and legal compliance		Submission of package to CS for selling of stands	30/06/2010	PED, CS	
							Appoint service provider	30/06/2009	PED	
Development Applications	As required	As required	PED, Operational budget	Successful completion of approximately 50 - 60 applications per annum	Orderly development and legal compliance		Obtain 6 maps for the municipal area	30/09/2009	PED	
							Scrutinise application	Ongoing, QR	PED	
Development Applications	As required	As required	PED, Operational budget	Successful completion of approximately 50 - 60 applications per annum	Orderly development and legal compliance		Site inspection	Ongoing, QR	PED	
							Report to Council/Exco incl. conditions for approval	Ongoing, QR	PED	
Development Applications	As required	As required	PED, Operational budget	Successful completion of approximately 50 - 60 applications per annum	Orderly development and legal compliance		Inform applicant of Council resolution within one week	Ongoing, QR	Corp Serv, PED	

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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
Site development plans Building plans and inspections	An increase in applications	Finalisation as per applications	PED, Operational budget	Orderly development and legal compliance	Monitor progress of application up to proclamation	Ongoing, QR PED				
	An increase in building plan applications handed by two inspectors	Building plans scoured according to town planning scheme or relevant zoning at a rate of approx. 20-30 per month	PED, Operational budget	Orderly development and legal compliance	Application processed within one month	Ongoing, QR PED				
2.11 Farming (Management of Leeupoort)	Increase in illegal structures/building activities	Schedule of random checks in all towns and extensions to reduce such occurrences	PED, Operational budget	Orderly development and legal compliance	Reduction of illegal structures and building activities	Ongoing, QR PED				
	Fencing	Fencing 20km radius of which 10km completed	Dept. Operational budget R35 000	Maintenance of fencing around Leeupoort	Secure environment for residents and game	Ongoing, QR PED				
Weld and Wildlife Management	Sustainability of food supply	Condition of game and wild monitored and maintained	Dept. Operational budget R35 000	Healthy game and sustainable grazing	Spot and acknowledge different types of grass, plants and trees; ratio between grazers and browsers monitored	Ongoing, QR PED				
	Game Management	General treatment and ratio of game via a-vis food and water supply	Dept. Operational budget R20 000	Healthy game and sustainable grazing	Giraffe treatment	Feb-10 PED				
Essential Treatment (Vet)	Professional treatment	Ensuring sick and injured animals receive professional treatment	Dept. Operational budget R11 000	Healthy animals	Annual stock taking with Auditor General's office	Jun-10 PED				
	Control of Erosion	Ground erosion does occur especially in more rainy seasons	Dept. Operational budget R32 000	Preservation of land	Check for ground erosion, establish drainage channels and covering of such patches with branches to ensure grass growth	Ongoing, QR PED				
Roads	55km of roads to be maintained	Maintenance of internal roads	Dept. Operational budget	Mobility on farm for operation and maintenance and residents	Bi-annually establish fire-breaks and maintenance of internal roads	Ongoing, QR PED				
Fire Breaks	Necessary to deal with potential disasters	Establishment and maintenance of fire break roads	Dept. Operational budget	Prevention of disasters and efficient handling of such	Controlling of fire breaks 5m wide	Ongoing, QR PED				
	LED Forums	LED Forums functioning adequately	Dept. Operational budget, R300 000 external funding	Economic Development, Job Creation, Poverty Alleviation	Ongoing meetings with stakeholders	Ongoing, QR PED				
LED Support	Municipality continually support SMMEs through training	LED Support successfully completed	Dept. Operational budget R370 000	Stimulation of and support for entrepreneurship	Service provider appointed	30/09/2009 PED				
					Training provided	31/12/2009 PED				

Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
	Economic Measurement	Need to analyse LED potential realisation	Dept, Operational budget, R10 000	Completed economic measurement system including database	Accurate, reliable information and focused support		Update and access new and current economic activities	31/12/2009	PED	
	LED Projects	Upgrading of Butterland bakery	Dept, Operational budget, Kumba - R1 722 000	Upgrading completed	Better quality of life for beneficiaries	Dependent on external funding	Completion of structure plan	30/11/2009	PED	
							Identification of alternative site	31/12/2009	PED	
							Purchasing of materials	31/01/2010	PED	
							Bakery operational	31/03/2010	PED	
							Appointment of service provider for Feasibility Study	30/09/2009	PED	
							Letter of consent from DWEA	31/12/2009	PED	
							Identification of beneficiaries when study completed	31/03/2010	PED	
							De-bussing process proceeds	30/06/2010	PED	
							Training in farm management	31/01/2010 ongoing	PED	
							Reasoning of Kromdraai Farm	30/06/2010	PED	
							Purchasing of raw materials	30/09/2009	PED	
							Maintenance of sewing machines	Ongoing, 30/06/2010	PED	
							Development of actions for the project	31/01/2010	PED	
							Monitoring of rolling out of action steps	Ongoing, QR	PED	
							Tender for feasibility study out	Jul-09	PED	
							Consultant appointed	30/11/2009	PED	
							Feasibility study completed	31/01/2010	PED	
							Appointment of building contractor	31/01/2010	PED	
							Construction process underway	30/06/2010	PED	
							Compilation of brochures, organising tourism festivals, liaison with tourism operators	Ongoing, QR	PED	
							Municipal Vuna awards marketing document	30/10/2009	PED	
							Terms of Reference developed	31/12/2009	PED	
							Service provider appointed	31/01/2010	PED	
							Strategy developed	30/06/2010	PED	
							Develop a framework for the public notice	30/09/2009	PED	
							Advertise notice	30/10/2009	PED	
							Establishment of database	31/03/2010	PED	

