

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

THE MUNICIPALITY OF EMALAHLENI

AS REPRESENTED BY THE MUNICIPAL MANAGER

DR SITEMBELE WISEMAN VATALA

(herein after referred to as Employer)

AND

DIRECTOR: CORPORATE SERVICES

MISS PHUMLA ORIENTAL BEAUTY MAKOMA

(herein after referred to as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2016 – 30 JUNE 2017

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of Section 57(1)(a) of the Local Government Municipal Systems Act, 32 of 2000 (The Systems Act) as amended. The Employer and Employee are hereinafter referred as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the Parties to conclude an annual performance agreement. The parties hereby agree to have this contract developed in terms of the local Government Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote Local Government goals.
- 1.4 The parties wish to ensure there is compliance with Section 57(4)(b) and 57(5) of the Systems Act;
- 1.5 This performance agreement is between the Director: Corporate Services and Municipal Manager. The performance agreement is for the 2016/2017 financial year only. The expected performance reflected in this agreement is based on the integrated Development Plan, Service Delivery and Budget Implementation Plan and annual budget for the 2016/2017 financial year which have been adopted as the working documents of Emalahleni Municipality and therefore, shall be the basis of the performance assessment;
- 1.6 In this Agreement the following terms will have the meaning ascribed thereto:
 - 1.6.1 this "Agreement" – means the performance agreement between the Employer and the Employee and the Annexures thereto;
 - 1.6.2 the "Employer" means Emalahleni Local Municipality;
 - 1.6.3 the "Employee" means the Municipal Manager appointed in terms of Section 82 of the Municipal Structures Act;
 - 1.6.4 the "Parties" mean the Employer and Employee

2. PURPOSE OF THIS AGREEMENT

- 2.1 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.2 To specify accountabilities set out in the Performance Plan (Annexure A)
- 2.3 To monitor and measure performance against set targeted outputs and outcomes;
- 2.4 To establish a transparent and accountable working relationship;
- 2.5 To appropriately reward the Employee in accordance with Section 11 of this Agreement;
- 2.6 To give effect to the Employer's commitment to a performance orientated relationship with the Employee in attaining improved service delivery

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5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the Employees of the Employer;

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;

5. PERFORMANCE MANAGEMENT SYSTEM

4.2.1 key objectives that describe the main tasks that need to be done;

4.2.2 key performance indicators that provide details of the evidence that must be provided to show that a key objective has been achieved;

4.2.3 target dates that describe the timeframe in which the targets must be achieved; and

4.2.4 weightings showing the relative importance of the key objectives to each other.

4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

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

4.1 The Performance Plan sets out:

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

4.1.2 the time frames within which those performance objectives and targets must be met;

4.1.3 the core competency requirements (Annexure B) as the management skills regarded as critical to the position held by the Employee;

4.2 The performance objectives and targets reflected and targets in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan and the Budget of the Employer and shall include:

4. PERFORMANCE OBJECTIVES

3.1 This Agreement will commence on 01 July 2016 and will remain in force until 30 June 2017 whereafter a new Performance Agreement shall be concluded between the Parties for the new financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

3. COMMENCEMENT AND DURATION

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5.7 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job are reflected in the list below as agreed to between the Employer and Employee:

CCR No	CORE COMPETENCY REQUIREMENTS	Weight
1	Financial Management (compulsory)	15%
2	People and Diversity Management (compulsory)	20%
3	Client Orientation and Customer Focus (compulsory)	20%
4	Strategic Leadership and Management	20%
5	Change Management	15%
6	Programme and Project Management	10%
TOTAL		100%

5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;

5.4 The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas (including special projects relevant to the Employee's responsibilities) within the Local Government framework;

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of the two (2) components, Operational Performance and Core Competency Requirements (CCRs), both of which shall be contained in the Performance Agreement;

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

KPA No	KEY PERFORMANCE AREAS	Weight
1	Basic Service Delivery and Infrastructure	5%
2	Local Economic Development	5%
3.	Municipal Transformation and Institutional Development	60%
4	Good Governance and Public Participation	15%
5	Municipal Financial Viability and Management	15%
TOTAL		100%

