

**PERFORMANCE AGREEMENT
FOR
YEAR 2013/2014**

MADE AND ENTERED INTO BY AND BETWEEN

**THE COUNCIL OF THE ILEMBE DISTRICT
MUNICIPALITY**

Herein represented by M D Newton in his duly authorised capacity as the
Acting Municipal Manager of iLembe District Municipality

AND

Mr. A .G Horton
as the Acting Director Corporate Services of the
iLembe District Municipality
(Employee)

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1. INTRODUCTION

(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 "the Parties".

(2) Section 57(1)(b) of the Systems Act, read with the Memorandum of Agreement of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement. The employer must conclude a Performance Agreement within 90 days of assumption of duty and renew it annually within one month of the commencement of the beginning of the financial year.

(3) The parties will 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 as defined in the municipal IDP.

(4) The parties will ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

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 Memorandum of Agreement of Employment entered into between the parties;

2.2 Communicate to the Employee the Employer's performance expectations and accountabilities by specifying objectives and targets as defined in the IDP;

2.3 Specify accountabilities as set out in the Performance Plan marked Annexure "A" (Capital Budget) and (Operating Budget)

2.4 Monitor and measure performance against set targeted outputs; in terms of the said Performance Plan.

2.5 Use the Performance Agreement and Performance Plan to assess whether the Employee has met the performance expectations applicable to his/her job;

2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy or institute sanctions for consistent under-performance.

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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 1 July 2013 and will remain in force until 30 June 2014 where after a new Performance Agreement and new Performance 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 but not later than one month after the commencement of the new 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.

3.6 Any significant amendments/ deviations referred to in 3.4 and 3.5 above must take cognisance of, where relevant, the requirements of sections 34 and 42 of the Systems Act, and must be done in terms of regulation 4 (5) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, 2006 ("the Regulations").

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan 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" (**Capital Budget**) and (**Operating Budget**) are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

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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 Employer's Integrated Development Plan.

5 PERFORMANCE APPRAISAL FRAMEWORK

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer itself, 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.

5.4 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.

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which are contained in the Performance Agreement.

5.6 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.

5.7 KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.

5.8 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.9 The Employee's assessment will be based on his 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:

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National Key Performance Areas (KPA's)	IDM Priorities as per the NKPA	Weighting	Weighting %
1. Municipal Development and Institutional Transformation.	HR Management Fleet Management Training & Development Legal Matters Coaching sessions/People management	M	70%
2. Financial Viability and Management	Expenditure Management	H	20%
3. Socio-Economic Development	Health & Safety	M	10%
Total			100%

5.10 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 Employee.

Annexure "B" provides the scoring template for the Core Competency requirements identified in the Table hereunder.

Core Competency Assessments will be conducted during quarterly face-to-face Performance Assessments. The Mayor shall conduct Core Competency Assessments for the Municipal Manager. The Municipal Manager shall conduct Core Competency Assessments for Section 56 Managers. Where agreement on the allocation of a score (on the range 1 – 5) cannot be reached, the onus rests with the Employee to provide evidence of their claim to possession of the disputed Core Competency.

Core Competency Requirements for Managers		
Core Managerial Competencies (CMC)	Brief Description	WEIGHT
Programme and Project Management	To be inserted in the customisation of individuals' Performance Agreements	10
Financial Management – COMPULSORY	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes – See Additional Notes below	20
Service Delivery Innovation	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional	10
People Management and Empowerment - COMPULSORY	Manages and encourages people, optimises their outputs and effectively manages relationships to achieve organisational goals – See Additional Notes	10
Client Orientation and Customer Focus - COMPULSORY	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice – See Additional Notes	25

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Accountability and Ethical Conduct	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional See Additional Notes	10
Supply Chain Management	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional See Additional Notes	15
		100%

Additional Notes:

Compulsory

The compulsory Core Competencies above (Financial Management, People Management and Customer Focus) will all routinely be scored according to Annexure B of this agreement.

Financial Management is further measured in all managers' performance plans against a performance target.