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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
4. Municipal Financial Viability and financial management	Financial Viability & Planning	Incorrect or faulty procedures within all departments concerning financial related matters	CFO, MM, Managers, Dept. Operational budget	Reviewed procedures in all dept as an input to Financial Plan	Financially viable municipality	Co-operation of all managers	Reviewed procedures to all divisions	May-10		
	AFS	AFS not yet GRAP compliant	CFO, MM, Managers, Operational budget	Completed financial statements - s71 & s72 compliant	Legal compliance	Qualified CFO only appointed in Nov 2009 therefore non-compliance to various matters, however due dates inserted for benchmarking	Financial Statements submitted including Performance information to AG	Aug-09		
	Compliance Management - Auditor General Report	AG Report for 2008/09	CFO, MM, Managers, Operational budget	Action Plan to address AG Report 2008/09	Legal compliance	Qualified CFO only appointed in Nov 2009 thus non-compliance to various matters, however due dates inserted for benchmarking	AG Report	Nov-09		
	Annual Report	Preparation of Annual Report for 2008/9	CFO, MM, Corp Serv, Operational budget	Completed annual report for 2008/09	Legal compliance	Qualified CFO only appointed in Nov 2009 thus non-compliance to various matters, however due dates inserted for benchmarking	Action Plan re AG Report Management co-ordination	Dec-09 Jan-10		
	Budget	Budget 2010/11 approved	CFO, Operational budget	Completed Action Plan	Sound financial management		Completion of action plan re. Management Letter	Feb-10		
	SDBIP	SDBIP 2009/10 not adequate and SDBIP & PMS for 2009/10 not integrated, CFO only appointed in Nov 2009	CFO, MM, Managers, Operational budget	On date completion of budgetary processes Totally integrated SDBIP and PMS for 2010/11	Every and cost effective management processes and reporting systems	MM and CFO offices to ensure role and responsibilities to SDBIP clarified	Report re. Management Letter Internal budgetary processes	Mar-10 Aug - Dec 2009		
		SDBIP must be legally compliant and integrated with the PMS		SDBIP for 2010/11 in place and approved	Effective service delivery and performance management	Inadequate SDBIP	Finalisation and approval of the SDBIP for 2010/11	Jun-10		
		Service delivery spending should be in line with the capital budget even though not so spelled out in the 2009/10 SDBIP. Sound spending patterns are 12% in 1st Quarter, 40% in 2nd, 75% in 3rd and 95%+ in 4th Quarter		Monthly and quarterly monitoring			Refining the integration of the SDBIP and the PMS for 2010/11 All managers to strive to achieve sound spending patterns	Jun-10		
	Insurance	Insurance portfolio in place and regularly reviewed		Revised insurance portfolio and updated insurance information	Legal compliance		Insurance information continuously updated and portfolio annual reviewed and revised	July 2009 onwards, Q1, Q2, Q3, Q4		