6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement set out-
- 6.1.1 the standards and procedures for evaluating the Employee's performance; and
- 6.1.2 the intervals for evaluation of the Employee's performance
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may, in addition, review the Employee's performance at any stage while the contract of employment remains in force;
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set timeframes;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below:
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee will submit her self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the Employee could not perform due to reasons outside the control of the Employer and Employee, the KPI will not be considered during the evaluation. The Employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the CCRs
- 6.7.1 Each CCR shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;
- 6.7.2 A rating on the five-point scale shall be provided for each CCR which will then be multiplied by the weighting to calculate the final score;

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- 6.7.3 Each CCR will be assessed in terms of the definitions provided (Annexure B) on a 360 degree basis during the mid-year and year-end reviews and will inform the final score awarded by the Evaluation Committee. 360 degree means that the Employee's peers and managers reporting to her will assess her CCRs; and
- 6.7.4 An overall score will be calculated based on the total of the individual scores calculated above;
- 6.8 Overall Rating
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.4 above; and
- 6.8.2 Such overall rating represents the outcome of the performance appraisal
- 6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs.

Level	Terminology	Description
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 expectation	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

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- 7.2 Formal assessment will require an employee to submit a report on achievements of each target objective as indicated in the service delivery and budget implementation plan with portfolio of evidence.
- 7.3 The Employer shall keep a record of the mid-year and year-end assessment meetings; Performance feedback shall be based on the Employer's assessment of the Employee's performance;
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

QUARTER	REVIEW PERIOD	REVIEW TO BE COMPLETED BY
1	July – September: Qrt 1	October 2016
2	October – December: Qrt 2	January 2017
3	January – March Qrt 3	April 2017
4	April – June Qrt 4 (Year End)	July 2017

- 7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that the reviews in the first and third quarters be verbal and performance must be satisfactory with Portfolio of Evidence:

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 6.11 The assessment panel will evaluate the performance of the Employee as at the end of the second (2nd) and fourth (4th) quarters; and
- 6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings
- 6.10.1 Municipal Manager of Emalaheni Municipality
- 6.10.2 Municipal Manager from another municipality
- 6.10.3 Audit Committee member (Chairperson)
- 6.10.4 Member of the Executive Committee
- 6.10.5 Ward Committee member

- 6.10 For purposes of evaluating the performance of the Employee for the mid-year and year-end reviews, an Evaluation Panel constituted of the following persons will be established:

performance up to the level expected in the job	despite management effort to encourage improvement
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11. REWARD

- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action without delay.
- 10.1.1 a direct effect on the performance of any of the Employee's functions;
- 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 A substantial financial effect on the Employer.
- 10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10. CONSULTATION

- 9.1.1 create an enabling environment to facilitate effective performance by the Employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that my impact on the performance of the Employee;
- 9.1.4 on the request of the Employee, delegate such powers reasonably required by the Employee to enable her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time assisting her to meet the performance objectives and targets established in terms of this Agreement
- 9.1 The Employer shall-

9. OBLIGATIONS OF THE EMPLOYER

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such changes or plan is made.

8. DEVELOPMENTAL REQUIREMENTS

- 7.6 The Employer may amend the provisions of the Performance Plan whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any changes to this performance agreement to ensure effective implementation of reviewed service delivery and budget implementation plan where changes are made in terms of Section 54.

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12.6.1 provide systematic remedial or developmental support to assist the Employee to improve her performance; and

12.6.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out her duties

12.6 in the case of unacceptable performance, the Employer shall-

12.5 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.4 The Employer will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12 MANAGEMENT OF EVALUATION OUTCOMES

- A score of 130% – 149% is awarded a performance bonus ranging from 5% - 9% of total remuneration package
- A score of 150% and above is awarded a performance bonus ranging from 10% - 14% of total remuneration package

11.3 The performance bonus will be paid as follows:

0% - 45%	poor performance
46% - 55%	average performance
56% - 65%	fair performance
66% - 75%	good performance
76% - 100%	excellent performance

Performance rating:

11.2 The performance bonus will be rated as follows:

11.1 The evaluation of the Employee's performance will form the basis for indicating outstanding performance or correcting unacceptable performance;

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14.1.1 The contents of this agreement and the outcome of any review conducted in terms of the Performance Plan may be made available to the public by the Employer; and

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

14 GENERAL

13.1.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may, within seven (7) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing; if the Parties cannot resolve the issues within ten (10) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within thirty (30) business days; and

13.1.3 In the event that the mediation process contemplated above fails, the relevant clause of the contract of employment shall apply