In addition to the guidelines in Annexure B, People Management as a core competency is expected to contribute to the reduction of the costs associated with a failure to contain overtime, telephone/cell phone & internet usage as well as subsistence and travel.

Optional

With the Accountability core competence, the ability to meet all reporting timeframes / deadlines will be considered additionally. Monitoring of the manager's ability to provide the relevant information required in the provincially prescribed COGTA Datasheets, on a quarterly basis. – will be a final consideration when awarding a score at assessment time.

Supply Chain Management is also selected for additional attention, if deemed applicable to the individual manager. Over and above Annexure B, the manager's competence will be assessed against his/her ability to generate appropriate Key Performance Indicators and Timeframes for external Service Providers. These must be captured in SLAs per Service Provider.

6. EVALUATING PERFORMANCE

6.1 The organisation's PMS Framework to be read together with this Agreement sets out:

6.1.1 the standards and procedures for evaluating the Employee's performance; 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.

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6.3 Personal growth and development needs shall be documented up-front in this Performance Agreement and additional needs may be identified during any performance review discussion. Annexure "C" documents is a Personal Development Plan, the Employee's personal growth and development needs at the beginning of the financial year as well as the actions agreed to. Implementation must take place within set time frames, including attendance at, at least 1 week-long training workshop per year to allow the Employee to remain abreast of the latest developments in his/her field of work for the Employer.

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

6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the SDBIP/Performance Scorecard:

(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 must then be used to add the scores and calculate a final aggregate score.

6.5.2 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 7.5.1 above) must then be used to add the scores and calculate a final aggregate score.

6.5.3 Overall rating

An overall rating is calculated by the PMS Unit; however, the municipality will be procuring an electronic system for managing performance which will also cater for making these calculations.

7. Management of Performance Outcomes

Detail regarding the recognition and commensurate rewards for performance exceeding stipulated targets in the SDBIP are documented in the municipality's PMS Framework and in-line with the August 2006 PMS Regulations.

Annexure "D" provides the process to be followed in the event the Employer fails to meet his/her performance objectives. Poor performance shall be deemed consistent once two consecutive quarterly performance face-to face appraisals reveal declining achievements against set targets.

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8. Recognition for Performance of Additional Tasks

Over and above KPA's where performance will be measured against SDBIP entries, recognition may be given for the performance of additional tasks. Rewards will be at the discretion of the iLembe District Municipality's Executive Committee.

9. Performance Reporting Deadlines

Departmental performance reports are due monthly, for the previous month – 14 days after the end of the previous month.

Quarterly, Half-Year and Annual Departmental Performance Reports are subject to this deadline and must include by the same deadline – Portfolios of Evidence in support of performance information submitted.

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SIGNED AT KwaDukuza ON THIS THE 2nd DAY OF July 2013

AS WITNESSES:

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THE MUNICIPALITY
(Municipal Manager)

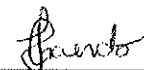
2.



SIGNED AT KwaDukuza ON THIS THE 27th DAY OF JUNE 2013

AS WITNESSES:

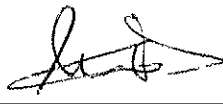
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THE EMPLOYEE
(Mr A.G Horton)

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ANNEXURE A:

SDBIP (compulsory)

(Attached)

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DEPARTMENT: CORPORATE SERVICES