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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
	Tariffs	Tariffs to be market related	CFO, MM, Corporate Services, Managers, Operational budget	Affordable but market related tariff structure	Effective revenue management		Annual review of tariff in synergy with IDP/Budget process finalable and Council approval thereof	QR, June 2010		
	Expenditure Management	Management needs updating of knowledge re MFMA	CFO, Managers, Operational budget	Management with adequate knowledge to act in compliance with MFMA	Improvement of financial management		Workshop for management re MFMA	Jan-10		
	Asset Management	Assets register and management GRAP compliant except unbundling of assets not completed but planned to be so within phased period	CFO, Managers, Operational budget	Asset register progressively compliant with GRAP	Legal compliance	All managers responsible	All allowances, overtime, etc to be in line with budgetary provisions Progressive unbundling of assets and updating of asset register	Ongoing, QR Ongoing, QR		
	Salaries	Salary budget and payment processes in place	CFO, Operational budget	Salaries paid as per Conditions of Employment		Co-operation of departments	Salary budget in place	May-10		
	SCM	Municipal officials not well trained in SCM legal compliance processes 10% of expenditure not prior allocated to respective votes - all HODs not following procedure	Dept. Operational budget, Capacity building funds	Training of the SCM Unit plus all municipal officials requesting procurement from the SCM Unit 100% expenses approved prior to service delivery or purchasing of goods	Sound financial management and SCM processes	High risk of audit queries given non-compliance by municipal officials requesting procurement assistance Dependency on HOD co-operation	Educating Municipal officials re SCM through training identified and implemented 100% compliance with SCM process	October 2009, QR October 2009, QR		
5. Good Governance, Public Participation Accountability and Transparency	Polices	A number of outdated or to be reviewed policies, e.g. financial policies affecting all managers	Corporate services, Operational budget, MM, Managers, LLF, MSIG R130 000	Updated, reviewed, new policies approved and implemented	Legal compliance, sound administration	Co-operation of all managers	Gap analysis - legislation vis-à-vis existing policies	Jan-10 Managers	Corp Serv, MM, Managers	
		Policies not adequately implemented or not consistently implemented - lack of knowledge of municipal officials	Corp Serv, MM, Managers	Monitoring that policies are implemented and enforced	Legal compliance	Co-operation of all managers	Priority policies identified and timeframes determined	Feb-10 Jun-10	Corp Serv, MM, Managers Corp Serv, MM, Managers	
						Co-operation of all managers	All prioritized policies adopted by Council and implemented Regular workshops of relevant policies with municipal officials	Ongoing, quarterly progress reports	Corp Serv, MM, Managers	
		By-laws	A number of by-laws in process, public consultation completed but funding for promulgation lacking	Corporate Services, MM, Managers, Operational budget	Prioritisation of by-laws, scheduling of promulgation	Legal compliance	Co-operation of all managers Lack of funding, dependent on support from DLGH	Managers to report on how policies relevant to their departments are implemented Prioritisation of by-laws and schedule of promulgation compiled	Ongoing, quarterly progress reports Jan-10	Corp Serv, MM, Managers Corp Serv, MM, Managers

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Key Performance Area	Related Prog/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
		Important by-laws to be regularly reviewed, i.e. tariff by laws, water services by-laws, credit control and debt collection by-laws	Corporate Services, Service provider, MM, Managers, Operational budget	Funding to be sourced for next financial year in order to get these by-laws reviewed in synergy with reviewed policies and legislative requirements	Good governance, legal compliance	Dependent on funding obtained	Gap analysis of which by-laws needs to be reviewed	Feb-10	Corp Serv, MM, Managers	
	Anti-corruption & Fraud	By-laws not adequately implemented or not consistently implemented Lack of an Anti-corruption and Fraud Strategy and policy	Corp Serv, MM, Managers MM, Corp Serv, Managers, Operational budget	Monitor that by-laws are implemented and enforced Strategy and policy in place and implemented	Legal compliance	Council ability to enforce by-laws	Prioritise by-laws to be reviewed and schedule a timeframe and draw up a budget for these Managers to report on how by-laws relevant to their departments are implemented and enforced Strategy and policy developed, approved and implemented	Mar-10 Ongoing, quarterly progress reports May-10	Corp Serv, MM, Managers Corp Serv, MM, Managers MM (Corp Serv), Managers	
	Delegations	Review of delegation system to ensure Council resolutions are implemented	MM, Corp Services, Managers, Operational budget	Finalisation of reviewed delegation system		Risk to managers' performance	Legally compliant delegation system to ensure Council resolutions are implemented	May-10	MM (Corp Serv), Managers	
	Implementation of Council Resolutions	Strengthening Monitoring on the implementation of Council Resolutions	MM, Corporate services, software	Council Resolutions implemented promptly	Improve functioning of Council	Co-operation of staff, correct software	Receive reports on the implementation of Council Resolutions	Monthly to serve at EXCO	MM, Corporate Services, Managers	
	Contracts Management	Contract management as required to the MFMA and RSA not applied	Corporate Services, MM, Managers, Operational budget	Effective contract management and monitoring as legally prescribed	Good governance, legal compliance		Ongoing contract management and monitoring of all external contracts	QR		
	Internal Audit & Risk Management	Audit plan to be continuously reviewed	MM, Managers, Operational budget	Audit plan reviewed and communicated to Audit Committee and management			Consolidation of performance reports for inclusion in the Annual Report	Mar-10	MM, Corporate Services, Managers	
		Risk assessments to form part of audit plan but IA Unit does not have capacity, expertise to attend to risk management on its own - interdept co-operation required	MM, Managers, IA, Audit Committee, Operational budget	Continuous risk assessment of departments, facilities, staff, etc. as required by MFMA	Good, sustainable governance, financial management and administration	Lack of capacity and funding	Benchmark with WDM to ensure all risk management requirements taken into account and a legal compliant risk management plan is in place	31-Jan-10 Jan-10	MM, Managers MM, Managers	
				Risk management system developed		Lack of capacity and funding	Updated risk assessments of all departments completed	Jan-10 Mar-10	MM, Managers MM, Managers	
							Updated risk profile of municipality completed	June 2010, ongoing	MM, Managers	
							Updated risk management system in place	June 2010 onwards	MM, Managers	
							Each dept to develop an action plan for the risk areas identified within the risk assessments	June 2010 onwards	MM, Managers	
							Monitor the implementation of the action plan and provide quarterly progress reports	June 2010 onwards	MM, Managers	