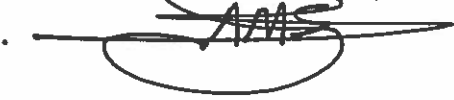
13 DISPUTE RESOLUTION

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MUNICIPAL MANAGER

DR SW VATALA



SIGNATURE



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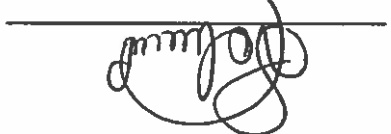
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THUS SIGNED AT LADY FREER ON THE 01 DAY OF JULY 2016

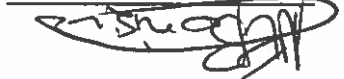
FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY

DIRECTOR: CORPORATE SERVICES

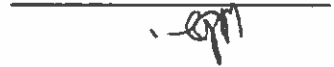
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The Director: Corporate Services will provide a rating for herself for the final assessment against the agreed objectives in the column provided in the KPA Scorecard.

The Director: Corporate Services should prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in the KPA scorecard below. Achievement should be reported on cumulatively

The Municipal Manager may request input from agendas, minutes and "customers" on the Director's performance throughout the review period. This may be done through discussion or by asking "customers" to complete a rating form to submit to the Evaluation Panel for consideration. Customers are people who are able to comment on the Director's performance since they have worked closely with her on some or all aspects of her job.

A performance review will be held on a quarterly basis with a formal performance review in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.

PERFORMANCE REVIEW PROCEDURE

To perform all the duties and functions of the Director: Corporate Services as required by the relevant legislation or reasonably stipulated by the Municipal Manager, to be accountable for the execution of all the resolutions of the Municipality, the coordination of all the activities of the municipality, to be accountable for the general supervision, control and efficiency of the Directorate of Corporate Services and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council, as represented by the Municipal Manager and the Director: Corporate Services.

STATEMENT ON PURPOSE OF POSITION

1. Scorecard detailing IDP goals (Key Performance Areas) and their related key performance indicators, weightings and target dates
2. Core Competency Requirements
3. Personal Development Plan

The following are three (3) parts to this performance plan, which are:

This Performance Plan defines the Council's expectations and legal prescribes that the Municipal Manager must at all material times comply and uphold in accordance with the Performance Agreement to which this document is attached. Section 57(5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice Number 805 provides that performance objectives and targets must be based on the Key Performance Indicators enshrined in the Municipality's Integrated Development Plan and determined in agreement with the Mayor (as representative of Council).

EMALAHLENI LOCAL MUNICIPALITY

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PERFORMANCE PLAN: 2016/2017

The Director: Corporate Services and the Evaluation Panel should meet to conduct formal performance rating and agree on final score. It may be necessary to have two (2) meetings, that is, give the Director: Corporate Services scores and allow her time to consider them before final agreement. In the event of disagreement, the Evaluation Panel has the final say with regard to the final score that is given.

The Evaluation Panel should provide ratings of the Director's performance against agreed objectives as a result of portfolio of evidence and/or comments and input. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.

Any reason for non-compliance should be recorded during the review session by keeping of minutes of the review session.

The assessment of the performance of the Director: Corporate Services will be based on the rating scale for KPAs as set out in the Performance Agreement.

Only those items relevant for the review period in question should be scored.

The assessment of the performance of the Director: Corporate Services on the applicable CRs will be based on the rating scale as reflected in Section 4 of the Performance Plan.

The Honourable Mayor and Municipal Manager should prepare and agree on a Personal Development Plan for addressing developmental gaps.

The Municipal Manager and Director: Corporate Services should set new objectives, targets, performance indicators, weightings and dates for the following financial year.

Poor work performance will be dealt with in terms of Regulation 32 (3) of the Performance Regulations.

FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE IDP

The IDP of the Emalahleni Municipality for the 2016/17 financial year is aligned to the prescribed Key Performance Areas:

1. Good Governance and Public Participation

2. Basic Service Delivery

3. Local Economic Development

4. Institutional Development and Transformation

5. Financial Viability and Management

All Directorates within the organisation are accountable for the successful fulfilment of the IDP specific programmes listed under each of the above KPAs. The Director: Corporate Services is directly accountable for the following programmes directly linked to the IDP for 2016/17 as indicated in the IDP column of the scorecard.

