

**PERFORMANCE AGREEMENT  
FOR  
YEAR 2013/2014**

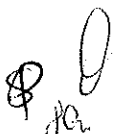
**MADE AND ENTERED INTO BY AND BETWEEN**

**THE COUNCIL OF THE iLEMBE DISTRICT  
MUNICIPALITY**

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

**AND**

**Ms N.Y.Mathonsi**  
as the **Director: Corporate Governance** of the  
**iLembe District Municipality**  
**(Employee)**



## 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 Annexure "B" (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").

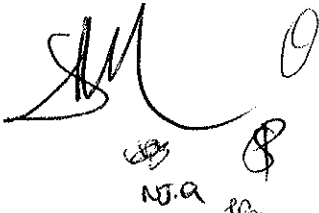
### 4. PERFORMANCE OBJECTIVES

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.

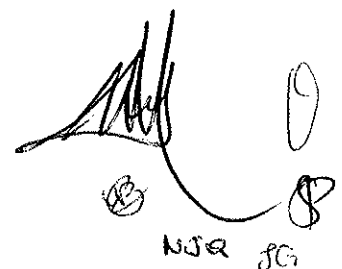
**5.5** The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which are contained in the Performance Agreement.

**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) in his/her Performance Plan	IDM Priorities as per the NKPA	Weighting	Weighting%
1. Good Governance and Democracy	Public Participation Inter-governmental Relations Communication	H	40%
2. Financial Viability & Management	Expenditure	H	20%
3. Socio-Economic Development	Disaster Management Sport Development Designated groups	H	30%
4. Municipal Development & Institutional Transformation	People management/ Coaching sessions	L	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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<b>Accountability and Ethical Conduct</b>	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional <b>See Additional Notes</b>	<b>10</b>
<b>Supply Chain Management</b>	To be inserted in the customisation of individuals' Performance Agreements – if applicable / optional <b>See Additional Notes</b>	<b>15</b>
		<b>100%</b>

**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.

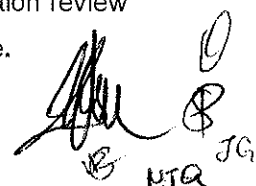
**6. EVALUATING PERFORMANCE**

**6.1** The organisation's PMS Policy and User Manual 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.

 B NJR JG.

**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.

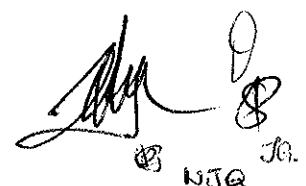
**6.5.3 Overall rating**

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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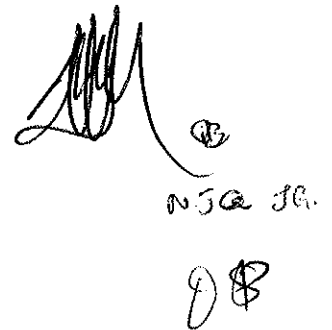
**8. Recognition for Performance of Additional Tasks**

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.

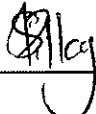



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SIGNED AT KwaDukuza ON THIS THE 2nd DAY OF July 2013

**AS WITNESSES:**

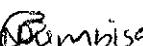
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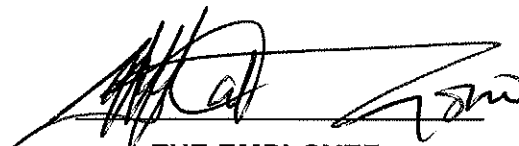
  
**THE MUNICIPALITY**  
**(Municipal Manager)**

2. 

SIGNED AT STANGER ON THIS THE 1<sup>ST</sup> DAY OF JULY 2013

**AS WITNESSES:**

1. 

  
**THE EMPLOYEE**  
**(Ms N Y Mathonsi)**

2. 

