

Annexure A

Performance Plan

Greater Tubatse Municipality



The *main parts* to this Performance Plan are:

1. Performance Plan Overview
2. Strategy Map
3. A statement about the *Purpose* of the Position;
4. A performance scorecard per Key Performance Areas (KPAs, DPLG), dealing with Key Performance Indicators (KPIs)
5. A performance scorecard per Key Performance Areas (KPAs, DPLG), dealing with Projects and main activities
6. Competencies
7. Approval of Personal Performance Plan
8. Summary Scorecard
9. Assessment Process

Name: PK Legodi

Position: Director Corporate Services Department

Accountable to: Municipal Manager

Plan Period: 01.07.08 – 30.06.09

Annexure A

PERFORMANCE PLAN

1. Purpose

The performance plan defines the Council's expectations of the Director Corporate Service's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Objects of Local Government

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

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

3. Key Performance Areas

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

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

4. Balanced Scorecard Perspectives

The BSC Methodology was used for the development of the Performance Management System and the perspectives used were:

- 4.1 Community
- 4.2 Financial
- 4.3 Institutional Processes
- 4.4 Learning and Growth

5. Strategic Objectives

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



3. Purpose of the Position

STRATEGIC VISION

To develop Tubatse as a Platinum City in an integrated manner to improve the quality of life for all

STRATEGIC MISSION

To promote:

- local accountable democracy through active community participation;
- economic advancement to fight poverty and unemployment;
- needs satisfying service rendering in a sustainable affordable manner;
- municipal transformation and institutional development;
- environmental management to ensure a balance between human settlements and the economic base of the city

Position Vision 2011

The provision and maintenance of skilled, competent and trained workforce committed to deliver sustainable administrative and auxiliary services within the municipality and the community

Position Mission

The Corporate Service Director is required to lead and direct the Department in legal, human resources, administrative and manage information systems for economic, efficient, effective and customer orientated services

Municipal Transformation and Organisational Design Key Performance Indicators (60 % Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
L1	Develop and build skilled and knowledgeable workforce	R-value allocated for training and development		R700 000				R700 000	Work place skill plan	Copy of invoice
		# of sec 57 managers undergone leadership development training	4	3	3	3	3	3	Leadership training	Roll-call/ register attendee
		R-value allocated for training of section 57 managers		R175 000				R175 000		Copy of invoice
		# of middle level managers developed and trained	7	3	3	3	3	3	Training	Roll-call/ register attendee
		R-value allocated for training and development of middle level managers		R175 000				R175 000		Copy of invoice
		# of other employees trained and developed	67	10				10		Roll-call/ register attendee
		R-value allocated for training and development of other employees		R350 000				R350 000		Copy of invoice
L3	Attract and retain best human capital to become employer of choice	# of post on the organogram	299	299				299	Recruitment strategy	Organogram

Municipal Transformation and Organisational Design Key Performance Indicators (60 % Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
L3	Attract and retain best human capital to become employer of choice	# of posts filled against the # of posts on the organogram	221	229	221	229	229	229		List of all employees
		# of women employees against the total # of posts filled	99	105	99	105	105	105		List of all employees
		# of disabled employees against the total # of posts filled	1	2	1	2	2	2		List of all employees
		# of youth employees against the total # of post filled	55	63	55	63	63	63		List of all employees
		# of black employees against the total # of posts filled	215	220	215	220	220	220		List of all employees
		# of white employees against the total # of posts filled	8	10	8	10	10	10		List of all employees
		# if Indian employees against the total # of posts filled	1	1	1	1	1	1		List of all employees
		# of coloureds employees against the total # of posts filled	1	1	1	1	1	1		List of all employees

Municipal Transformation and Organisational Design Key Performance Indicators (60 % Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
L3	Attract and retain best human capital to become employer of choice	# of employment contract signed by all staff members	221	229	221	229	229	229		Employment contracts
		% of leave applications processed within one week	0%	100%	100%	100%	100%	100%	Leave administration process	Leave register
		# of reports on sick leaves taken on Fridays		4	1	2	3	4	Reporting on monitoring of use/abuse of sick leave	Reports
		# of reports on sick leave taken on Mondays		4	1	2	3	4		Reports
		# of reports on sick leaves taken on day after pay day		4	1	2	3	4		Reports
		Total # of senior managers posts as per the organogram		8	8	8	8	8		List of all employees
		# of senior managers posts filled	8	8	8	8	8	8		List of all employees
		# of women employees as senior manager against total posts filled	2	2	2	2	2	2		List of all employees