KEY PERFORMANCE AREA SCORECARD -- DIRECTOR: CORPORATE SERVICES

KPA 1 - BASIC SERVICE DELIVERY = 5%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS -- indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE	PANEL SCORE
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To ensure provision of basic services to indigent communities by June 2017	Number of jobs created through CWP, EPWP and Electrification programme	BISD - 45	220 employment contracts signed for CWP, EPWP and Electrification programme	5%	Signed employment contracts	Facilitate signing of employment contracts for temps as submitted by Community Services, EDTA and Infrastructure Directorates	Facilitate signing of employment contracts for temps as submitted by Community Services, EDTA and Infrastructure Directorates	Facilitate signing of employment contracts for temps as submitted by Community Services, EDTA and Infrastructure Directorates	Facilitate signing of employment contracts for temps as submitted by Community Services, EDTA and Infrastructure Directorates		

KPA 2 - LOCAL ECONOMIC DEVELOPMENT = 5%

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR OR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIREC TOR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To implement the Local Economic Development Plan with particular emphasis on key aspects of tourism development in ELM	Number of tourism enterprises capacitated	Assist with the appointment of training providers for training of tourism enterprises	LED - 9	2.5%	Appointments of training providers Report on training Certificates	Facilitate appointment of training provider to train 4 tourism enterprises and report on training	Facilitate appointment of training provider to train 4 tourism enterprises and report on training	Facilitate appointment of training provider to train 4 tourism enterprises and report on training	Facilitate appointment of training provider to train 4 tourism enterprises and report on training		
To promote and support agriculture development	Number of Irrigation scheme committees trained	Assist with the appointment of training providers for the training Tshatshu Scheme Committee	LED - 15	2.5%	Appointments of training providers Report on training Certificates	Facilitate identification of training needs for the Irrigation Scheme committee members	Facilitate appointment of training provider	Monitor implementation of training and report	Monitor implementation of training and report		

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KPA 3 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT = 60%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR OR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECT OR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To develop the skills of the workforce and unemployed graduates in order to enhance their competencies	Number of implemented projects: Work Place Skills Plan, Implementation of Learnership, In-service Training and Internal Bursary	4 HRD Strategy projects implemented	MTID - 1	2%	Quarterly reports on the implementation of HRD Strategy	QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
						Procurement of training providers for the implementation of WSP	Identification of learners for learnership and implementation. Advertising of bursary for learners	Implementation of training. Selection and awarding of bursaries	Report on implementation of all identified HRD Strategy projects		
To develop the skills of the workforce	Level of compliance with the PMS Framework, Policy and Procedures	Performance Agreements signed and implemented	MTID - 2	2%	Corporate Services directorate performance and accountability agreements signed and implemented	Signing of Performance Agreements by Directorate Staff	Performance reviews conducted for directorate staff in line with PMS Framework	Performance reviews conducted for directorate staff in line with PMS Framework			

KPA 3 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT = 60%

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR OR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)	DIRECTOR SCORE 1-5	PANEL SCORE 1-5	
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
To redress the imbalances of the past in the workplace	Number of reviewed Employment Equity Plans	1 Employment Equity Plan for 2016/2017 reviewed, approved and implemented	MTID - 3	2%	Council Resolution on Approved Employment Equity Plan	Facilitate approval of the Employment Equity Plan	Implementation of the approved EE Plan	Implementation of the approved EE Plan	Implementation of the Approved EE Plan
To provide appropriate Human Resources to support all Directorates in the municipality by June 2017	Number of BPR Projects Implemented	1 Business Process Reengineering Project completed and 1 HR Plan developed and submitted to Council for approval	MTID - 4	2%	Close out report on BPR and Council Resolution approving HR Plan	Completion of Phases 3 and 4 of the BPR Project	Completion of Phases 5 and 6 of the BPR Project and submission of close out report	Development of HR Plan and workshop	Submission of developed HR Plan to Council for approval

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KPA 3 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT = 60%

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)	DIRECTOR SCORE 1-5	PANEL SCORE 1-5	
To ensure a healthy and safe working environment for councillors and officials	Number of implemented projects	6 OHS Strategy Targeted projects implemented : OHS Policy, Compensation on Training and Competence 5, Operational Controls, Personnel Protective Equipment and Contractors Control	MTID –5	2%	Quarterly Reports on OHS Strategy projects implemented	QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
						Facilitate procurement of Protective Clothing for employees	Appointment of service provider for delivery of PPE. Facilitate training of SHE Reps	Implementation of OHS Strategy and report	Implementation of OHS Strategy and report