Key Performance Area	Related Progi/Goal	Baseline	Inputs	Outputs	Outcome	Risks/Constraints	Perf. Indicator/Target	Date	Resp.	Progress
	Intergovernmental Relations	IGR Clusters to be used for inter-governmental unity and support given challenges of WDM area	Managers, MM, Operational Budget	Attendance of District IGR Cluster meetings as applicable to each Department	Improved IGR	Lack of participation by the other LMs and Sector Departments	Full attendance of cluster meetings and feedback reports	QR	[REDACTED]	
	Vuna Awards 2010	Participation even though not yet a serious contender	Managers, MM, Operational Budget	Participation in Vuna Awards	To be used as a yardstick and benchmarking exercise for improvement of services		Geating for participation by establishing the information required and collating such for 2010 Vuna entry	Jan 2010 onwards	Corp Serv, MM, Managers	

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**Annexure B**

**PERSONAL DEVELOPMENT PLAN (PDP)**

Entered into by and between

**THABAZIMBI LOCAL MUNICIPALITY**

["the Employer"]

and

**Ms M S Mabitsela**

["the Employee"]

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## Explanatory Notes to the Personal Development Plan

### 1. Introduction

1.1 A Municipality should be committed to –

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- (b) managing training and development within the ambit of relevant national policies and legislation.

1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:

- (a) Human resource development should form an integral part of human resource planning and management.
- (b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills and talent management and succession planning.
- (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
- (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

### 2. Competence Modeling

2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fits a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives [The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.

2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.

2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders, with different interests accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the

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basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

- 2.4 When linking a decision that a prospective employee / current employee is competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The **dplg** has decided on:
- 2.4.1 A managerial competency framework as an expression of required managerial competencies.
  - 2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

### 3. **Compiling the Personal Development Plan attached as the Appendix.**

- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to **compile a Personal Development Plan** as follows:
- (a) The identified training needs should be **entered into column 1 of the Appendix, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:
    - a. Organisational needs, which include the following:
      - o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
      - o The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
      - o Specific competency gaps as identified during the probation period and performance appraisal of the employee.
    - b. Individual training needs that are job / career related.
  - (b) Next, the **prioritisation of the training needs [1 to ...] in column 1 should also be determined** since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
  - (c) Consideration must then be given to the **outcomes expected in column 2 of the Appendix**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

- (d) **An appropriate intervention** should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in **column 3 of the Appendix, entitled: Suggested training and / or development activity**. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- (e) **Guidelines regarding the number of training days per employee and the nominations of employees:** An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) **Column 4 of the Appendix: The suggested mode of delivery** refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The **suggested time frames (column 5 of the Appendix)** enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) **Work opportunity created to practice skill / development areas, in column 6 of the Appendix**, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).
- (i) The final column, **column 7 of the Appendix**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.

3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).

3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:

- (a) A Skills Development Facilitator has been appointed.
- (b) The Workplace Skills Plan has been submitted.
- (c) A submission, including a Business Plan is submitted for additional grants [The LGSETA can be approached at Tel. 011 456 8579 for more information in this regard].

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#### 4. Life-long learning

4.1 It was agreed that an outcomes-based Lifelong Learning Development Framework would be the basis on which Curriculum 2005 would be developed. The basic principle is that learners should be able to progress to higher levels of achievement by mastering prescribed learning outcomes. Learning programmes should thus facilitate progression from one phase or learning outcome to another and from any starting point in the education and training system. Prior knowledge (acquired informally or by work experience, would also have to be assessed and credited. National qualifications would be awarded, at each of the levels of the National Qualifications Framework (NQF) [see the attached definitions] provided that candidates have accumulated certain combinations of credits and have abided by probable rules of combinations required for such qualifications.

4.2 Eight learning areas were identified to form the basis of all education up to the Further Education and Training Certificate:

Nr.	Learning Area
1	Language, Literacy and Communication
2	Mathematical Literacy, Mathematics and Mathematical Science
3	Human and Social Sciences
4	Natural Sciences
5	Technology
6	Arts and Culture
7	Economic and Management Sciences
8	Life Orientation

4.3 As is clear from the definitions, there will be four phases, with Adult Basic Education and Training (ABET) linked to the first three. The history of school education had the effect that the majority of the adult population for black communities, were provided with inadequate education or no schooling. Thus ABET is viewed as a force for social participation and economic development and has been brought into the mainstream of the education and training system. The underlying principles are that ABET should provide a general basic education, promote critical thinking and empower individuals to participate in all aspects of society, and promote active learning methods, and, ABET should lead to nationally recognized certificates based on clear national standards assessed as learning outcomes.