ACTING DIRECTOR : ANDY HORTON

NATIONAL KPA's	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2013	2nd QUARTER TARGET End Dec 2013	3RD QUARTER TARGET End March 2014	4TH QUARTER TARGET End June 2014	WEIGHTINGS	RESPONSIBLE PERSON
Institutional Transformation and Development	Ensure compliance with the HRD Policy	To implement the Human Resource Development Policy	Monitoring & implementation on the HRD policy	Percentage implementation of the HRD policy by deadline	Percentage	Approved HRD policy	60%	Salaries	10%	30%	45%	60%	M	Manager Human Resources
	Ensure compliance with the HRD Policy	To manage the staff component of the Municipality	Employee induction	Percentage compliance with the induction policy	Percentage	New measure	100%	Salaries	100%	100%	100%	100%	M	Manager Human Resources
	Ensure a sufficient budget that complies with the provision of the Skills Development Act (Levy Act)	To improve the capacity of staff to deliver services	Implementation of a workplace skills plan	Percentage municipality's budget spent on implementing the approved WSP	Percentage	2%	1%	R 1.2m	0.25%	0.50%	0.75%	1%	M	Manager Human Resources
	Ensure a sufficient budget that complies with the provision of the Skills Development Act (Levy Act)	To improve the capacity of staff to deliver services	Implementation of a workplace skills plan	Percentage of employees trained in accordance with the WSP	Percentage	80%	80%		20%	40%	60%	80%	M	Manager Human Resources
	To train illiterate employees on Adult Basic Education & Training	To improve the capacity of staff to deliver services	Skills development	Number of employees send for ABET training	Number	10	40		40 employees registered for ABET training	N/A	N/A	40 employees completed ABET training	M	Manager Human Resources
	To increase access to occupationally - directed programmes within IDM & thereby expanding the availability of intermediate level skills (Artisan skills)	To improve the capacity of staff to deliver services	Skills development	Percentage of general workers who acquire artisan skills and/or qualification	Percentage	10%	15%		15% of general workers registering for an artisan course	N/A	N/A	15% - general workers completing artisan qualification	M	Manager Human Resources
	To increase access to programmes leading to immediate and high level learning	To support the training of undergraduates to obtain honours level	Skills development	Increase in number of staff undertaking a undergraduate degree/diploma	Number	New measure	15		15 employees registered undergraduate degree/diploma	N/A	N/A	15 employees completed undergraduate degree/diploma	M	Manager Human Resources
	To support the skills & educational development of Councillors that leads to formal qualifications	To improve the capacity to deliver services	Skills development	Number of Councillors enrolled on skills programme	Number	10	10		10 Councillors registered on skills programme	N/A	N/A	10 employees completed skills programme	M	Manager Human Resources
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To improve the capacity of staff to deliver services	Implementation & reporting on training programmes	WSP & ATR complied by deadline	Date	30 June 2013	WSP & ATR to LGSETA by 30 June 2014	Salaries	N/A	N/A	Training needs elicited from depis/Councillors & rough draft of training needs	WSP & ATR submitted to LGSETA	M	Manager Human Resources
	To ensure full compliance with EEA within IDM	To implement employment equity plan	Employment Equity	Number of people from the EE target groups employed in compliance with the EE plan	Number	New measure	20	Salaries	5	10	15	20	M	Manager Human Resources
	To ensure that conflicts within municipalities are resolved in line with relevant Labour Relations legislation	To ensure that conflicts within municipalities are resolved in line with relevant Labour Relations legislation	Grievance & Disciplinary Hearings	Percentage of grievances & disciplinary actions that get concluded within agreed policy timelines	Percentage	100%	100%	Salaries	100%	100%	100%	100%	M	Manager Human Resources