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KPA 3 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT = 60%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To provide an integrated ICT system that will ensure safety of information by June 2017	Percentage of ICT Projects Implemented	100% implementation of ICT Projects: Construction of Network Server Room, Broadband Project, ICT System Application Integration	MTID - 6	2%	Reports on the implementation	Facilitate procurement of contractor for construction of server room	Monitor the broadband project	Implement the integration of ICT system application and monitor	Monitor implementation of all ICT projects and report		
						1 ICT Steering Committee Meeting held	1 ICT Steering Committee Meeting held	1 ICT Steering Committee Meeting held	1 ICT Steering Committee Meeting held		
	Number of ICT Steering Committee Meetings held and number of issues resolved	4 ICT Steering Committee Meetings held	MTID - 7		Quarterly report on sitting of ICT Steering Committee	1 ICT Steering Committee Meeting held	1 ICT Steering Committee Meeting held	1 ICT Steering Committee Meeting held	1 ICT Steering Committee Meeting held		

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KPA 3 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT = 60%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To ensure an effective system of municipal governance in line with applicable	Number of council events held in line with the approved Council Calendar	1 Council Calendar for 2016/2017 financial year developed, approved and implemented	MTID - 8	2%	Council Resolution on approved Council Calendar, Reports on implementation of Council Calendar	Ensure compliance with Council Calendar of Events and report	Ensure compliance with Council Calendar of Events and report	Ensure compliance with Council Calendar of Events and report	Ensure compliance with Council Calendar of Events and report		
	Number of Council Rules of Order approved and implemented	1 Set of Council Rules of Order approved and implemented	MTID - 9	2%	Council Resolution on the adoption of Rules of Order Reports on implementation	Submission of Rules of Order to Council for approval	Implementation of Rules of Order and report	Implementation of Rules of Order and report			

KPA 3 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT = 60%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE ANCE INDICATOR	ANNUAL TARGET	INDICATOR CODE	WEI GHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECT OR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
	Number of reports submitted to Council Structures on the implementation of Council Resolutions	3 reports submitted to Council on implementation of Council resolutions	MTID - 10	2%	Report on implementation of Resolutions	4 th quarter report of 2015/2016 submitted to Council for approval	1 st quarter report of 2016/2017 submitted to Council approval	2 nd quarter report of 2016/2017 submitted to Council for approval	3 rd quarter report of 2016/2017 submitted to Council for approval		
To ensure an effective system of municipal governance in line with applicable legislation	Number of reports on legal claims register updates submitted	3 Reports on legal claims register or contingency register submitted to council	MTID - 11	2%	Legal Claims Register and reports submitted to Council Structure	4 th quarter report of 2015/2016 submitted to Council	1 st Quarter Report Submitted on legal claims register	2 nd Quarter Report Submitted on legal claims register	3 rd Quarter Report Submitted on legal claims register		

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KPA 3 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT = 60%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR OR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To ensure an effective system of municipal governance in line with applicable legislation	Number of reports on performance of appointed panel of attorneys submitted	3 Reports submitted on the performance of the appointed panel of attorneys	MTID - 12	2%	Quarterly reports submitted to Council Structures	4 th Quarter Report submitted on performance of appointed attorneys	1 st Quarter Report Submitted on appointed attorneys	2 nd Quarter Report Submitted on appointed attorneys	3 rd Quarter Report Submitted on appointed attorneys		
	Percentage of paper based filing converted to electronic document management system (EDMS)	100% conversion of paper based filing to EDMS	MTID - 13	2%	Printout reporting documents captured in the EDMS	Uploading of paper based files onto EDMS	Training of users on EDMS and 1 st quarterly report on functioning of EDMS submitted to Council	2 nd quarterly report on functioning of EDMS	3 rd quarterly report on functioning of EDMS		
	Number of reports submitted on the disposal of records	3 quarterly reports on the disposal of old records	MTID - 14	2%	Disposal Certificates	Identification of records for disposal and obtain approval from Archives	1 st Quarterly report submitted on disposal of records	2 nd Quarterly report submitted on disposal of records	3 rd Quarterly report submitted on disposal of records		

KPA 3 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT = 60%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS -- indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To ensure an efficient and effective fleet management system	Acquisition of the fleet management system	Fleet management system acquired	MTID - 15	2%	Advert Appointment letter of service provider Proof of installation	Advertise for procurement of Fleet Management System	Appointment of service provider for installation of Fleet Management System	Training of users on acquired Fleet Management System	Implementation of Fleet Management System		
	Number of reports submitted in compliance with fleet management policy	3 Compliance reports on the implementation	MTID - 16	2%	Quarterly reports on the implementation of the fleet management policy		1 st quarterly report submitted on Fleet Management Policy	2 nd quarterly report submitted on Fleet Management Policy	3 rd quarterly report submitted on Fleet Management Policy		

