

# **PERFORMANCE AGREEMENT**

***MADE AND ENTERED INTO BY AND BETWEEN:***

**EMALAHLENI MUNICIPALITY**

**“(hereinafter referred to as the employer)”  
Represented by the Municipal Manager**

**DR SW VATALA**

**And**

**MRS POB SOHE**

**DIRECTOR: CORPORATE SERVICES  
“(hereinafter referred to as the employee)”**

**FOR THE FINANCIAL YEAR:  
2014/2015**

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## 1. INTRODUCTION

- 1.1. The Employee will be employed by the Employer in terms of Section 56 of the Municipal Systems Act No 32 of 2000 as amended.
- 1.2. 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, No 32 of 2000").
- 1.3. Section 57(1)(b) of the Systems Act; No 32 of 2000, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.4. The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.5. The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Municipal Systems Act No 32 of 2000, as amended.

## 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

- 2.2. Comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Municipal Systems Act , No 32 of 2000, as amended, and the employment contract entered into between the parties.
- 2.3. Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Municipality.
- 2.4. Specify accountabilities as set out in a performance plan, which constitutes **Annexure A** (Performance Scorecard) of the performance agreement.
- 2.5. Monitor and measure performance against set targeted outputs.
- 2.6. Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to the job.
- 2.7. Appropriately reward the employee in the event of outstanding performance; and
- 2.8. Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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### 3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature, this Agreement will be deemed to have commenced on the **1<sup>st</sup> of July 2014** and will remain in force until a new performance agreement including a Performance Plan and Personal Development Plan is concluded between the Parties as contemplated in Clause 3.3.
- 3.2 This Agreement shall terminate on the termination of the **Employee's** contract of employment for any reason and in the event of the Municipal Manager commencing or terminating his services with the Municipality during the validity period of this Agreement, the Director's performance for the portion of the period referred to in clause 3.1 during which she was employed, will be evaluated and she will be entitled to a pro rata performance bonus based on her evaluated performance and the period of actual service.
- 3.3 The Parties will review the provisions of this Agreement during June each year. The Parties will conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year by not later than the 31<sup>st</sup> of July each year.
- 3.4 The content of this Agreement may be revised at any time during the above mentioned period to determine the applicability of the matters agree upon.
- 3.5 If at any time, during the validity of this Agreement, the work environment alters (whether as a result of Government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4. PERFORMANCE OBJECTIVES

- 4.1. The Performance Plan (Annexure A)(Performance Scorecard) sets out –
  - 4.1.1. The performance objectives and targets that must be met by the Employee; and
  - 4.1.2. The time-frames within which those performance objectives and targets must be met.
  - 4.1.3. The Core Competency Requirements as the management skills regarded as critical to the position held by the Employee.
- 4.2. The performance objectives and targets reflected in Annexure A (Performance Scorecard) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives, key performance indicators; target dates and weightings.
  - 4.2.1. The Key Performance Areas (KPA) describe the key functional areas of responsibility;
  - 4.2.2. The key objectives describe the main tasks that need to be done;
  - 4.2.3. The key performance indicators (KPI) provide the details of the evidence that must be provided to show that a key objective has been achieved;
  - 4.2.4. The target dates describe the timeframe in which the work must be achieved;

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- 4.2.5. The weightings show the relative importance of the key objectives to each other
- 4.3. The Personal Development Plan sets out the Employee's personal development requirements in line with the objectives and targets of the Employer.
- 4.4. The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP, aligned to the SDBIP.