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NATIONAL KPA's	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2013	2nd QUARTER TARGET End Dec 2013	3RD QUARTER TARGET End March 2014	4TH QUARTER TARGET End June 2014	WEIGHTINGS	RESPONSIBLE PERSON
Institutional Transformation and Development	To have an updated, approved and populated organogram in all critical need areas of the IDP	To manage the staff component of the Municipality	Well resourced management capacity (Organogram)	Percentage of posts filled on the organogram	Percentage	90%	85%	Salaries	20%	40%	60%	85%	H	Manager Human Resources
	Employee wellness	To ensure the well being of employees	Employee wellness programme	a) Number of awareness programmes held b) Number of PEWR educators trained	Number	a) New measure b) New measure	a) 4 b) 5	R250k	a) 1 b) 1	a) 2 b) 2	a) 3 b) 3	a) 4 b) 5	M	Manager Human Resources
	Configuration of sharepoint	To implement sharepoint which will be used as a municipal portal system	Sharepoint Configuration	Percentage installation of job card system by deadline	Date	New measure	100% by Dec 2013	R200k	Approval of project plan	100% installation of job card system	N/A	N/A	M	Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Maintain ICT Systems and monitor service providers	Service Level agreements	Renew and sign SLA's before their expiry date	Renewed document	New measure	All SLA's renewed before expiry date in 2012/2013 done	Salaries	SLA due for renewal done before expiry date	SLA due for renewal done before expiry date	SLA due for renewal done before expiry date	SLA due for renewal done before expiry date	M	Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To implement access control systems	Biometric Access Control System	% Implementation of Biometric Access Control System by deadline at Haysom Road and Umhali	Percentage and Date	System implemented in Slanger offices	End Dec 2013 and June 2014	R 200,000	Approval & signoff project plan for Haysom road	Implementation of Biometric Access Control at Haysom	Approval & signoff project plan for Umhali offices	Implementation of Biometric Access Control at Umhali	M	Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To monitor Projects and budgets	PMU Project Management System	Percentage implementation of system by deadline	Percentage and Date	New measure	100% by end June 2014	R1m	Proof of concept signoff	Data analysis conducted	Approval project plan	100% Implementation of system	M	Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To record and update all queries logged to ilembe District Municipality	Integrated Call Center System	Percentage implementation of system by deadline	Percentage and Date	New measure	100% by end June 2014	R780,702k	Appoint service provider	Approval and signoff project plan	Proof of concept signoff	100% Implementation of system	M	Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To monitor and track telephone usage	PABX System	Percentage implementation of PABX System Umhali	Percentage and Date	New measure	100% by end March 2014	R 100,000	Appointment of service provider & site surveys conducted	Procurement of hardware	100% implementation	N/A	M	Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To update and review annually	Review of ICT policies and plans	a) ICT security policy reviewed by deadline b) IT DRP Plan reviewed by deadline	Date	a) New measure b) New measure	a) End Dec 2013 b) End March 2013	R200k	a) Appoint s/provider b) Appoint s/provider	a) Review ICT security policy b) N/A	a) N/A b) N/A	a) N/A b) N/A	M	Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To monitor traffic on the network	Implementation of a network monitoring tool	Percentage implementation of network monitoring tool by deadline	Percentage and Date	New measure	100% by end March 2014	R 500,000	Appoint service provider	Network analysis conducted and reported	Procurement of tool or device for implementation of network monitoring tool	100% Implementation of network monitoring tool	M	Manager ICT
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To serve as backup power during power failures	Slanger High Site UPS	Purchase and implementation of a High UPS by deadline	Date	New measure	Dec 2013	R 300,000	Procurement process and purchase UPS	Implementation of UPS	N/A	N/A	M	Manager ICT
	To ensure that conflicts within municipalities are resolved in line with relevant Labour Relations legislation	To limit losses to the municipality - legal risk mitigation	Legal matters	% of legal cases resolved (excluding cases which become the subject of contested litigation)	Percentage	100%	100%	R 800k	100%	100%	100%	100%	H	Manager Legal
	To ensure that conflicts within municipalities are resolved in line with relevant Labour Relations legislation	To limit losses to the municipality - legal risk mitigation	Legal matters	Number of days for drawing up and vating legal documents	Number	10 days	Maintain 10 days		Maintain 10 days	Maintain 10 days	Maintain 10 days	Maintain 10 days	M	Manager Legal