4.4 Once the foundation phase is addressed the other phases can follow suit. In this regard the discussion in item 3.3 (d) refers. Note should also be taken that in addressing professionalisation within the local government sector there may be a need to develop vocational qualifications.

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Appendix 1

Personal Development Plan of: .....

Compiled on: 1 July 2008

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?]	External provider, in line with identified unit standard and not exceeding R 6 000	March 200...	Appraisal of managers reporting to him / her	Senior Manager: Training
2.						
3.						

Employee's signature :

Manager's signature:

**DEFINITIONS:**

“Higher, Further and General Education and Training” refers to:

National Qualification Framework level	Levels	TYPES OF QUALIFICATIONS AND CERTIFICATES	
8	<b>HIGHER EDUCATION AND TRAINING</b>	Doctorates Further Research Degrees	
7		Higher Degrees Professional Qualifications	
6		First Degrees Higher Diplomas	
5		Diplomas Occupational Certificates	
<b>FURTHER EDUCATION AND TRAINING CERTIFICATES</b>			
4	<b>FURTHER EDUCATION AND TRAINING</b>	School/College/Training Certificate Mix of units from all	
3		School/College/Training Certificate Mix of units from all	
2		School/College/Training Certificate Mix of units from all	
<b>GENERAL EDUCATION AND TRAINING CERTIFICATES</b>			
1	<b>GENERAL EDUCATION AND TRAINING</b>	Senior Phase	ABET level 4
		Intermediate Phase	ABET level 3
		Foundation Phase	ABET level 2
			ABET level 1

<b>CORE MANAGERIAL COMPETENCIES - CMCs</b>	
<b>(1) STRATEGIC CAPABILITY &amp; LEADERSHIP</b>	<b>PERFORMANCE INDICATORS</b>
Provides a vision, sets the direction for the municipality and / or department and inspires others to deliver on the IDP mandate.	<p>Gives direction to team in realizing the municipality's strategic and development objectives.</p> <p>Impacts positively on team morale, sense of belonging and participation.</p> <p>Develops detailed action plans to execute strategic objectives.</p> <p>Assists in defining performance measures to evaluate the success of strategies.</p> <p>Translates strategies into action plans.</p> <p>Secures cooperation from colleagues and team members.</p> <p>Seeks mutual benefit / win-win outcomes for all concerned.</p> <p>Supports stakeholders in achieving their goals / satisfying their needs.</p> <p>Inspires staff with own behaviour – "walks the talk".</p> <p>Manages and calculates risk.</p> <p>Communicates IDP to the department.</p> <p>Utilizes strategic planning methods and tools.</p>
<b>(2) PROGRAMME &amp; PROJECT MANAGEMENT</b>	<b>PERFORMANCE INDICATORS</b>
Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs, outcomes and targets.	<p>Establishes broad stakeholder involvement and communicates the project status and key milestones.</p> <p>Defines the roles and responsibilities for project team members and clearly communicates expectations.</p> <p>Balances quality of work with deadlines and budget.</p> <p>Identifies and manages risks to the project by assessing potential risks and building contingencies into the project plan.</p> <p>Uses computer software programmes or suitable alternative measures to help manage projects.</p> <p>Sets and manages service level agreements with contractors.</p> <p>Where applicable, manages alternative service delivery agreements.</p>
<b>(3) FINANCIAL MANAGEMENT</b>	<b>PERFORMANCE INDICATORS</b>
Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally accepted financial practices in order to ensure the achievement of strategic municipal objectives.	<p>Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate.</p> <p>Manages and monitors financial risk.</p> <p>Continuously looks for new opportunities to obtain and save funds.</p> <p>Prepares financial reports and guidelines based on prescribed format.</p> <p>Understands and weighs up financial implications and propositions.</p> <p>Understands, analyses and monitors financial reports.</p> <p>Allocates resources to established strategies and objectives.</p> <p>Aligns expenditure to cash flow projections.</p> <p>Ensures effective utilization of financial resources.</p> <p>Develops corrective measures / actions to ensure alignment of budget to financial resources.</p> <p>Prepares own budget in line with the development objectives of the municipality.</p>