## 5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1. The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employees**, management and municipal staff of the **Employer**.
- 5.2. The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3. The Employer shall consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4. The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (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 two components, both of which shall be contained in the Performance Agreement.
- 5.5.1. The **Employee** must be assessed against both components, with a weighting of **80:20** allocated to the KPA's and the Core Management Competencies / Core Competency Requirements (CCR's) respectively.
- 5.5.2. Each area of assessment shall be weighted and shall contribute a specific part to the total score.
- 5.5.3. KPA's covering the main areas of work shall account for 80% and CMC's / CCR's shall account for 20% of the final assessment.
- 5.6. The Employee's assessment shall be based on performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan /scorecard (**Annexure A Performance Scorecard**), which are linked to the KPA's and shall constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

KEY PERFORMANCE AREAS (KPAS)	WEIGHT
Good governance & public participation	10%
Institutional Development & Transformation	60%
Financial Management and Viability	10%
Service Delivery	10%
LED	10%
<b>TOTAL PERCENTAGE = 80%</b>	<b>100%</b>

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- 5.7. The CCR's shall make up the other 20% of the Employee's assessment score. CCR's that are deemed to be most critical for the Employee's specific job should be selected from the list below as agreed to between the Employer and Employee.

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

## 6. EVALUATING PERFORMANCE

- 6.1. The Performance Plan (**Annexure A – Performance Scorecard**) sets out –
  - 6.1.1. The standards to be met by the **Employee**; and
  - 6.1.2. The intervals for the 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 time frames.
- 6.4. The Employee's performance shall be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 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. The annual performance review shall involve:
  - 6.6.1. Assessment of the achievement of results as outlined in the performance plan/scorecard: **Annexure A (Performance Scorecard)**
    - Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
    - An indicative rating on the five-point scale should be provided for each KPA.
    - This rating should be multiplied by the weighting given to each KPA during the contracting process, to provide a score.
  - 6.6.2. **Assessment of the CMC's / CCR's**
    - Each CMC/CCR should be assessed according to the extent to which the specified standards have been met.
    - An indicative rating on the five-point scale should be provided for each CMC / CCR.
    - This rating should be multiplied by the weighting given to each CMC / CCR during the contracting process, to provide a score.
    - The applicable assessment-rating calculator must then be used to add the scores and calculate a final CMC / CCR score.

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### 6.6.3. Overall rating

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

- 6.7. The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMC's / CCR's:

Level	Terminology	Descriptions	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against <u>more than half</u> of the performance criteria and indicators per KPA 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 Performance Agreement 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 Performance Agreement 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 Performance Agreement and Performance Plan. The employee					

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		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.	
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- 6.7. For purposes of evaluating the annual performance of the Director: Corporate Services , an assessment panel shall be appointed at the absolute discretion of the employer but may include the following persons:

- ❖ Director: Corporate Services;(Providing his evidence – self scores)
- ❖ Municipal Manager
- ❖ Municipal Manager from another Municipality
- ❖ EXCO member
- ❖ Chairperson of the Audit Committee or a member of the Audit committee
- ❖ Member of the Ward Committee
- ❖ Should no Performance Management expert exist in Audit Committee, they will have the mandate to appoint a Performance Management expert – either as a non-executive member of the group or as a consultant / advisor to the committee.
- ❖ Any deviations made from the panel constitutions must be reported on to Council and in the Municipality's Annual Performance Report.

6.7.1 The Municipality may appoint an external facilitator to assist with the Annual Assessment.

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

- 6.8.1 Director (own assessment)  
6.8.2 Fellow Section 56 Managers.

- 6.9 The performance of the Director: Corporate Services will be assessed in relation to her achievement of the targets indicated for each KPA and the CMC's / CCR's as defined in **Annexure A** (performance scorecard and **Annexure B** (generic CMC's/CCR's on a date to be determined for each of the following quarterly periods:

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

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1. The Employer shall conduct the performance assessments on a quarterly basis during the financial year on a date to be determined for each of the following quarterly periods:

- |  |  |
|--|--|
| 1 <sup>st</sup> Quarter - July to <u>September</u> :   | (Informal Review: Municipal Manager /Director – PDP and SDBIP Reporting)                   |
| 2 <sup>nd</sup> Quarter - October to <u>December</u> : | (Formal review/assessment: Municipal Manager/ Director update on PDP and SDBIP reporting). |