Municipal Transformation and Organisational Design Key Performance Indicators (60 % Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
L3	Attract and retain best human capital to become employer of choice	# of disabled employed as senior manager against total posts filled	0	0	0	0	0	0		List of all employees
		# of youth employed as senior managers against the total posts filled	4	4	4	4	4	4		List of all employees
		# of black employees as senior managers	8	8	8	8	8	8		List of all employees
		# of whites employed as senior managers	0	0	0	0	0	0		List of all employees
		# of Indian employed as senior managers	0	0	0	0	0	0		List of all employees
		# of coloured employed as senior managers	0	0	0	0	0	0		List of all employees
		Total # of middle management posts on the organogram	49	49	49	49	49	49		List of all employees
		# of middle management posts filled against the total #	38	41	38	41	41	41		List of all employees
		# of women employed at middle management level against the filled posts	13	16	16	16	16	16		List of all employees

Municipal Transformation and Organisational Design Key Performance Indicators (60 % Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
L3	Attract and retain best human capital to become employer of choice	# of disabled employed at middle management level against the filled posts	0	1	1	1	1	1		List of all employees
		# of youth employed at middle management level against the filled posts	17	20	17	20	20	20		List of all employees
		# of blacks employed at middle management level against the filled posts	33	36	33	36	36	36		List of all employees
		# of whites employed at middle management level against the filled posts	5	5	5	5	5	5		List of all employees
		# of Indian employed at middle management level against the filled posts	0	0	0	0	0	0		List of all employees
		# of coloureds employed at middle management level against the filled posts	1	1	1	1	1	1		List of all employees
		# of employees supported by EWP	10	40	10	20	30	40	Employee wellness program	Register

Municipal Transformation and Organisational Design Key Performance Indicators (60 % Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
L3	Attract and retain best human capital to become employer of choice	R-value allocated to EWP								Copy of invoice
		# of OHS committee reports	4	4	1	2	3	4	OHS	Reports
		% compliance of OHS act	10%	65%	20%	35%	50%	65%		Reports
		% staff turn over		100%	100%	100%	100%	100%		Attendent register
		# of reports on employees dismissed		4	1	2	3	4	Reporting	Reports
		# of reports on employees retrenched		4	1	2	3	4	Reporting	Reports
		# of reports on employees deceased		4	1	2	3	4	Reporting	Reports
		# of reports on employees retired		4	1	2	3	4	Reporting	Reports
		# of reports on employees resigned		4	1	2	3	4	Reporting	Reports
		% progress with conducting of employee satisfaction survey	0%	100%	20%	50%	70%	100%	Employee satisfaction survey	Survey Results
		# local labour forum meetings	4	4	1	2	3	4	Local labour forum	Minutes

Municipal Transformation and Organisational Design Key Performance Indicators (60 % Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
L3	Attract and retain best human capital to become employer of choice	# of directors and managers orientated and trained in conducting disciplinary hearings	0	7	7				Disciplinary hearing training	Reports
		R-value allocated for training directors and managers in conducting disciplinary hearings								Copy of invoice
		# of reports on employees charged with misconduct per employment categories		4	1	2	3	4	Reporting	Reports
		# of reports on employees suspended against total employees charged with misconduct (per employment criteria)		4	1	2	3	4	Reporting	Reports
		# of reports on employees dismissed against total # of employees charged		4	1	2	3	4	Reporting	Reports