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KPA 3 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT = 60%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To provide appropriate Human Resource to support all directorates by June 2017	Number of wellness capacity building programmes implemented	2	MTID - 20	2%	report on the wellness capacity programmes implemented	Secure appointment of service provider to facilitate the capacity building programme	1 programme implemented	submission of report on programme implemented	1 programme implemented		
	Number of employees registered for Healthy Lifestyles organisational wellness programme	1	MTID - 21	2%	Reports on organisational wellness programme implemented	Submit concept document on healthy lifestyles programme for 50 employees for approval	Sign SLA with MobiGym for conducting Healthy Lifestyles programme for 50 municipal employees	Implementation of Healthy Lifestyles programme and report	Implementation of Healthy Lifestyles wellness programme and report. Conduct impact assessment		

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KPA 3 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT = 60%

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To provide appropriate Human Resource to support all Directorates by June 2017	Number of Local Labour Forum Meetings Convened	4 Local Labour Forums Convened	MTID -22	2%	reports on the sitting of Local Labour Forum Meetings	1 Local Labour Forum convened	1 Local Labour Forum convened	1 Local Labour Forum convened	1 Local Labour Forum convened		
	Number of disciplinary action databases developed	1 database of disciplinary actions taken developed and maintained	MTID - 23	2%	Database of Disciplinary Actions Taken 3 reports on maintenance of database	Develop a database for disciplinary actions taken and report	Submit 1 report on maintenance of disciplinary action database	Submit 1 report on maintenance of disciplinary action database	Submit 1 report on maintenance of disciplinary action database		

KPA 3 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT = 60%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To ensure a developmental orientated planning institution in line with the requirements of local government laws and regulations by June 2017	Number of approved process plans developed and implemented	1 IDP/PMS and Budget Development Process Plan 2017/202	MTID - 24	2%	Process plan, Submissions	Submit Corporate Services IDP input	Participate in the implementation of IDP and Budget process plan activities	Participate in the implementation of IDP and Budget process plan activities	Participate in the implementation of IDP and Budget process plan activities		
To ensure there is an effective system of municipal governance in line with legislation	Number of activities implemented as per the approved mSCOA plan	Contribution to development and implementation of SCOA action plan	MTID - 25	2%	SCOA action plan Reports on implementation	Implementation of MSCOA plan	Implementation of MSCOA plan	Implementation of MSCOA plan	Implementation of MSCOA plan		

KPA 3 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT = 60%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
		Number of IDP documents developed and approved	MTID 26	2%	Corporate Services submission to IDP	Submit Corporate Services input into the IDP	Participate in the IDP development processes	Participate in the IDP development process			
To ensure a performance driven institutional culture in the municipality by June 2017	Number of annual reports developed and published	Submit Corporate Services inputs towards the development of the Annual Report	MTID 27	2%	Corporate Services inputs submitted	Submit Corporate Services inputs towards the development of the Annual Report	Submit Corporate Services inputs towards the development of the Annual Report	Submit Corporate Services inputs towards the development of the Annual Report			
		Implementation of the Performance Management System Framework, Policy and Procedures	MTID 28	2%	1 Reviewed Performance Management System Framework implemented	Mid-year report inputs submitted	2 nd Quarter report is submitted	3 rd quarter report submitted			

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KPA 4 – GOOD GOVERNANCE AND PUBLIC PARTICIPATION = 15%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEI GHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECT OR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To improve community participation in the affairs of the municipality by June 2017	Number of public participation activities implemented	GGPP - 3	Public Participation Strategy implemented	3.75 %	Reports submitted for presentation to Mayoral Imbizo	Submit Corporate Services reports related to Public Participation Unit	Public participation inputs (Corporate Services) implemented and reported	Public participation inputs (Corporate Services) implemented and reported	Public participation inputs (Corporate Services) implemented and reported		
						Contribute to the Mayoral imbizo to present the approved IDP budget	Contribute to the Sectoral mayoral imbizo on the draft IDP and budget for 2016/17	Take minutes of Ward mayoral outreach programme on final draft IDP and budget for 2016/17	Take minutes of Mayoral imbizo on the approved IDP and Budget for 2016/17		
	Number of mayoral imbizos and outreach programmes conducted by June 2016	GGPP - 4	Provision of policies and bylaws to community for their comments. Provision of admin support to the imbizos and outreach programmes	3.75 %	Minutes of Imbizos and outreach programmes	Contribute to the Mayoral imbizo to present the approved IDP budget	Contribute to the Sectoral mayoral imbizo on the draft IDP and budget for 2016/17	Take minutes of Ward mayoral outreach programme on final draft IDP and budget for 2016/17	Take minutes of Mayoral imbizo on the approved IDP and Budget for 2016/17		