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NATIONAL KPA's	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2013	2nd QUARTER TARGET End Dec 2013	3RD QUARTER TARGET End March 2014	4TH QUARTER TARGET End June 2014	WEIGHTINGS	RESPONSIBLE PERSON
Institutional Transformation and Development	To ensure that conflicts within municipalities are resolved in line with relevant Labour Relations legislation	To limit losses to the municipality - legal risk mitigation	Objections	Number of days for finalising objections	Number	1 month	Maintain 1 month	Salaries	Maintain 1 month	Maintain 1 month	Maintain 1 month	Maintain 1 month	M	Manager Legal
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	To ensure the Municipality is legally protected in its agreements with service providers	Service Providers/Stakeholders	Percentage of service level agreements that are finalised within one month of request	Percentage	100%	100%	Salaries	100%	100%	100%	100%	M	Manager Legal
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Supply resources & Council Support Services for all Council meetings	Coordination of Council meetings	% of Total scheduled meetings of Council that are actually conducted	Percentage	100%	100%	Salaries	100%	100%	100%	100%	L	Manager Support Services
	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Supply resources & Council Support Services for all Council meetings	Coordination of Exco meetings	% of Total scheduled meetings of ExCo that are actually conducted	Percentage	100%	100%	Salaries	100%	100%	100%	100%	L	Manager Support Services
Financial Viability & Management	To promote an institution that is representative, participative and empowered to improve the institutional capabilities for service delivery	Supply resources & Council Support Services for all Council meetings	Coordination of Portfolio Committees meetings	% of Total scheduled meetings of Portfolio Committees that are actually conducted	Percentage	100%	100%	Salaries	100%	100%	100%	100%	L	Manager Support Services
	To improve the accountability and transparency through credible information from the IDP to the public	To improve service delivery through implementation of Organisational performance management	Performance Management	Number of coaching sessions of employees' performance conducted quarterly	Number	4	4	Salaries	1	2	3	4	L	Director Corporate Services
	To increase financial viability	Ensure adequate financial management	Financial Management	Percentage variance of both under and over spending	Percentage	10%	10%	Salaries	Remain within 10% variance for both under/over expenditure	Remain within 10% variance for both under/over expenditure	Remain within 10% variance for both under/over expenditure	Remain within 10% variance for both under/over expenditure	H	Director Corporate Services
	To ensure compliance with SCM policy and regulations	Contract Management	Management of service providers	Number of Quarterly reports on performance of service providers submitted to SCM by the 7th	Number	4		Salaries	1	2	3	4	H	Director Corporate Services
Good Governance & Public Participation	To achieve a clean audit report	Ensure adequate financial management	Clean Audit for 2012/2013	No repeat findings in the auditor general's report	Number	0		Salaries	0	0	0	0	H	Director Corporate Services
	To achieve a clean audit report	Ensure adequate financial management	Clean Audit for 2012/2013	Percentage reduction in the number of AG findings requiring action plans	Percentage	10%		Salaries	N/A	N/A	10%	N/A	H	Director Corporate Services
	To achieve a clean audit report	To achieve a clean administration	Operation Clean Administration	Performance Report with accurate & complete POEs submitted by deadline month y and quarterly	Date	10th day of each month	10th day of each month	Salaries	10th day of each month	10th day of each month	10th day of each month	10th day of each month	M	Director Corporate Services
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	To provide and effective vector control service to the community	Vector Control	a) Maintain number of notified vector borne cases reported b) Number of cases serviced within budget	Number	a) 0 b) 560	a) 0 b) 565	R 550k	a) 0 b) 142	a) 0 b) 284	a) 0 b) 426	a) 0 b) 595	M	Manager Health & Safety