Municipal Transformation and Organisational Design Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
					1st Q	2nd Q	3rd Q	4th Q
L3	Attract and retain best human capital to become employer of choice	Recruitment strategy			Oversee the implimentation of the Recruitment policy	Oversee the implimentation of the Recruitment policy	Review and implementataion of recruitment policies.Manangement of recruitment activities	Review and implementataion of recruitment policies.Manangement of recruitment activities
		Organogram			Ensure that employment is done as per recruitment policy and that the employment is done according to to Organogram	Ensure that employment is done as per recruitment policy and that the employment is done according to to Organogram	Ensure that employment is done as per recruitment policy and that the employment is done according to to Organogram	Ensure that employment is done as per recruitment policy and that the employment is done according to to Organogram
		Employment Equity Plan			Monitor the application of employment equity plan	Monitor the application of employment equity plan	Monitor the application of employment equity plan	Monitor the application of employment equity plan
		Contracts of employment			Ensure that all employees sign contract before starting with their work	Ensure that all employees sign contract before starting with their work	Ensure that all employees sign contract before starting with their work	Ensure that all employees sign contract before starting with their work
		Leave administration process			Ensure that leave policy is developed before the end of the first quarter	Ensure that leave policy is developed before the end of the first quarter	Ensure that leave policy is developed before the end of the first quarter	Ensure that leave policy is developed before the end of the first quarter
					Ensure that leave forms are captured on weekly bases and that supervisors manage leaves of their unit	Ensure that leave forms are captured on weekly bases and that supervisors manage leaves of their unit	Ensure that leave forms are captured on weekly bases and that supervisors manage leaves of their unit	Ensure that leave forms are captured on weekly bases and that supervisors manage leaves of their unit
		Reporting on monitoring of use/abuse of sick leave			Ensure that there is a tool to monitor and control the abuse leaves on Friday is place and is implimentted	Report any abuse of Friday leaves to management monhtly.	Report any abuse of Friday leaves to management monhtly.	Report any abuse of Friday leaves to management monhtly.
					Ensure that there is a tool to monitor and control the abuse leaves on Mondays is place and is implimentted	Report any abuse of Monday leaves to management monhtly.	Report any abuse of Monday leaves to management monhtly.	Report any abuse of Monday leaves to management monhtly.

Municipal Transformation and Organisational Design Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
					1st Q	2nd Q	3rd Q	4th Q
L3	Attract and retain best human capital to become employer of choice				Ensure that there is a tool to monitor and control the abuse leaves on a day after pay days is place and is implimentted	Ensure that there is a tool to monitor and control the abuse leaves on a day after pay days is place and is implimentted	Ensure that there is a tool to monitor and control the abuse leaves on a day after pay days is place and is implimentted	Ensure that there is a tool to monitor and control the abuse leaves on a day after pay days is place and is implimentted
		Appointment of new staff			Update management on any new employees monthly	Update management on any new employees monthly	Update management on any new employees monthly	Update management on any new employees monthly
		Employee wellness program			Monitor and ensure that Employee wellness programme is rendered in the municipality	Monitor and ensure that Employee wellness programme is rendered in the municipality	Monitor and ensure that Employee wellness programme is rendered in the municipality	Monitor and ensure that Employee wellness programme is rendered in the municipality
		OHS			Ensure that quarterly OHS are submitted and provide assistant where necessary	Ensure that quarterly OHS are submitted and provide assistant where necessary	Ensure that quarterly OHS are submitted and provide assistant where necessary	Ensure that quarterly OHS are submitted and provide assistant where necessary
					Ensure and monitor compliance to OHS act	Ensure and monitor compliance to OHS act	Ensure and monitor compliance to OHS act	Ensure and monitor compliance to OHS act
		Reporting			Update management monthly on number and name employees dismissed from the municipality	Update management monthly on number and name employees dismissed from the municipality	Update management monthly on number and name employees dismissed from the municipality	Update management monthly on number and name employees dismissed from the municipality
		Reporting			Update management monthly on number and name employees retrenched from the municipality	Update management monthly on number and name employees retrenched from the municipality	Update management monthly on number and name employees retrenched from the municipality	Update management monthly on number and name employees retrenched from the municipality
		Reporting			Update management monthly on number and name employees deceased from the municipality	Update management monthly on number and name employees deceased from the municipality	Update management monthly on number and name employees deceased from the municipality	Update management monthly on number and name employees deceased from the municipality

