

PERFORMANCE AGREEMENT



FEZILE DABI
District Municipality

Made and entered into by and between:

DR. M.M.V MONGAKE (The Municipal Manager)

and

MR. KG MXOLI
(The Director Corporate Support Services)

**FOR THE FINANCIAL YEAR:
01 July 2011 TO 30 JUNE 2012**

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ENTERED INTO BY AND BETWEEN

The Fezile Dabi District Municipality herein represented by **Dr. M.M.V Mongake** in his capacity as the Municipal Manager (hereinafter referred to as the Employer or Supervisor)

and

Mr. KG Mxoli the Director Corporate Support Services of the Municipality of Fezile Dabi District (herein after referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as Parties.
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee reporting to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The parties agree that the purpose of this Agreement is to:

- 2.1 comply with the provisions of Section 57(1)(b), (4A), (4B), and 5 of the Systems Act; as well as the Contract of Employment entered into between parties;
- 2.2 specify objectives and targets established for the Employee and communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 specify accountabilities as set out in the Performance Plan; (Annexure A)
- 2.4 monitor and measure performance against set targeted outputs;

- 2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee or to assess whether the Employee has met the performance expectations applicable to his job;
- 2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st July 2011** and will remain in force until **30th June 2012** whereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out:
 - 4.1.1 the performance objectives and targets that must be met by the Employee; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee, and based on the

Municipal Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Municipality's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
 - 5.2 The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
 - 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the Performance Management System as applicable to the Employee.
- 6.** The Employee agrees to participate in the performance management and development system that the Employer adopts.
- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
 - 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

- 6.2.1 The Employee must be assessed against both components, with weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.
- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.2.3 KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.
- 6.3 The Employee's assessment will be based on his/ her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Municipal Transformation and Organizational Development	45
Infrastructure Development and Basic Service Delivery	20
Local Economic Development (LED)	
Municipal Financial Viability and Management	15
Good Governance and Public Participation	20
Total	100%

- 6.4. The CMCs will make up the other 20% of the Employee's assessment score. CMCs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and the Employee:

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES		WEIGHT
Strategic Capability & Leadership	√	10
Programme and Project Management	√	10
Financial Management	√	20
Change management		
Knowledge management of developmental local government		
Service delivery innovation		
Problem Solving and Analytical Thinking	√	10
People Empowerment and Diversity Management	√	20
Client orientation and Customer focus	√	20
Communication		
Accountability and Ethical Conduct		
Honesty & Integrity	√	10
Skills in government		
Policy conceptualization and implementation		
Mediation skills		
Advanced negotiation skills		
Advanced influencing skills		
Partnership and stakeholder Relations		
Supply Chain Management		
		100%

7. EVALUATING PERFORMANCE

7.1 Annexure A to this Agreement sets out:

- 7.1.1 the standards and procedures for evaluating the Employee's performance; and
- 7.1.2 the intervals for the evaluation of the Employee's performance.

7.2 Despite the establishment of 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.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

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

7.5 The annual performance appraisal will involve:

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

- (a) 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.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMCs

- (a) Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CMC.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CMC score.

7.5.3 Overall rating

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

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

- 6.7.1 Executive Mayor/ Mayor;
- 6.7.2 Chairperson of the Audit Committee;
- 6.7.3 Member of the Mayoral Committee; and
- 6.7.4 Mayor and/ or Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter:	July – September 2011
Second quarter:	October – December 2011
Third quarter:	January – March 2012
Fourth quarter:	April – June 2012

- 8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 8.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be.
In that case the Employee will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

Then Personal Developmental Plan (PDP) for addressing developmental gaps is attached as Annexure B

10. EMPLOYER OBLIGATIONS

- 10.1 The Employer shall –

- 10.1.1 create an enabling environment to facilitate effective performance by the employee;
- 10.1.2 provide access to skills development and capacity building

- opportunities;
- 10.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 10.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 10.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

- 11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –
- 11.1.1 a direct effect on the performance of any of the Employee's functions;
- 11.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
- 11.1.3 a substantial financial effect on the Employer.
- 11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2 A performance bonus of 8% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current

remuneration package on 30 June (end of financial year) subject to a fully effective assessment.

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

12.4.1 provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 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 his duties.

13. DISPUTE RESOLUTION

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

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

13.1.2 any other person appointed by the MEC.

13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

14. GENERAL


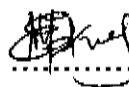
14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

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

K. M.

Thus done and signed at SANBURG on this 11th day of August 2011.


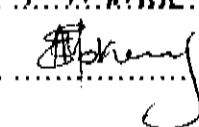
AS WITNESSES:

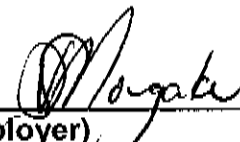
1. T. Mmille 
2. 