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NATIONAL KPA's	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1st QUARTER TARGET End Sept 2013	2nd QUARTER TARGET End Dec 2013	3RD QUARTER TARGET End March 2014	4TH QUARTER TARGET End June 2014	WEIGHTINGS	RESPONSIBLE PERSON
Socio Economic Services	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	To monitor quality of potable water in the District (domestic samples)	Water Quality Monitoring and Analysis	a) Number of samples taken and analysed b) Percentage of unsatisfactory samples reported and rectified	Number & Percentage	a) 144 b) 0	a) 155 b) 0%		a) 39 b) 0%	a) 78 b) 0%	a) 117 b) 0%	a) 155 b) 0%	M	Manager Health & Safety
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	Processing of license application	Processing of license applications for food handling premises	a) Percentage of license application processed b) Percentage of applications processed with 14 days	Percentage	a) 100% b) 100%	a) 100% b) 100%		a) 100% b) 100%	a) 100% b) 100%	a) 100% b) 100%	a) 100% b) 100%	M	Manager Health & Safety
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	To scrutinise building plans & inspect premises for compliance in terms of health regulations	Building Plans	Percentage building plans scrutinised within 4 days	Percentage	100%	100%		100%	100%	100%	100%	M	Manager Health & Safety
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	To monitor food handling premises/processes according to Regulator: 962 of the Foodstuffs, Cosmetics and Disinfectants Act.	Food Control	a) Number of premises inspected to reduce food borne illness b) The number of reported food borne illness/food poisoning outbreaks emanating from formal food handling premises/manufactures	Number	a) 760 b) Maintain 8	a) 765 b) Maintain 8		a) 190 b) Maintain 8	a) 380 b) Maintain 8	a) 570 b) Maintain 8	a) 765 b) Maintain 8	M	Manager Health & Safety
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	Monitor Funeral undertakers business to ensure compliance with regulations and issues. Certificates of Competency	Funeral, undertakers & mortuaries	Percentage of funeral undertakers applications processed	Percentage & number	100%	100%		100%	100%	100%	100%	M	Manager Health & Safety
	To ensure that statutory requirements controlling occupational health & environmental health services are enforced minimising risks in the work place, community & promoting a safe & healthy living environment	To promote a safe and healthy work environment in terms of the Occupational Health & Safety Act & other relevant legislation	Occupational Health & Safety	a) Number of staff trained b) Number of sites inspected in terms of unsafe working conditions c) Number of reports compiled on sites inspected for remedial action	Number	a) 100 b) New measure c) New measure	a) 120 b) 60 c) 4	R 630k	a) 30 b) 20 c) 1	a) 60 b) 40 c) 2	a) 90 b) 50 c) 3	a) 120 b) 60 c) 4	M	Manager Health & Safety

ANNEXURE B:**CORE COMPETENCY SCORING TEMPLATE**

Score on Core Competency Assessment	Description
1 (Not Yet Competent)	Demonstrates none of the guideline's components of the core competency
2. (Basic Competence)	Applies basic concepts and methods but requires supervision and coaching
3. (Competent)	Independently develops and applies more advanced concepts and methods. Plans and guides the work of others. Performs analysis.
4. (Advanced)	Understands and applies more complex concepts and methods. Leads and directs people or groups of recognised specialists. Able to perform in-depth analysis.
5. (Expert)	Sought out for deep, specialised expertise. Leads the direction of the entire organisation. Defines models/theories of best practice.

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ANNEXURE C:**PERSONAL DEVELOPMENT PLAN (PDP)**

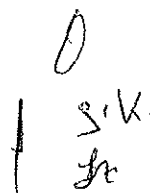
Competency to be Addressed	Proposed Actions	Responsibility	Time-frame	Expected Outcome

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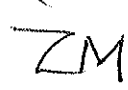
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GENERIC CORE MANAGEMENT CRITERIA (CMC) AND STANDARDS


	Description	Generic Standards For "Fully Effective" Performance
1. Strategic Capability and Leadership	Provides a vision, sets the direction for the organisation and/or unit and inspires others to deliver on the organisational mandate.	<ul style="list-style-type: none"> ◇ Gives direction to team in realising the organisation's strategic objectives; ◇ Impacts positively on team morale, sense of belonging and participation ◇ Develops detailed action plans to execute strategic initiatives; ◇ Assists in defining performance measures to evaluate the success of strategies; ◇ Achieves strategic objectives against specified performance measures; ◇ Translates strategies into action plans; ◇ Secures co-operation from colleagues and team members; ◇ Seeks stakeholders in achieving their goals; ◇ Inspires staff with own behaviour - "walks the talk"; ◇ Manages and calculates risks; ◇ Communicates strategic plan to the organisation ; and ◇ Utilises strategic planning methods and tools
2. Programme and Project Management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	<ul style="list-style-type: none"> ◇ Establishes broad stakeholder involvement and communicates the project status and key milestones; ◇ De-fines roles and responsibilities for project team members and clearly communicates expectations; ◇ Balances quality of work with deadlines and budget; ◇ Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan; ◇ Uses computer software programmes to help manage project; and ◇ Sets and manages service level agreements with contractors.
3. Financial Management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in	<ul style="list-style-type: none"> ◇ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; ◇ Manages and monitors financial risk; ◇ Continuously look for new opportunities to obtain and save funds; ◇ Prepare financial reports and guidelines based on prescribed format