Municipal Transformation and Organisational Design Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
					1st Q	2nd Q	3rd Q	4th Q
L3	Attract and retain best human capital to become employer of choice	Reporting			Update management monthly on number and name employees retired from the municipality	Update management monthly on number and name employees retired from the municipality	Update management monthly on number and name employees retired from the municipality	Update management monthly on number and name employees retired from the municipality
		Reporting			Update management monthly on number and name employees resigned from the municipality	Update management monthly on number and name employees resigned from the municipality	Update management monthly on number and name employees resigned from the municipality	Update management monthly on number and name employees resigned from the municipality
		Employee satisfaction survey			Ensure that the templates for conducting the survey are drafted and approved before the survey is conducted	Monitor the process of conducting the survey and update the management with the progress	Manage and co-ordinate the process of conducting the survey and report progress and challenges if any to the Director monthly	Manage and co-ordinate the process of conducting the survey and report progress and challenges if any to the Director monthly
		The star performer program			Ensure that the star perform programme is developed and is linked to performance policy of the municipality	Monitor the implementation of the programme	Monitor the implementation of the programme	Monitor the implementation of the programme and report the result at the end of the financial year. Ensure that best performers are rewarded.
		Local labour forum			Ensure that labour forum meet monthly and submit monthly report on it activity to management	Ensure that labour forum meet monthly and submit monthly report on it activity to management	Ensure that labour forum meet monthly and submit monthly report on it activity to management	Ensure that labour forum meet monthly and submit monthly report on it activity to management
		Disciplinary hearing training			Ensure that service provider to conduct the training is appointed. Determine the scope of the training. Submit quarterly reports to Council on all IR related matters	Submit quarterly reports to Council on all IR related matters	Submit quarterly reports to Council on all IR related matters	Submit quarterly reports to Council on all IR related matters

Governance and Public Participation Key Performance Indicators (40 % Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
C3	Develop effective and sustainable stakeholder relations	% completion of service standard per directorate			50%	100%	100%	100%	Call centre and desk establishment	Service standard
		R-value allocated for the establishment of call centre								Copy of invoice
I4	Develop and improve systems, processes, procedures and policies by practicing sound governance	% progress with the development of civic centre		65%	20%	35%	50%	65%	Civic centre	Fotos
		# of service level agreement signed							Reporting	Signed agreements
		% of service level agreement signed within 14 days after the appointment of service provider	38%	100%	100%	100%	100%	100%		
		# of policies developed	13	7	3	5	6	7	Design, annual review and implementation of policies	Policies
		# of municipal by-laws adopted	6	2		2	2	2	Design, annual review and implantation of by-laws	Adopted by-law

Governance and Public Participation Key Performance Indicators (40 % Weighting)

BSC	Strategic Objective	KPI	Baseline 2007/8	Annual target 2008/9	2008/09 Quarterly Targets				Project / Initiative	Means of verification / (Evidence Required)
					1st Q	2nd Q	3rd Q	4th Q		
I4	Develop and improve systems, processes, procedures and policies by practicing sound governance	R –value allocated for policies development		75000	32143	53571	64266	75000		Copy of invoice
		R –value allocated for development of by-laws		75000		75000	75000	75000		Copy of invoice
		# of departmental meetings	12	12	3	6	9	12	Monthly departmental meetings	Minutes

Governance and Public Participation Project Activities

BSC	Strategic Objective	Project Initiative	Budget 2007/8	Target Date	2008/09 Quarterly Activities			
					1st Q	2nd Q	3rd Q	4th Q
C3	Develop effective and sustainable stakeholder relations	Call centre and desk establishment			Ensure all Directors develop their Departmental service standard and submit them to corporate service Department for approval			
					Ensure that the processes of establishing the call centre is started in the first quarter	Ensure that the call centre is finished and operational in the end of the second quarter.		
I4	Develop and improve systems, processes, procedures and policies by practicing sound governance	Civic centre						
		Service Level Agreements			Update management monthly and council quarterly of the number of service level agreements signed	Update management monthly and council quarterly of the number of service level agreements signed	Update management monthly and council quarterly of the number of service level agreements signed	Update management monthly and council quarterly of the number of service level agreements signed
		Legal cases			Update management monthly and council quarterly on progress on cases against the municipality	Update management monthly and council quarterly on progress on cases against the municipality	Update management monthly and council quarterly on progress on cases against the municipality	Update management monthly on progress on cases against the municipality
		Policies and By-laws			Monitor the development of the policies and its implimentation. Monitor the development of the by-laws and its implimentation	Monitor the development of the policies and its implimentation. Monitor the development of the by-laws and its implimentation	Monitor the development of the policies and its implimentation. Monitor the development of the by-laws and its implimentation	Monitor the development of the policies and its implimentation. Monitor the development of the by-laws and its implimentation
		Monthly departmental meetings			Ensure that the monthly meetings are held and minutes are taken in every meeting	Ensure that the monthly meetings are held and minutes are taken in every meeting	Ensure that the monthly meetings are held and minutes are taken in every meeting	Ensure that the monthly meetings are held and minutes are taken in every meeting