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<b>(4) CHANGE MANAGEMENT</b>	<b>PERFORMANCE INDICATORS</b>
<p>Initiates, supports and champions organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments. Team building.</p>	<p>Perform analysis to determine the impact of changes in the social, political and economic environment. Keeps self and others calm and focused during times of change or ambiguity. Initiates, support and encourages new ideas. Volunteers to lead change efforts outside own work team. Consults and persuades all the relevant stakeholders of the need for change. Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change. Coaches colleagues on how to manage change. Pro-actively seeks new opportunities for change. Identifies and assists in resolving resistance to change with stakeholders. Designs specific projects to enable change that are aligned to the organisational objectives. Uses the political, legislative and regulatory processes of local government to drive and implement change efforts.</p>
<b>(5) KNOWLEDGE MANAGEMENT</b>	<b>PERFORMANCE INDICATORS</b>
<p>Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation.</p>	<p>Uses appropriate information systems to manage organisational knowledge. Uses modern technology to stay abreast of world trends and information. Evaluates information from multiple sources and uses information to influence decisions. Creates mechanisms and structures for sharing of knowledge in the organisation. Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency. Promotes the importance of knowledge sharing within own area. Adapts and integrates information from multiple sources to create innovative knowledge management solutions. Nurtures a knowledge-enabling environment.</p>
<b>(6) SERVICE DELIVERY INNOVATION</b>	<b>PERFORMANCE INDICATORS</b>
<p>Champions new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational objectives.</p>	<p>Consults communities and stakeholders on ways to improve the delivery of services. Communicates the benefits of service delivery improvement opportunities to stakeholders. Identifies internal process improvement opportunities. Demonstrates full knowledge of principles on service delivery innovations. Identifies and analyses opportunities where innovative ideas can lead to improved service delivery. Creates mechanisms to encourage innovation and creativity within functional area and across the municipality. Implements innovative service delivery options in own department.</p>
<b>(7) PROBLEM SOLVING &amp; ANALYTICAL THINKING</b>	<b>PERFORMANCE INDICATORS</b>
<p>Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.</p>	<p>Explains potential impact of problems to own working environment. Demonstrates logical problem solving approach and provides rationale for proposed solutions. Determines root causes of problems and evaluates whether solutions address root causes. Demonstrates objectivity, thoroughness, insightfulness and probing behaviour when approaching problems. Demonstrates the ability to break down complex problems into manageable parts and identify solutions.</p>

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<b>(8) PEOPLE &amp; DIVERSITY MANAGEMENT</b>	<b>PERFORMANCE INDICATORS</b>
<p>People management and empowerment (manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organisational objectives).</p>	<p>Seeks opportunities to increase personal contribution and level of responsibility. Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches. Delegates and empowers others to increase contribution and level of responsibility. Applies labour and employment legislation and regulations consistently. Facilitates team goal setting and problem solving. Recognizes individuals and teams and provides developmental feedback in accordance with performance management principles. Adheres to internal and national standards with regards to HR practices. Deals with labour matters. Identifies competencies required and suitable resources for specific tasks. Displays personal interest in the well-being of colleagues and other stakeholders. Manages conflict through a participatory and transparent approach.</p>
<b>(9) CLIENT ORIENTATION &amp; CUSTOMER FOCUS</b>	<b>PERFORMANCE INDICATORS</b>
<p>Willing and able to deliver services effectively and efficiently in order to put the spirit of customer services – Batho Pele – into practice.</p>	<p>Develops clear and implementable service delivery improvement programmes. Identifies opportunities to exceed the expectations of customers. Designs internal work processes to improve customer service. Adds value to the organisation by providing exemplary customer service. Applies customer rights in own work environment.</p>
<b>(10) COMMUNICATION</b>	<b>PERFORMANCE INDICATORS</b>
<p>Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and / or influence others to achieve the desired outcomes.</p>	<p>Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way. Receptive to alternative viewpoints. Adapts communication content and style according to the audience including managing body language effectively. Delivers messages in a manner that gains support, commitment and agreement. Writes well structured, integrated documents. Communicates controversial or sensitive messages to stakeholders tactfully. Listens well and is receptive. Encourages participation and mutual understanding.</p>
<b>(11) HONESTY &amp; INTEGRITY</b>	<b>PERFORMANCE INDICATORS</b>
<p>Accountability and ethical conduct should display and build the highest standards of ethical and moral conduct complying with generally accepted value systems in order to promote confidence and trust in the sphere of local government.</p>	<p>Conducts self in accordance with the municipal code of conduct for officials. Admits own mistakes and weaknesses and seeks help from others where unable to deliver. Reports fraud, corruption, nepotism and maladministration. Honours the confidentiality of matters and does not use it for personal gain or the gain of others. Discloses conflict of interests. Establishes trust and show confidence in others. Treats all employees with equal respect. Undertakes roles and responsibilities in a sincere and honest manner. Incorporates organisational values and beliefs into daily work. Uses work time for organisational matters and not for personal gain. Shares information openly, whilst respecting the principle of confidentiality. Accepts accountability for decisions / actions taken. Refrains from blaming others for mistakes and/or incorrect or inappropriate decisions.</p>

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**CORE OCCUPATIONAL COMPETENCIES - COCs**