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3<sup>rd</sup> Quarter - January to March:

(Informal Review: Municipal Manager  
/Director – PDP and SDBIP reporting

4<sup>th</sup> Quarter - April to June:

(Final formal review with panel)

- 7.2. These quarterly assessments mirror the SDBIP quarterly reports for each department. However, for each S56 Manager the Municipal Manager will identify areas for improvement, development an updated Personal development Plan (PDP) will detail activities required, which in turn will be monitored.
- 7.3. The Employer shall keep a record of performance assessment meetings (informal and formal).
- 7.4. Performance feedback shall be based on the Employer's assessment of the Employee's performance (quarterly - in form of PDP) and annually in form (Performance Management Report).
- 7.5. The Employer shall be entitled to review and make reasonable changes to the provisions of **Annexure A** (performance scorecard) from time to time for operational reasons. The Employee shall be fully consulted before any such change is made.
- 7.6. The Employer may amend the provisions of **Annexure A** (performance scorecard) whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee shall be fully consulted before any such change is made.
- 7.7. The Employer shall within a reasonable period after each quarter deliver to the Employee, a written report setting forth the results of the relevant assessment.

## 8. OBLIGATIONS OF THE EMPLOYER

8.1. The Employer shall –

- 8.1.1. create an enabling environment to facilitate effective performance by the employee;
- 8.1.2. provide access to skills development and capacity building opportunities;
- 8.1.3. work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 8.1.4. on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him/her to meet the performance objectives and targets established in terms of this Agreement; and
- 8.1.5. Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

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## 9. CONSULTATION

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

9.2.1 a direct effect on the performance of any of the **Employee's** functions;

9.2.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

9.2.3 a substantial financial effect on the **Employer**.

9.2.3.1 Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 9.1. as soon as is practicable to enable the Employee to take any necessary action without delay.

## 10. MANAGEMENT OF EVALUATION OUTCOMES

10.1 The evaluation of the Employee's performance shall form the basis for rewarding outstanding performance or correcting unacceptable performance as reflected in the table below -

Score / 200	% Bonus
130 (65%)	5
134 (67%)	6
138 (69%)	7
142 (71%)	8
146 (73%)	9
150 (75%)	10
154 (77%)	11
158 (79%)	12
162 (81% - 82 %)	13
166+ (83% +)	14

10.2 At the end of the 4<sup>th</sup> quarter, the Executive Authority will determine if the S56 Manager is eligible for a performance bonus as envisaged in his contract of employment based on the bonus allocations.

10.3 In the case of unacceptable performance, the Employer shall -

10.4 Provide systematic remedial or developmental support to assist with **Employee** to improve his or her performance; and

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

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

11. Merit Increases (S56)

11.1 It is recognized that Emalahleni Municipality experiences great challenges in attempting to attract and retain the required calibre of staff due to scarcity of skills, the non-market related packages offered and due to the Municipality's locality. In an effort to minimize the effects of these challenges this award **may be applied** to S56 managers and all other staff to whom the PMS Policy is currently applicable, under the following very specific conditions.

- The merit award is evaluated annually and may only be implemented once incorporated into policy and implementation in this aspect of reward must then only be considered and applied;
- The merit award is evaluated annually and may only be implemented incorporated into policy and implementation in this aspect of reward must then only be considered and applied;
- Budgeting for this award must occur timeously in advance, which illustrates the importance of forward planning;
- This merit award may be applied as a quarterly, bi-annual or annual award and this too must be detailed in the appropriate Policy and Council Resolution to this effect at the start of the performance cycle;
- All performance results will be audited for verification purposes;
- Approval of this award for any given term will not automatically bind the municipality to make this award applicable in any subsequent period. This award is applied year on year according to agreement and Council Resolution to this effect. Accordingly the following awards are applicable when the required performance targets are met:

Score / 200	Merit increase
130 to 141 (65% - 70%)	1% of total package
142 to 149 (71% - 74%)	2% of total package
150 to 161 (75%80%)	3% of total package
162 to 165 (81 – 82%)	4% of total package
166+ (83% +)	5% of total package

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- Merit awards are subject to Budgetary provisions made on an annual basis. The merit bonuses may be paid as a "once-off" payment or at agreed quarterly intervals, i.e. over a number of months;
- S56 Managers and all other staff below s56, will qualify for a merit award providing all criteria are met. This has no bearing on any performance bonuses that may apply concurrently.
- Merit awards and merit bonuses are two separate issues and are to be handled separately at all times after ratification by the PMS Audit Committee.

## 12. DISPUTE RESOLUTION

- 12.1 In the event that the Director is dissatisfied with any decision or action of the Municipal Manager in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Director has achieved the performance objectives and targets established in terms of this Agreement, the Director may meet with the Municipal Manager with a view to resolving the issue. At the Director's request the Municipal Manager will record the outcome of the meeting in writing.
- 12.2 In the event that the Director remains dissatisfied with the outcome of that Meeting, he may raise the issue in writing with the Municipal Manager. The Municipal Manager will determine a process within 4 (four) weeks for resolving the issue, which will involve at least providing the Director an opportunity to state his case orally or in writing before the Municipal Manager. At the Director's request the Municipal Manager will record the outcome of the meeting in writing. The final decision of the Municipal Manager on the issue will be made within 6 (six) weeks of the issue being raised with the latter and will, subject to common law and applicable labour law, be final.
- 12.3 If any dispute about the nature of the Director's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved through an internal mechanism as contemplated above, the dispute may be mediated by the MEC for local government in the province or any other person appointed by the MEC within 30 days of receipt of a formal dispute from the Mayor.
- 12.4 In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.

## 13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Director must be submitted to the MEC responsible for Local Government in the relevant Province, within fourteen (14) days after the conclusion of the assessment.

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Signed at LADY FRERE on this 01 day of JULY 2014.

As Witness:

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Mrs POB-Sohe  
Director: Corporate Services  
Emalahleni Municipality

Signed at LADY FRERE on this 01 day of JULY 2014.

As Witness :

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Dr SW Vatala  
Municipal Manager  
Emalahleni Municipality



As Witness:

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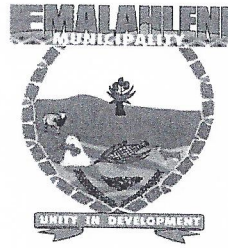
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# **ANNEXURE A**



## **ANNUAL PERFORMANCE PLAN 2014/2015**

**FOR:**

**MS PHUMLA MAKOMA-SOHE  
DIRECTOR: CORPORATE SERVICES**

## ANNUAL PERFORMANCE PLAN: 2014/2015

## DIRECTOR: CORPORATE SERVICES

This Plan defines the Council's expectations of the Director: Corporate Services 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 No 805 provides that performance objectives and targets must be based on the Key Performance Indicators set out in the municipality's IDP and determined in agreement with the Municipal Manager (as representative of Council)

There are five (5) parts to this plan, which are:

1. A statement about the purpose of the position
2. Functional alignment of the individual performance scorecard to the IDP
3. Scorecard detailing IDP goals (KPA's) and their related performance indicators, weightings and target dates
4. Core Competency Requirements; made up of:  
Core Management Competencies; and  
Core Occupational Competencies
5. Personal Development Plan

The period for this plan is from 1 July 2014 to 30 June 2015

Signed and accepted by:



MS POB MAKOMA-SOHE  
DIRECTOR: CORPORATE SERVICES

31/07/2014

DATE

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SIGNED BY THE MUNICIPAL MANAGER



DR SW VATALA  
MUNICIPAL MANAGER

31 July 2014

DATE



## **1. STATEMENT ON PURPOSE OF POSITION**

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.

## **2. PERFORMANCE REVIEW PROCEDURE**

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.