Competencies			
Competencies *	Definitions	Weighting	Proficiency Level **
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	5	1
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved		1
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	10	1
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	10	1
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	5	1
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals		1
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	10	1
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	15	1
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practice	10	1
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes	10	1
Accountability and Ethical Conduct	Must be able to display and build the highest standard of ethical and moral conduct in order to promote confidence and trust in the municipality		1
Knowledge		10	1
Skills		5	1
Communication		5	1
Creativity		5	1
Section Total:		100%	

* As published and defined within the Draft Competency Guidelines; Government Gazette 23 March 2007

** Proficiency levels (1, 2 or 3) as stipulated in the Draft Competency Guidelines; Government Gazette 23 March 2007

Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer / superior

On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.

Signed and accepted by the Supervisor on behalf of Council:

DATE:

Undertaking of the employee

I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I herby confirm and accept the conditions to this plan.

Signed and accepted by the Employee:

DATE:

Summary Scorecard					
Position Outcomes/Outputs	Assess Weighting	1st Assessment	2nd Assessment	Total Score	Comment
Key Performance Areas	100				
Municipal Institutional Development and Transformation	60				
Basic Service Delivery	0				
Local Economic Development (LED)	0				
Municipal Financial Viability and Management	0				
Good Governance and Public Participation	40				
Competencies	100				
Overall Rating =	KPA x 0.8 + Competencies x 0.2	KPA x 0.8 + Competencies x 0.2	KPA x 0.8 + Competencies x 0.2	Average 1st assessment + 2nd assessment	

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:				
5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable Performance
Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

Performance Assessment Process

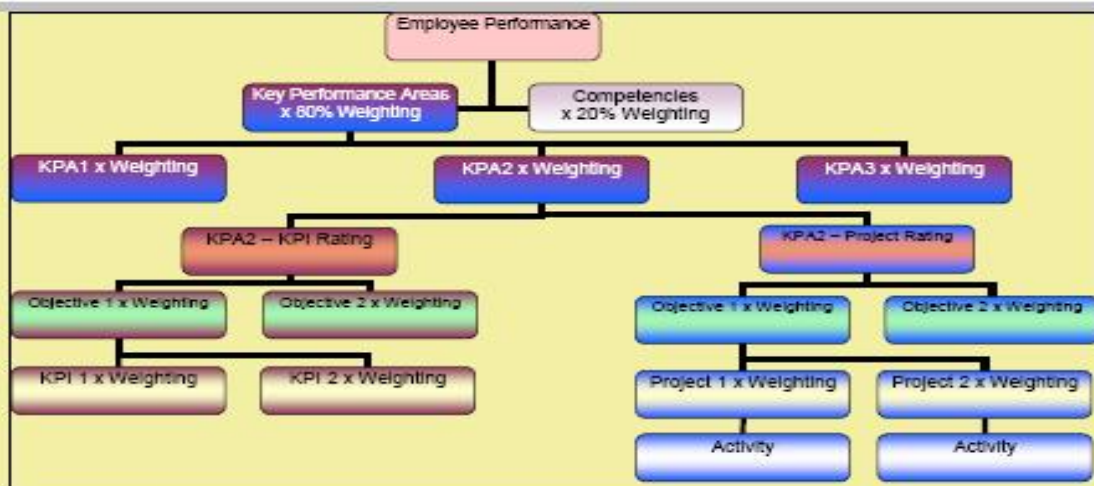
The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Reviews:
 - 1.1. Formal reviews between employee and employer will take place in January and July of every year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly reviews respectively.
 - 1.2. Data for the SDBIP will be captured before assessment date and scores will be calculated for the KPI's and Activities.
 - 1.3. KPI's are audited and the ratings are copied to the Performance Plans.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given review period and submit to the panel as described in his/her performance agreement, one calendar week prior to date of review. One independent person will be assigned to the panel by the council to act as an Observer.
3. The employee must also do a rating on him/herself and submit the rating to the panel together with the portfolio of evidence one calendar week prior to date of review.
4. The assessment rating calculator referred to in paragraph 6.5.1 of the performance agreement will be used to add the scores to arrive at an overall rating / score. The five point rating scale and the scores corresponds as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
5. The panel will focus on the differences between the employees rating and score and that of the SDBIP rating to give a final Key Performance Indicator rating. The **process** for Employee ratings are as follows:
 - 5.1. Rate the achievement in scores for the KPI's and that of projects on a 5 point scale, indicating the level of over- or under performance in terms of decimal places shown in the example below: These are defined in the performance agreement (total weighting = 80%).
 - 5.2. Example of KPI Score:

Actual : R1,000
Target: R3,500

$$\frac{\text{Actual}}{\text{Target}} = \frac{1000}{3500} \times 100 = 28.6\% \text{ of target was achieved, therefore}$$
Score = 1.286
 - 5.3. Rate the employee's core competency requirements (CCR) on the 5 point scale indicating the level of over- or under performance in the decimal places (total weighting = 20%).
6. The Employee Scores are calculated as per the diagram below:



The above calculations are derived from the Performance Plans as follows:

Project Scores

KPA 4. Municipal Financial Viability and Management - Projects														
B S C	IDP Objective	Objective Weighting	Project / Initiative	Project Weighting	Budget 2007/08	2007/08 Quarterly Targets				Evidence Required	1st Assessment (rated 1-5)	2nd Assessment (rated 1-5)	Final Score	
						Target date	Quantity - Output	1st Q	2nd Q					3rd Q
13	Develop and improve systems, processes, procedures and policies by practising sound governance	50%	Audit Register and plan		General Exp	07/07/31	Mentoring and coaching of audit reporting	Drafting of audit register and plan	Conduct audits i.t.o. developed plan	Conduct audits i.t.o. developed plan. Monthly audit reporting	Register and plan and monthly reports			

Projects Score = Activity 1-5 score (decimal places shows % of target), Activity score imported from SDBIP rating

KPA Scores

KPA 4. Municipal Financial Viability and Management - KPI's

B S C	IDP Objective	Objective Weighting	Strategic KPI	Institutional KPI	KPI Weighting	Baseline 2007/08	Annual 2007/08 target	2007/08 Quarterly Targets				Evidence Required	1st Assessment (rated 1-5)	2nd Assessment (rated 1-5)	Final Score
F3	Increase financial viability through increased revenue and efficient budget management	60%	% financial viability (applicable i.e. MFMA)			11%	89%	1st Q	2nd Q	3rd Q	4th Q	Financial reports			
			R-value revenue sourced									Financial reports			

KPI Score = 1-5 (decimal places shows % of target), KPI score imported from SDSIP Rating

Objective Score = Weight x KPI Score

Core Competencies:

	Weighting	2nd Quarter	4th Quarter	Total Score
Strategic Capability	10%			
Programme and Project Management	30%			
Financial Management	15%			
Change Management	15%			
Supply Chain Management	30%			
Weighting Total	100%			
Section Total:	20%			

A score from 1 – 5 is given and multiplied by the weight for the final score. i.e. 4 out of 5 * 30%

The various scores are all added, and then multiplied by 20% (0,2) to give the Competency score to be carried across to the Summary Scorecard

7. The performance bonus percentages described in paragraph 11 of the performance agreement will be calculated on a sliding scale as indicated in table below:

% Rating Over Performance	% Bonus
130 - 133.8	5%
133.9 - 137.6	6%
137.7 - 141.4	7%
141.5 - 145.2	8%
145.3 - 149	9%
150 - 153.4	10%
153.5 - 156.8	11%
156.9 - 160.2	12%
160.2 - 163.6	13%
163.7 - 167	14%

- Performance bonus percentage for the two performance reviews will be used to calculate the average of the two reviews scores and will determine the person's final percentage performance bonus.
- The Personal Development Plan (PDP) will be concluded at the panel discussion after the performance review had been finalised, and more clarity has been established on what the essential development needs for the relevant person will be.
- The results of the performance and development review (PDR) will be submitted to the performance audit committee for final approval of the assessment/s.
- The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.