<b>(1) COMPETENCE IN SELF MANAGEMENT</b>	<b>PERFORMANCE INDICATORS</b>
<p>Being able to manage oneself in respect of time, the performance of duties, improving one's skills and expertise in order to become a more self-motivated and driven manager.</p>	<p>Maintains an efficient diary.                      Prioritises work in accordance with the importance thereof.                      Improves his/her knowledge and skills on a continuous basis.                      Deals with incoming work in such a way that it does not cause delays throughout the system.</p>
<b>(2) INTERPRETATION &amp; IMPLEMENTATION WITH-IN LEGISLATIVE &amp; NATIONAL POLICY FRAMEWORKS</b>	<b>PERFORMANCE INDICATORS</b>
<p>Remains informed of all major legislation and newly developed policies in order that such legislation and policies can be successfully interpreted and implemented.</p>	<p>Remains informed of all new legislation and policies.                      Reports on such legislation and policies to Council so as to make Council aware of the implications thereof.                      Gives regular feedback to management and staff on new legislation and policies that affect them.                      Adapts the functional operation of the Municipality to be in compliance with such legislation and policies.</p>
<b>(3) KNOWLEDGE OF PERFORMANCE MANAGEMENT AND REPORTING</b>	<b>PERFORMANCE INDICATORS</b>
<p>Ensures that a good working knowledge of performance management and reporting is obtained, that the principles thereof are understood and applied in practice in order to ensure the successful implementation of performance management and reporting.</p>	<p>Updates his/her knowledge of performance management on a continuous basis.                      Ensures that reports in regard to performance management are regularly compiled in accordance with legal prescriptions.                      Identifies deviations from agreed to performance targets and institutes corrective measures.                      Participates in the performance appraisal of adjoining municipalities so as to broaden his/her knowledge of performance management.</p>
<b>(4) KNOWLEDGE OF GLOBAL &amp; SA POLITICAL, SOCIAL &amp; ECONOMIC CONTEXTS</b>	<b>PERFORMANCE INDICATORS</b>
<p>Expands a knowledge base in regard to political social and economic developments in South Africa and the rest of the world on a continuous basis in order to give direction in terms of political social and economic developments that impact on the Municipality.</p>	<p>Expands knowledge of political, social and economic aspects on a continuous basis e.g by reading widely on these topics, subscribing to journals in this regard or gaining information via the Internet.                      Advises Council and management especially during the IDP process of developments in these fields that could impact on the Municipality and, where such impacts are negative, to propose counter measures to minimise such negative impacts</p>

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<b>(5) POLICY CONCEPTUALISATION, ANALYSIS &amp; IMPLEMENTATION</b>	<b>PERFORMANCE INDICATORS</b>
<p>The ability to identify a need for a policy, the development of such a policy and to give practical effect to such an adopted policy.</p>	<p>Demonstrates awareness of a working environment that requires a policy directive.          Is acquainted with the legal framework which dictates the development of a specific policy.          Knows the fundamental principles which underpin the development of a successful policy.          Is able to obtain inputs from identified stakeholders and interested and affected parties.          Can successfully workshop draft policy inputs into an acceptable draft format thereby promoting inclusivity and legitimacy.          Is able to draft a report motivating the need for the policy and the acceptance of the formulated draft policy.          Ensuring inputs from the Council (or other final decision-making body) are incorporated into the final policy document.          Is able to make role-players, affected by the adopted policy, aware of the contents and consequences of the policy.          Provides guidance and/or training on how to implement the policy.          Ensures that policy is correctly implemented and thereafter monitors such implementation.          Takes corrective action where policy implementation isn't adhered to.          Amends a policy, if found necessary, to satisfy changing circumstances.</p>
<b>(6) KNOWLEDGE OF FUNCTIONAL MUNICIPAL FIELDS/DISCIPLINES</b>	<b>PERFORMANCE INDICATORS</b>
<p>Expands his/her knowledge base in order to ensure that a holistic and objective perspective on all municipal disciplines is maintained.</p>	<p>Spends one day per month dedicated to a specific municipal activity/function.          Attends at least one conference per year not related to own task.          Reads journals related to different disciplines within the municipal context and displays concrete evidence of having absorbed such knowledge.</p>
<b>(7) MEDIATION SKILLS</b>	<b>PERFORMANCE INDICATORS</b>
<p>Mediation is the ability to solve differences of opinion held by opposing parties, in such a manner that the differences are not only resolved, but that the relevant parties accept the outcome of the mediation.</p>	<p>Is able to identify situations where mediation may be required.          Persuades opposing parties to accept the route of mediation.          Instils adequate confidence in the parties that he/she is able to successfully mediate on the differences.          Brings the parties to a point where they are prepared to forego preconceived points of views and to accept an opposing point of view from another party.          Ensures that mediation process continues in spite of periodic objections from the parties.          Formulates a compromise solution that is accepted by the concerned parties.          Ensures that opposing parties perceive that the mediated solution created a win/win situation.</p>