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.

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 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 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 CCRs will be based on the rating scale as reflected in Section 4 of the Performance Plan.

The Municipal Manager and the Director: Corporate Services 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.

### 3. FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE IDP

The IDP of the Emalahleni Municipality for the 2014/2015 financial year is aligned to the prescribed Key Performance Areas:

1. Good Governance & 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 IDP programmes directly linked to the IDP for 2014/2015 as indicated in the IDP column of the scorecard.

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	STRATEGIES	PROGRAMMES/PROJECTS
Good Governance and Public Participation	To have an effective system of municipal governance in line with applicable legislation by 2017	Develop, implement and Review municipal policies	Development and Review of Policies and by-laws
Basic Service Delivery	To ensure regular building maintenance and repairs of municipal offices	Maintenance plan for municipal offices developed and implemented	Renovation of municipal offices
Local Economic Development	To promote and facilitate for improved and sustainable Local Economic Development	Training of Local Tourism Organisation members	Identify Tourism opportunities
Institutional Development and Transformation	To provide appropriate Human Resources to support all municipal departments  To develop the skills of the workforce to enhance their competencies		

Financial Viability and Management	To ensure effective and efficient asset management through implementation of financial compliant systems	Implementation of Fleet Management Policy	Review Fleet Management Policy and install vehicle tracking system
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#### 4. KEY PERFORMANCE AREA SCORECARD

KPA 1 - STRATEGIC OBJECTIVE	GOOD GOVERNANCE AND PUBLIC PARTICIPATION = 10%						REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECT OR SCORE 1-5	PANEL SCORE 1-5
	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	QUARTER 1 TARGETS				QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
To ensure fully functional system of internal and external communication by 2017	Approved Communication Strategy	Approval and review of Communication Strategy	Draft Communication Strategy	4	Resolution on approval of Communication Strategy	Consultation of relevant stakeholders	Approval and implementation of Strategy	Implementation & Reporting	Implementation and Reporting			

POS  
MMS

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	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
To have an effective system of municipal governance in line with applicable legislation	Number of policies developed and reviewed. Number of policies approved by Council	36 policies developed and reviewed and 10 by-laws promulgated by 30 June 2014	Approved policies for 2013/2014	6	Council Resolution approving policies	Consultation of relevant stakeholders in preparation for policy review and development	Presentation of draft policies – conducting workshops	Approval of the draft policies	Communication of policies to employees – workshops for implementation		





KPA 3 - LOCAL ECONOMIC DEVELOPMENT = 10%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DCS SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To promote and facilitate for improved and sustainable Local Economic Development	Functional Local Tourism Organisation	Develop and implement support plan for LTO	There is a dysfunctional LTO	10	Certificates	Identify training needs for LTO structure	Facilitate provision of training to members	Development and implementation of tourism programmes	Evaluation and assessment of work done		

Pos  
Nn sw

KPA 4 - MUNICIPAL TRANSFORMATION & DEVELOPMENT = 60%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DCS SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To provide appropriate Human Resources in order to support all municipal departments	Reviewed organisational structure	Reviewed organisational structure	Approved organisational structure for 2013-2016	5		Development of checklist for vacant and budgeted positions	Implementation of checklist	Implementation of checklist	Review of structure for 2015/2016		
	Number of positions evaluated	324 positions evaluated	324 job descriptions written	5	Job Evaluation results	Facilitate the sitting of the Job Evaluation Committee	100 Job Descriptions evaluated	100 job descriptions evaluated	124 job descriptions evaluated		
	Approved HR Plan	HR Plan approved and implemented	No HR Plan	5	Resolution approving HR Plan	Development of draft HR Plan	Consultation of stakeholders on draft HR Plan	Approval of HR Plan	Implementation of HR Plan		