MAXUIC ENFOR
(Employee)

Thus done and signed at SANBURG on this 11/08/2011 day of August 2011.

AS WITNESSES:

1. T. Mmille 
2. 


(Employer)



Fezile Dabi

District Municipality

PERFORMANCE PLAN
DIRECTOR CORPORATE SUPPORT SERVICE
FEZILE DABI DISTRICT MUNICIPALITY
2011 - 2012

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1. Purpose

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

2. Key Responsibilities

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

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

3. Key Performance Areas

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

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery
- 3.3 Municipal Financial Viability and Management.
- 3.4 Good Governance and Public Participation.
- 3.5 Local Economic Development

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Director Corporate Support Service

Key Performance Area	Weighting	Performance Indicator 2011/12	Target	Progress on date of review				Score				Evidence
				1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q	
1. Municipal Transformation and Organisational Development	35	Number of personnel leaving the municipality	Zero personnel turnover (Ongoing)									Approved HR and retention strategy
		Number of employees assisted through Employee Assistance Program	All officials (Ongoing)									Employee Assistance Programme quarterly reports
		Number of sporting activities held for staff	1 per quarter									Minutes, Initiations and quarterly report by the Sports Committee
		Number of policies	All least 8 policies reviewed (30 Jun 2012) as and when necessary									Report of all policies reviewed
		Number of employees awarded bursaries	All officials subjected to availability of funds (May/June and 2011)									Database of all existing employees in the bursary scheme. Report on their progress and list of new intake.
		Implementing, maintaining and reviewing Employment Equity Plan and reporting to the relevant authorities.	Compliance (30 Oct 2011)									EEP and acknowledgement of receipt by relevant authorities. Appointment of staff report
		Number of Local Labour Forums meetings	4 meetings (Quarterly)									Initiations, Agenda and Minutes of quarterly LLF meetings
		% of litigations against the municipality successfully defended	100%									Report on litigations containing Court Judgements
		Time taken to finalize disciplinary cases	90 Days									Report of disciplinary cases resolved and unresolved.
		2011/12 WSP developed and submitted to LGSETA	Jun-12									WSP and acknowledgement of receipt by LGSETA
		Number of employees received training as per WSP.	FDDM and LM's									Quarterly implementation report
		Number of ward committees trained	All ward committees within FDDM									Quarterly training report for ward committees
		% of skills development levy claimed by the municipality	100%									Report on the disbursement of grants
		Documented mid year and annual training report.	FDDM (30 Jun 2012)									Annual Training Report

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Key Performance Area

Director Corporate Support Service

Key Performance Area	Weighting	Performance Indicator 2011/12	Target	Progress on date of review				Score				Evidence
				1 Q	2 Q	3 Q	4 Q	1 Q	2 Q	3 Q	4 Q	
		Number of capacity building projects	Capacity building projects to LM's (As and when necessary)									Report of the assistance provided to LM's
		Number of District legal Forum meetings held	4 meetings									Minutes, invitations and quarterly reports by the District legal Forum
		Number of learnerships, internships, bursaries and in-service training provided within FDDM.	(Quarterly reports)									Detailed report on learnerships, internships, bursaries and in-service training submitted to management
		Number of customer satisfactory surveys conducted.	1 survey for (Sector departments, communities and local municipalities) (30 Jun 2012) Quarter 2, 3, 4									3 Survey reports with results
		Timeous response to correspondence and queries	All queries responded to within 5 days									Register of all correspondences / queries and response time against the DCSS
		Rate of safety incidents and claims reduced.	All FDDM Workplaces (Ongoing) Zero occurrences									Quarterly Report of all incidences occurred and OHS Reports
		Accountable administration and disciplined workforce	All officials be workshopped (Aug 2011 and Feb 2012)									Workshop on ethical and code of conduct report
		Prepare monthly and quarterly performance assessment reports of the Directorate & submit to management	Monthly									Monthly departmental performance reports
		Conduct qualitative assessment as required in terms of Sec 19 of the Act	31-Jan-12									Qualitative assessment report
		Submit assessment report to council and trade unions with recommendations and target dates	31-Jan-12									Council resolution on the assessment report
		Employment equity numerical goals established per job level and occupational category for the 2011/2012 financial year	31-Jan-12									Report of Employment Equity Numerical Goals