SW
PM

KPA 4 – GOOD GOVERNANCE AND PUBLIC PARTICIPATION = 15%

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEI GHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECT OR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To ensure there is an effective system of municipal governance in line with applicable legislation	Number of policies developed, communicated to employees and implemented	GGPP - 6	6 Policies developed, 5 policies reviewed based on Directorate submissions	3.75 %	Attendance registers for workshops and community participation Council Resolution approving the policies	QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
						Identification of new policies for development and policies for review	Stakeholder engagement and public participation processes on 6 draft policies developed and 5 draft policies reviewed	Submission of policies to Council for approval	Report on the implementation of Policies		
	Number of risk management activities implemented	GGPP - 9	Develop 1 risk management plan for the Corporate Services Directorate	3.75 %	Directorate Risk register	Consultation of stakeholders on the development of draft plan. Conduct workshop on draft plan	Submission of Plan to Council for approval	Implementation of Plan	monitor implementation of the Plan		

pm SW

KPA 5 - FINANCIAL VIABILITY AND MANAGEMENT = 15%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE ANCE INDICATOR	ANNUAL TARGET	INDICATOR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE 1-5	PANEL SCORE E 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To implement proper supply chain protocols in compliance with the MFMA	Number of demand management plans contribute to	1 SCM demand management plan developed	FVM - 1	3%	Procurement plan Council resolution	Contribute to the development of a procurement plan by submitting approved projects	Contribute to the implementation of the approved procurement plan and report	Contribute to the implementation of the approved procurement plan and report	Contribute to the implementation of the approved procurement plan and report		
	Number of audit action plans developed and implemented	1 audit action plan for 2015/16 developed and submitted to Council for adoption.	FVM - 5	3%	Council resolution approving 15/16 audit action plan	Full implementation of the 15/16 audit action plan	Full implementation of the 15/16 audit action plan	Full implementation of the 15/16 audit action plan	Full implementation of the 15/16 audit action plan		

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KPA 5 - FINANCIAL VIABILITY AND MANAGEMENT = 15%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE 1-5	PANEL SCORE E1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
	100% Requests for Information by AG provided for the 2015/2016 audit	100% response to Requests for Information by AG for the 2015/2016 audit	FVM - 6	3%	Completed RFI register with Corporate Services Input	Ensure that all requests for information for Corporate Services for 15/16 Audit are provided within specified time frame	Ensure that all requests for information for Corporate Services for 15/16 Audit are provided within specified time frame	Contribute to the Preparation of Audit Action Plan for the AG findings for 2016/2017	Ensure that all requests for information for 16/17 (planning) Audit are provided within specified time frame		
To improve compliance and adherence to MFMA legislation	Number adjustment budgets contributed to develop	Contribution to development and submission of adjustment budget	FVM - 8	3%	Corporate services input on adjustment budget	Monitor expenditure of the Directorate through the expenditure reports	Monitor expenditure of the Directorate through the expenditure reports.	Submit Directorate needs for adjustment budget to be approved by Council	Monitor implementation of the Directorate adjusted budget		
	Number of 2018/20 Budget compiled	Contribution to the development and submission of the 2017/2018 budget	FVM - 9	3%	Corporate Services input on budget		Submit Directorate budget requests to the Budget Technical Steering Committee	Contribute to the submission of draft budget for approval by Council	Contribute to the submission of final 2017/2018 budget for approval by Council		

1. CORE COMPETENCY REQUIREMENTS FOR THE DIRECTOR: CORPORATE SERVICES:

The ratings attached to this section will impact on the final performance score and will assist in identifying areas of development for inclusion in the Personal Development Plan for addressing developmental gaps