Pos  
NM 51

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	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
To develop the skills of the workforce to enhance their competencies	Approved Employee Wellness programme	Development and implementation of Wellness Programme	Wellness programme in place for 2013/2014	5	Approved wellness programme	Consult all Directorates on employee wellness needs	Presentation of wellness programme for approval	Implementation of programme	Evaluation of programme and reporting		
	Implementation of the WSP	Approval of WSP	Approved WSP for 2013/14	5	Signed WSP	Implementation of WSP and reporting	Implementation and reporting	Implementation and reporting	Review WSP for 2015/16		
	Training & Development Plan for Ward Committee approved and implemented	Ward Committee training and development	Accredited training for Ward Committees and traditional leaders	5	certificates	Ward Committee Development Plan developed and submitted for approval	Implementation of training and development plan for Ward Committees	Implementation of training and development plan for Ward Committees	Review the Ward Committee Development Plan		
	Approved HRD Strategy	Approved HRD Strategy	Draft HRD Strategy	5	Resolution approving HRD Strategy	Consultation of stakeholders on draft strategy	Approval of HRD Strategy	Implementation and reporting	Implementation and Reporting		

Pos  
Nw sw



KPA 4 - MUNICIPAL TRANSFORMATION & DEVELOPMENT = 60%							
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)	DCS SCORE 1-5
						QUARTER 1 TARGETS QUARTER 2 TARGETS QUARTER 3 TARGETS QUARTER 4 TARGETS	PANEL SCORE 1-5
To provide integrated system that will ensure safety of information	Upgraded server and internet connectivity	Better connectivity and integrated IT network	Outdated server and IT software Assessment report on the IT Infrastructure	5		Audit of current IT hardware and software Appointment of service provider to implement recommendations of IT assessment report Installation of server and upgrading of IT network Evaluation and review of upgrade done by service provider	

KPA 4 - MUNICIPAL TRANSFORMATION & DEVELOPMENT = 60%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DCS SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To establish and maintain a fully functional responsive and accountable administration in line with Local Government laws and regulations	Centralised Records Management	Centralised documented filing system	Decentralised filing system	5		Develop procedure manual for filing	Conduct workshops on the filing system	Implementation of the approved filing system	Review of Records Management Policy		
	Approved Council calendar of events	1 calendar of events developed	Approved calendar for 2013/14	5		Implementation of calendar	Implementation of calendar	Implementation of calendar	Review calendar for 2015/16		
	Quarterly reporting on the implementation of Council resolutions	Facilitate implementation of Council Resolutions and report	Council support	5	Resolutions Register	Facilitate implementation of Council Resolutions and report	Facilitate implementation of Council Resolutions and report	Facilitate implementation of Council Resolutions and report	Facilitate implementation of Council Resolutions and report		

Pos  
Nam SW

KPA 4 - MUNICIPAL TRANSFORMATION & DEVELOPMENT = 60%									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	BASELINE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)			
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
To maintain Council buildings and facilities	Approved facilities management strategy	1 strategy approved	No strategy in place	5	Resolution approving strategy	Development of draft facilities management strategy	Consultation of relevant stakeholders	Approval of facilities management strategy	Implementation and reporting
								DCS SCORE 1-5	PANEL SCORE 1-5

Pos NM SW



KPA 5 - FINANCIAL VIABILITY AND MANAGEMENT = 10%									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				PANEL SCORE 1-5
					QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS	DCS SCORE 1-5
To ensure effective and efficient asset management through implementation of financial compliant systems	Maintain and control municipal fleet	Review and implementation of Fleet Management Policy	10	Approved Fleet management policy	Consultation of stakeholders on the draft Fleet Management Policy	Approval of Fleet Management Policy  Obtain and install updated version of vehicle tracking system	Implementation of Fleet Management Policy	Implementation and Reporting	
		Upgrading of vehicle tracking system							