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Key Performance Area

Director Corporate Support Service

Key Performance Area	Weighting	Performance Indicator 2011/12	Target	Progress on date of review	Score				Evidence
					1 Q	2 Q	3 Q	4 Q	
		Maintaining and implementing the policy regarding Organisational Design, Approving and Changing the Organisational Structure, Creating And Abolishing Posts on the Staff Establishment in the work place	30-Dec-11						Draft policy of organisational design. Approved organisational structure
		Submit quarterly training reports to SETA	4 Reports be submitted (Quarterly)						Quarterly Training Report and acknowledgement of receipt by LGSETA
		Improve and enhance skills of the workforce							
		Conduct a systematic skills analysis of all staff members, comparing personal skills to required skills	31-Jan-12						Skills Audit analysis report
		Departmental meetings are held	Quarterly						Schedule of departmental meetings. Agenda, attendance registers and minutes of the meetings
		Develop a detailed operational plan (SDBIP) for the Directorate that clearly defines the objectives to be achieved by the Directorate, the strategies to achieve the objectives, the service delivery and performance indicators as well as the budget required for the 2012/13 FY	30-Mar-12						Departmental SDBIP for 2012/13 FY
		Implement an employee performance appraisal system phase one for post level 4-7	30-Jun-12						Developed individual scorecards
		Workshop proposed employee performance appraisal system for post level 4-7	30-Sep-11						Workshop invites and attendance register
		Each employee allocated to the Directorate has a personal performance development plan for the 2012/13 financial year for post level 1-7	30-Jun-12						Signed individual scorecards
		To prepare an annual business plan for the Directorate based on the IDP and the functions assigned to the Directorate together with the designated portfolio councillor prior to the preparation of the 2012/13 Directorate draft budget	31-Dec-11						Operational plan for 2012/13
Total Score					0	0	0	0	0
Weighted Score					0	0	0	0	0

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Key Performance Area

Director Corporate Support Service

Key Performance Area	Weighting	Performance Indicator 2011/12	Target	Progress on date of review	Score				Evidence
					1 Q	2 Q	3 Q	4 Q	
2. Infrastructure Development and Service Delivery	20	Maintenance of the corporate training strategy for the training of councillors and employees consistent with the WSP	28-Feb-12						Corporate Training strategy
		Conduct an audit of compliance with legislation affecting the Directorate	30-Jun-12						Legislation compliance register
		To keep track of, study and analyse proposed and new policies and legislation affecting local government							
		Keep track, study and analyse proposed new National and Provincial legislation, regulations and policies affecting local government and prepare draft comment thereon for consideration by Council	31-Mar-12						Report of new legislation introduced submitted to Council
		Prepare and submit reports regarding the foreseeable implications and implementation of new legislation and policies affecting local government for consideration by Council	31-Mar-12						Report of foreseeable legislation implementation implications
		Ensure consistent adherence to policies and procedures							
		Ensure that each Directorate, the Municipal Manager and Mayor have a copy of the FDDM policies manual	30-Dec-11						Documented FDDM Policies manual and acknowledgement of receipt.
Total Score					0	0	0	0	0
Weighted Score					0	0	0	0	0

3. Local Economic Development	10	Monitor implementation of the EMS Learnership (IDP projects) allocated to the Dept.	Ongoing						Report of IDP projects for the department
		Service providers meet performance standards as per SLA	Ongoing						Signed SLA with the terms of reference
		Project plans & budget to be in place	Ongoing						Project plan and budget
		Ensure that 80% of unskilled labour in all the major projects of the department are from the local municipality concerned.	Ongoing						Report of labour used in the project
			Total Score			0	0	0	0
			Weighted Score			0	0	0	0

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Key Performance Area

Director Corporate Support Service

Key Performance Area	Weighting	Performance Indicator 2011/12	Target	Progress on date of review	Score				Evidence
					1 Q	2 Q	3 Q	4 Q	
4. Municipal Financial Viability and Management	15	Ensure timely preparation of the Directorate's budget for 2012/13 based on the approved IDP	Ongoing						Departmental budget with SDBIP and operational plan
		Ensure sound management of the budget votes allocated to the Directorate							
		• No irregular expenditure	None be incurred						Report of irregular expenditure
		• No unauthorised expenditure							Report of unauthorized expenditure
		• No fruitless and wasteful expenditure							Report of fruitless and wasteful expenditure
		Respond satisfactorily to internal and external audit enquiries relating to the Directorate .	100% response within 3 working days of receiving a query						Register of all internal and external queries responded to by CSS
				Total Score	0	0	0	0	0
				Weighted Score	0	0	0	0	0