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<b>(8) GOVERNANCE SKILLS</b>	<b>PERFORMANCE INDICATORS</b>
<p>Obtains a sound understanding of the concept of governance and applies it in practice so as to promote good governance within the Municipality.</p>	<p>Interacts in a constructive way with the political office bearers and other elected councillors.            Ensures that the Batho Pele principles are understood and applied by staff.            Ensures that community-based inputs are incorporated into e.g the IDP budget, policies and by-laws.            Endeavours to obtain an unqualified audit report from the Auditor General and where qualifications are raised, that these are fully addressed within the next financial year.            Practises sound public administration in accordance with the provisions of Section 195 of the Constitution.            Upholds the codes of conduct as set out in Schedules 1 and 2 of the Systems Act.            Ensures that the municipal website contains all the prescribed information and that such information is regularly updated.</p>

<b>(9) COMPETENCE AS REQUIRED BY NATIONAL LINE SECTOR DEPTS</b>	<b>PERFORMANCE INDICATORS</b>
<p>Determines which line sector departments have requirements in regard to duties to be performed and acquires the competencies as required by the identified line sector department.</p>	<p>Establishes which line sector department has the greatest need to interact with the Municipality.            Establishes a liaison with such line sector department and determines the competencies to be acquired.            Acquires the competencies by way of studying the applicable legislation, policies and other directives from the line sector department.            Channels the knowledge through to the relevant municipal department so as to ensure that the greatest degree of synergy between the line sector department and the Municipality is achieved.</p>

<b>(10) EXCEPTIONAL &amp; DYNAMIC CREATIVITY TO IMPROVE FUNCTIONING OF MUNICIPALITY</b>	<b>PERFORMANCE INDICATORS</b>
<p>Applies strategic, out-of-the-box thinking and suggests a way forward in order that the Municipality may function in an exceptional and dynamic manner.</p>	<p>Strategises with political office bearers and the management team in such a way that new concepts and ideas are generated.            Displays the ability to challenge routine suggestions and recommendations and proposes unthought-of alternatives.            Displays the ability to suggest innovative service delivery mechanisms.            Suggests cost saving measures, enhances the skills and performance of members of staff and solves problems in an innovative and cost effective manner.</p>

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ANNEXURE D

**ANNUAL BONUS RELATED PERFORMANCE APPRAISAL STANDARDS AND PROCEDURES**

This annual bonus related performance assessment of the Municipal Manager and Managers is in accordance with the Municipal Performance Management Regulations, 1 August 2006.

It is informed by the Quarterly Performance Reviews which took place as scheduled in the Performance Agreements and uses the same evaluation scale and performance criteria as the Quarterly Reviews.

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**PERFORMANCE APPRAISAL OF KPAs AND CCRs TO DETERMINE IF THE MANAGER QUALIFIES FOR A PERFORMANCE BONUS**

LEVEL	DESCRIPTION	RATING	ASSESSMENT SCORE	PERFORMANCE BONUS RATIOS
Level 5: Outstanding Performance	Performance far exceeds the standard expected for the job in all areas of the manager. The manager has achieved exceptional results against all performance criteria and indicators specified in the Performance Plan and maintained this in all areas of responsibility throughout the year.	5	75 - 100	Maximum bonus allowed ito. Regulations is between 10% and 14% of person's inclusive annual remuneration package The % as determined per Council Resolution is as follows: 75 - 76% - 10% 77 - 78% - 11% 79 - 80% - 12% 81 - 84% - 13% 85 - 100% - 14%
Level 4: Performance significantly above expectations	Performance is significantly higher than the standard expected for the job in all areas. The manager has achieved above fully effective results against more than half of the performance criteria and indicators specified in the Performance Plan and fully achieved all others throughout the year.	4	65 - 74	Maximum bonus allowed ito. Regulations is between 5% and 9% of person's inclusive annual remuneration package The % as determined per Council Resolution is as follows: 65 - 66% - 5% 67 - 68% - 6% 69 - 70% - 7% 71 - 72% - 8% 73 - 74% - 9%
Level 3: Fully effective	Performance fully meets the standard expected for the job in all areas. The manager has achieved effective results against all significant performance criteria and indicators specified in the Performance Plan and may have achieved results significantly above expectations in one or two less significant areas throughout the year.	3	51 - 64	No bonus
Level 2: Performance not fully satisfactory	Performance is below the standard required for the job in key areas. The manager has achieved adequate results against many key performance criteria and indicators specified in the Performance Plan but did not fully achieved adequate results against others during the course of the year. Improvement in these areas is necessary to bring performance up to the standard expected.	2	31 - 50	No bonus
Level 1: Unacceptable performance	Performance does not meet the standard required for the job. The manager has not met one or more fundamental requirements and/or is achieving results that are well below the performance criteria and indicators in a number of significant areas of responsibility. The manager has failed to demonstrate the commitment or ability to bring performance up to the level expected despite efforts to encourage improvement.	1	Less than 30	No bonus