CORE MANAGEMENT COMPETENCIES	DESCRIPTION/ DEFINITION	GENERIC STANDARD FOR FULLY EFFECTIVE PERFORMANCE	CHOICE	OBSERVATION COMMENTS	WEIGHT	RATING 1-5
1. Financial Management	Compiles and manages budgets, controls cash-flow, institutes risk management and administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic objectives of Council	<ul style="list-style-type: none"> • Demonstrate knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate • Manage and monitor financial risk • Continuously look for new opportunities to obtain and save funds • Prepare financial reports and guidelines based on prescribed format • Understand and weigh up financial implications of propositions • Understand, analyse and monitor financial reports • Allocate resources to established goals and objectives • Align expenditure to cash-flow projections • Ensure effective utilisation of financial resources • Prepare own budget in line with strategic objectives 	Compulsory		15%	

<p>2. People Management and Empowerment</p>	<p>Manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals</p>	<ul style="list-style-type: none"> • Seek opportunities to increase personal contribution and level of responsibility • Support and respect the individuality of others and recognise the benefits of diversity of ideas and approaches • Delegate and empower others to increase their level of responsibility • Apply labour and employment legislation and regulations consistently • Facilitate team goal setting and problem solving • Recognise individuals and teams and provide developmental feedback in accordance with performance management principles • Adhere to internal and national standards with regard to HR practices • Deal with labour matters • Identify competencies required and suitable resources for specific tasks 	<p>Compulsory</p>	<p>20%</p>	
<p>3. Client Orientation and Customer Focus</p>	<p>Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice</p>	<ul style="list-style-type: none"> • Develop clear and implementable service delivery improvement programmes • Identify opportunities to exceed the expectations of customers • Design internal work processes to improve customer service • Add value to the organisation by providing exemplary customer service • Apply customer rights in own work environment 	<p>Compulsory</p>	<p>20%</p>	

4. Change Management	Initiate, support and champion organisational transformation and change in order to successfully implement new initiatives to accelerate service delivery	<ul style="list-style-type: none"> • Perform analysis to determine the impact of changes in the social, political and economic environment • Consult all relevant stakeholders of the need for change • Coach colleagues on how to manage change • Design specific projects to enable change that are aligned to organisational objectives • Volunteer to lead change efforts outside own work team 	Choice	20%	
5. Problem Solving & Analysis	Ability to appreciate the complexity of the municipal environment where different stakeholders interact in unison for a common purpose. Capability to identify and problem and be able to provide solutions; proactive management of any problem that arises	<ul style="list-style-type: none"> • Ability to understand the cultural diversity in the workplace • Ability to anticipate a potential problem within the municipality • Identify trouble makers and design a strategy and approach to manage such persons in the workplace • Demonstrate capabilities to provide a set of solutions to a particular problem 	Choice	15%	
CORE OCCUPATIONAL COMPETENCIES					
6. Knowledge of more than one functional municipal field or discipline	Demonstrate capabilities to understand the complexity and functionality of all Directorates in the municipality	<ul style="list-style-type: none"> • Understanding public administration and management in the context of local government • Integration and coordination of various functional areas 	Choice	10%	

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PERSONAL DEVELOPMENT PLAN

NAME: PHUMLA ORIENTAL BEAUTY MAKOMA

EMPLOYEE NUMBER: 4048

JOB TITLE: DIRECTOR: CORPORATE SERVICES

DIRECTORATE: CORPORATE SERVICES

DATE: 1 JULY 2016

SKILLS / PERFORMANCE GAPS	EXPECTED OUTCOMES	SUGGESTED TRAINING AND/ OR DEVELOPMENT ACTIVITY	SUGGESTED MODE OF DELIVERY	SUGGESTED TIMEFRAMES	WORK OPPORTUNITY CREATED TO PRACTICE SKILL / DEVELOPMENT AREA	SUPPORT PERSON
PERFORMANCE MANAGEMENT	Ability to interpret and cascade PMS Framework	Formal training	1 week short course	1 week		Municipal Manager
POLICY DEVELOPMENT	To be able to develop policies in house	Formal training	1 week short course	1 week		Municipal Manager
FINANCIAL MANAGEMENT	Ability to interpret financial information and manage financial affairs of the Dept	Formal training	Block attendance	1 year		Municipal Manager
MASTERS IN PUBLIC ADMINISTRATION			Class attendance	2 years		Municipal Manager



SIGNATURE: POB MAKOMA
DIRECTOR: CORPORATE SERVICES



SIGNATURE: DR SW VATALA
MUNICIPAL MANAGER