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Key Performance Area

Director Corporate Support Service

Key Performance Area	Weighting	Performance Indicator 2011/12	Target	Progress on date of review	Score				Evidence
					1 Q	2 Q	3 Q	4 Q	
5. Good Governance and Public Participation	20	Review the Municipality's rules and orders if and when necessary	Ongoing						Reviewed municipality's rules and orders
		Review job descriptions							Approved and signed job descriptions
		Timeous distribution of Council Agenda	Ongoing						Signed distribution lists
		Minute taking during Council meetings and timeous distribution	Ongoing						Registers for acknowledgement of receipt
		Prepare a municipal reporting calendar to ensure that the Municipality complies with reporting requirements in terms of primary legislation and regulations:	31-Dec-11						Reporting calendar
		a) PMS Framework							
		b) Municipal Systems Act							
		c) Municipal Performance Management Regulations							
		d) Employment Equity Act							
		Cascade PMS to all units	30-Jun-12						Workplans, job profiles and individual scorecards for all units
		Disciplinary cases conducted & finalised in compliance with the SALGBC Collective Agreement and executed with substantive fairness principles as contained in the LRA	Ongoing						Report on disciplinary cases
		Each contract overseen by the Directorate is executed in accordance with the relevant contractual stipulations	Ongoing						Signed SLA with terms of reference
		Service providers meet performance standards in terms of agreed quality, budgets and timelines							
		Measure performance of service-providers in terms of contracts or monthly	Ongoing						Monthly reports and minutes of meetings

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Key Performance Area

Director Corporate Support Service

Key Performance Area	Weighting	Performance Indicator 2011/12	Target	Progress on date of review	Score				Evidence
					1 Q	2 Q	3 Q	4 Q	
		Contract variations are comprehensively documented, approved by the person/body that approved the principal contract and annexed to the principal contract as a properly executed and signed addendum	Ongoing						Report of variations
		Conduct a comprehensive risk analysis and assessment of the Directorate based on the risk assessment model of the municipality and submit report for approval to the Municipal Manager	30-Jun-12						Risk analysis report of the department
		Ensure that the Corporate support Services Forum meetings are held	Quarterly						Minutes of CSS Portfolio Meetings
Total Score					0	0	0	0	
Weighted Score					0	0	0	0	

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Key Performance Area

16/6/12

Director Corporate Support Service

Core Managerial and Occupational Competencies		Weighting	Description/Definition	Comments/Observations					Rating				
		Compulsory	Core Competency Requirements						1Q	2Q	3Q	4Q	
Financial Management		15	Complies and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices in order to ensure the achievement of the Municipality's strategic objectives.										
People Management and Empowerment		40	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve the Municipality's Strategic Objectives										
Client Orientation and Customer Focus		10	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.										

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Director Corporate Support Service

Core Managerial and Occupational Competencies	Weighting	Description/Definition	Comments/Observations				Rating			
			Selected Core Competency Requirements				1 Q	2 Q	3 Q	4 Q
Strategic Capability and Leadership	10	Provides a vision, sets the direction for the administration and inspires others to deliver on the municipality's mandate								
Problem Solving and Analysis	5	Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.								
Programme and Project Management	10	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.								
Honesty and Integrity	10	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.								

Signed and accepted by (Director Corporate Support Service): V. C. Mxoliso Date: 19/08/2011

Signed and accepted by (Municipal Manager) on behalf of the Council: [Signature]
Date: 15/08/2011

Director Corporate Support Service

Key Performance Area

Possible Rating	Weighting	Rating Achieved			
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1	35	60	0	0	0
2	20	25	0	0	0
3	15	25	0	0	0
4	20	35	0	0	0
5	10				
Total Achieved		145	0	0	0

100%
80%

Weighted Score

0.00%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%

Core Competency Requirements

Possible Rating	Weighting	Rating Achieved			
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1	15	5	0	0	0
2	40	5	0	0	0
3	10	5	0	0	0

Compulsory

1	10	5	0	0	0
2	5	5	0	0	0
3	10	5	0	0	0
4	10	5	0	0	0
Total Achieved		35	0	0	0

100%
20%

Weighted Score

0.00%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%

Scoresheet

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Director Corporate Support Service

Final Weighted Score Achieved	0.00%	0.00%	0.00%	0.00%
Final Score Achieved	0.00%	0.00%	0.00%	0.00%

- (a) a score of 130% to 135% is awarded a performance bonus of 6%; and
 (b) a score of 136% to 140% is awarded a performance bonus of 8%; and
 (c) a score of 141% to 145% is awarded a performance bonus of 10%; and
 (d) a score of 146% to 150% is awarded a performance bonus of 12%; and
 (e) a score of 151% and above is awarded a performance bonus of 14%

Signature: Director Corporate Support Service: John P. K. L. L.

Date: 11/08/2011

Signature: Municipal Manager: [Signature]


Date: 15/08/2011

Director Corporate Support Service

[illegible]

Signature: Director Corporate Support Service: Thelma N. Hunt

Date: 11/08/2011

Signature: Municipal Manager: 

Date: 15/08/2011