Pos Namsw

## 5. 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 cashflow, 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"> <li>• Demonstrate knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate</li> <li>• Manage and monitor financial risk</li> <li>• Continuously look for new opportunities to obtain and save funds</li> <li>• Prepare financial reports and guidelines based on prescribed format</li> <li>• Understand and weigh up financial implications of propositions</li> <li>• Understand, analyse and monitor financial reports</li> <li>• Allocate resources to established goals and objectives</li> <li>• Align expenditure to cashflow projections</li> <li>• Ensure effective utilisation of financial resources</li> <li>• Prepare own budget in line with strategic objectives</li> </ul>	Compulsory		3%	
2. People Management and Empowerment	Manage and encourage people, optimise their outputs and effectively manage relationships in	<ul style="list-style-type: none"> <li>• Seek opportunities to increase personal contribution and level of responsibility</li> <li>• Support and respect the individuality</li> </ul>	Compulsory		4%	

Pos  
NM SW

	order to achieve organisational goals	<ul style="list-style-type: none"> <li>of others and recognise the benefits of diversity of ideas and approaches</li> <li>Delegate and empower others to increase their level of responsibility</li> <li>Apply labour and employment legislation and regulations consistently</li> <li>Facilitate team goal setting and problem solving</li> <li>Recognise individuals and teams and provide developmental feedback in accordance with performance management principles</li> <li>Adhere to internal and national standards with regard to HR practices</li> <li>Deal with labour matters</li> <li>Identify competencies required and suitable resources for specific tasks</li> </ul>			
3. Client Orientation and Customer Focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	<ul style="list-style-type: none"> <li>Develop clear and implementable service delivery improvement programmes</li> <li>Identify opportunities to exceed the expectations of customers</li> <li>Design internal work processes to improve customer service</li> <li>Add value to the organisation by providing exemplary customer service</li> <li>Apply customer rights in own work environment</li> </ul>	Compulsory	4%	
4. Change Management	Initiate, support and champion organisational	<ul style="list-style-type: none"> <li>Perform analysis to determine the impact of changes in the social, political and economic environment</li> </ul>	Choice	3%	



	transformation and change in order to successfully implement new initiatives to accelerate service delivery	<ul style="list-style-type: none"> <li>Consult all relevant stakeholders of the need for change</li> <li>Coach colleagues on how to manage change</li> <li>Design specific projects to enable change that are aligned to organisational objectives</li> <li>Volunteer to lead change efforts outside own work team</li> </ul>			
5. Problem Solving & Analysis	<p>Ability to appreciate the complexity of the municipal environment where different stakeholders interact in unison for a common purpose.</p> <p>Capability to identify and problem and be able to provide solutions; proactive management of any problem that arises</p>	<ul style="list-style-type: none"> <li>Ability to understand the cultural diversity in the workplace</li> <li>Ability to anticipate a potential problem within the municipality</li> <li>Identify trouble makers and design a strategy and approach to manage such persons in the workplace</li> <li>Demonstrate capabilities to provide a set of solutions to a particular problem</li> </ul>	Choice	3%	
<b>CORE OCCUPATIONAL COMPETENCIES</b>					
6. Knowledge of more than one functional municipal field or discipline	<p>Demonstrate capabilities to understand the complexity and functionality of all Directorates in the municipality</p>	<ul style="list-style-type: none"> <li>Understanding public administration and management in the context of local government</li> <li>Integration and coordination of various functional areas</li> </ul>	Choice	3%	

#### PERSONAL DEVELOPMENT PLAN

NAME: PHUMILA ORIENTAL BEAUTY SOHE

EMPLOYEE NUMBER: 4048

JOB TITLE: DIRECTOR: CORPORATE SERVICES

DIRECTORATE: CORPORATE SERVICES

DATE: 17 JULY 2013

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				Municipal Manager
POLICY DEVELOPMENT	To be able to develop policies in house	Formal training				
MASTERS IN PUBLIC ADMINISTRATION						



SIGNATURE: POB SOHE  
DIRECTOR: CORPORATE SERVICES



SIGNATURE: DR SW VATALA  
MUNICIPAL MANAGER