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	Description	Generic Standards For "Fully Effective" Performance
	accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives.	<ul style="list-style-type: none"> ◇ Understands and weighs up financial implications of propositions; ◇ Understands, analyses and monitors financial reports; ◇ Allocates resources to established goals and objectives. ◇ Aligns expenditure to cash flow projections; ◇ Ensures effective utilisation of financial resources; ◇ Develops corrective measures/actions to ensure alignment of budget to financial resources; and ◇ Prepares own budget in line with the strategic objectives of the organisation.
4. Change Management	Initiates, supports and champions organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	<ul style="list-style-type: none"> ◇ Performs analysis to determine the impact of changes in the social, political and economic environment; ◇ Keeps self and others calm and focused during times of change or ambiguity; ◇ Initiates, supports and encourages new ideas; ◇ Volunteers to lead change efforts outside of work team; ◇ Consults and persuades all the relevant stakeholders of the need for change; ◇ Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change; ◇ Coaches colleagues on how to manage change; ◇ Proactively seeks new opportunities for change; ◇ Identifies and assists in resolving resistance to change with stakeholders; ◇ Designs specific projects to enable change that are aligned to the organisational objectives; and ◇ Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
5. Knowledge Management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation.	<ul style="list-style-type: none"> ◇ Uses appropriate information systems to manage organisational knowledge; ◇ Uses modern technology to stay abreast of world trends and information; ◇ Evaluates information from multiple sources and uses information to influence decisions; ◇ Creates mechanisms and structures for sharing of knowledge in the organisation; ◇ Uses libraries, researches, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency.



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	Description	Generic Standards For "Fully Effective" Performance
		<ul style="list-style-type: none"> ◇ Promotes the importance of knowledge sharing within own area; ◇ Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and ◇ Nurtures a knowledge-enabling environment.
6. Service Delivery Innovation	Champion new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals.	<ul style="list-style-type: none"> ◇ Consults clients and stakeholders on ways to improve the delivery of services; ◇ Communicates the benefits of service delivery improvement opportunities to stakeholders; ◇ Identifies internal process improvement opportunities to SDI; ◇ Demonstrates full knowledge of principles on service delivery innovations; ◇ Identifies and analyses opportunities where innovative ideas can lead to improved service delivery; ◇ Creates mechanisms to encourage innovation and creativity within functional areas and across the organisation; ◇ Implements innovative service delivery options in own department/organisation.
7. Problem Solving and Analysis	Systematically identifies analyses and resolves existing anticipated problems in order to reach optimum solutions in a timely manner.	<ul style="list-style-type: none"> ◇ Explains potential impact of problems to own working environment; ◇ Demonstrates root cause of problems and evaluates whether solutions address root causes; ◇ Demonstrates objectivity, thoroughness, insight fullness, and probing behaviours when approaching problems; and ◇ Demonstrates the ability to break down complex problems into manageable parts and identify solutions.
8. People Management and Empowerment	Manages and encourages people, optimises their outputs and effectively manages relationship in order to achieve organisational goals.	<ul style="list-style-type: none"> ◇ Seeks opportunities to increase personal contribution and level of responsibility; ◇ Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches; ◇ Delegates and empowers others to increase contribution and level of responsibility; ◇ Applies labour and empowerment legislation and regulations consistently; ◇ Facilitates team goal setting and problem solving;


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	Description	Generic Standards For "Fully Effective" Performance
		<ul style="list-style-type: none"> ◇ Recognises individuals and teams and provides developmental feedback in accordance with performance management principles; ◇ Adheres to internal and national standards with regards to HR practices; ◇ Deals with labour matters; ◇ Identifies competencies required and suitable resources for specific tasks; ◇ Displays personal interest in the well-being of colleagues; ◇ Able to manage own time as well as time of colleagues and other stakeholders; and ◇ Manages conflict through a participatory transparent approach.
9. 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"> ◇ Develops clear and implementable service delivery improvement programmes; ◇ Identifies opportunities to exceed the expectations of customers; ◇ Designs internal work processes to improve customer service; ◇ Adds values to the organisation by providing exemplary customer service; and ◇ Applies customer rights in own work environment.
10. Communication	Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> ◇ Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way; ◇ Receptive to alternative viewpoints; ◇ Adapts communication content and style according to the audience including managing body language effectively; ◇ Delivers messages in manner that gains support, commitment and agreement; ◇ Writes well-structured complex documents; ◇ Communicates controversial sensitive messages to stakeholders tactfully; ◇ Listens well and is receptive; and ◇ Encourages participation and mutual understanding.
11. Honesty and integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	<ul style="list-style-type: none"> ◇ Conducts self in accordance with organisational code of conduct; ◇ Admits own mistakes and weaknesses and seeks help from others were unable to deliver; ◇ Reports fraud, corruption, nepotism and maladministration; ◇ Honours the confidentiality of matters and does not use it for personal gain or the gain of others;


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	Description	Generic Standards For "Fully Effective" Performance
		<ul style="list-style-type: none"> ◇ Discloses conflict of interests issues; ◇ Establishes trust and shows confidence in others; ◇ Treats all employees with equal respect; ◇ Undertakes roles and responsibilities in a sincere and honest manner; ◇ Incorporates organisation values and beliefs into daily work ◇ Uses work timer for organisational matters and not for personal matters; and ◇ Shares information openly, whilst respecting the principle of confidentiality.

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ANNEXURE D:

PROCESS TO MANAGE POOR PERFORMANCE

In the event that the employee consistently fails to meet his/her performance targets, over a minimum of two consecutive face-to-face quarterly performance appraisals, Schedule 8, Section 9 – of the Labour Relations Act: Code of Good Practice: Dismissal - shall be followed, together with the following guidelines.

1. Prerequisites to Starting the Poor Performance and Incapacity Process

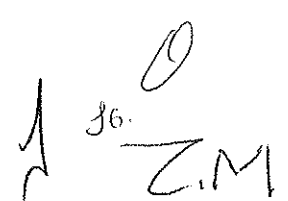
- i. The onus lies with the Municipal Manager in the case of Section 56 Managers to ensure that the subordinate knows what is required.
- ii. Objectives/targets, Key performance Indicators and deadlines should be agreed with the Employer
- iii. The employee should be given appropriate training, coaching and instructions in order to be able to meet the required objectives
- iv. The employee must have the means/equipment to perform the required objectives and
- v. The employee must be given regular feedback on his/her performance.

2. Formal Counselling Session

- i. The employee's direct Manager/Senior is responsible for conducting any formal counselling sessions on poor performance. The counselling session is an opportunity to formally plan and agree on corrective action, to:
- ii. Identify why the employee is failing to meet the required performance standards/objectives
- iii. Agree on a plan to assist the employee in achieving the required standards/objectives and give the employee a fair opportunity to improve his/her performance
- iv. Make the employee aware of the potential consequences of not complying with performance requirements and
- v. Ensure that these meetings are documented (and co-signed off by both parties) so that procedural fairness can be proved in the event of any future disputes and/or additional disciplinary action being taken.

3. Formal Disciplinary Process/Corrective Action

- i. Should the employee, after a reasonable period for Improvement, which shall not be less than three months nor more than six months, continue to perform unsatisfactorily, notwithstanding appropriate evaluation, instruction, guidance and/or counselling – formal disciplinary steps shall be implemented
- ii. A formal disciplinary committee hearing shall be held in accordance with the provisions in the Labour Relations Act , Number 42 Of 1996 (as amended) – the outcome of which may include a final written warning and finally dismissal as a last resort.

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