**ANNEXURE A:**

SDBIP (compulsory)  
**(Attached)**

PO<sub>sc.</sub>

CORPORATE GOVERNANCE 2013-2014 DEPARTMENTAL SDBIP (EXCO SUBMISSION)


DEPARTMENT : CORPORATE GOVERNANCE

DIRECTOR : N Y MATHONSI

GOOD OVERNANCE & PUBLIC PARTICIPATION														
NATIONAL KPAs	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1 <sup>st</sup> QUARTER TARGET End Sept 2013	2 <sup>nd</sup> QUARTER TARGET End Dec 2013	3 <sup>rd</sup> QUARTER TARGET End March 2014	4 <sup>th</sup> QUARTER TARGET End June 2014	WEIGHTINGS	RESPONSIBLE PERSON
	To preserve our history and culture	To promote Arts & Culture, Tourism and social cohesion nation building	Heritage celebrations	Number of heritage celebrations held	Number	6	5	R700k	4	1	N/A	N/A	M	Director Corporate Governance / Manager Corporate Governance
	Compliance and good governance	To ensure accountability and transparency through reporting of credible information on financial and non financial performance information	Preparation of an Annual Report	Adopted by deadline	Date	31 January 2013	31 January 2014	R100k	Consolidation of information from departments	Draft Report	Approved report by 31 January 2014	N/A	H	Director Corporate Governance
	Improve Communication between Lembe District and its communities	Improve Communication between Lembe District and its communities	Customer Satisfaction Review	Conduct a customer satisfaction review by deadline	Date	June 2013	31 March 2014	R3.5m	Prepare report based on previous review on needs	Prepare proposed programme of action from report done in Q1	Submit reviewed document to Council for approval	N/A	M	Manager Communication
	Improve Communication between Lembe District and its communities	Improve Communication between Lembe District and its communities	Communication Strategy	Review communication strategy by deadline	Date	Draft June 2013	30 June 2014	N/A	N/A	N/A	N/A	Review communication strategy	M	Manager Communication
	Improve Communication between Lembe District and its communities	Effective public awareness on municipal business	Effective public awareness on municipal business through information dissemination	Number of Mayoral radio spots	Number	4	4	N/A	1 Mayoral interview	2 Mayoral interview	3 Mayoral interview	4 Mayoral interview	M	Manager Communication
	Improve Communication between Lembe District and its communities	Effective public awareness on municipal business	Effective public awareness on municipal business through information dissemination	Number of advertorial on Municipal Projects	Number	2	2	N/A	N/A	1 advertorial	N/A	2 advertorial	M	Manager Communication
	To ensure well established systems (model) and processes that will facilitate the deepening of democracy through ward committees	To facilitate the deepening of democracy through ward committees and develop implementation plans for projects proposed through the public participation strategy	Enhancement of public participation	Number of PP meetings	Number	30	20	N/A	2 IDP & PP meetings	8 IDP & PP meetings	14 IDP & PP meetings	20 IDP & PP meetings	H	Manager Communication
	To improve the alignment of all sector plans and service delivery	To facilitate coordination of within the District	Promote Intergovernmental Relations	Number of IGR meetings held within the District	Number	8	4	Salaries	1	2	3	4	M	Director Corporate Governance
	To achieve a clean audit report	Ensure adequate financial management.	Clean Audit for 2013/2014	No repeat findings in the auditor general report	Number	0	0	Salaries	0	0	0	0	H	Director Corporate Governance
	To achieve a clean audit report	Ensure adequate financial management.	Clean Audit for 2013/2014	Percentage reduction in the number of AG findings requiring action plans	Percentage	10%	10% reduction	Salaries	N/A	N/A	10%	N/A	H	Director Corporate Governance
	To achieve a clean audit report	To achieve a clean administration	Operation Clean Administration	Performance Report with accurate & complete POEs submitted by deadline monthly 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 Governance



NATIONAL KPAS	IDP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1 <sup>st</sup> QUARTER TARGET End Sept 2013	2 <sup>nd</sup> QUARTER TARGET End Dec 2013	3 <sup>rd</sup> QUARTER TARGET End March 2014	4 <sup>th</sup> QUARTER TARGET End June 2014	WEIGHTINGS	RESPONSIBLE PERSON																																																																																				
Socio Economic Services	To increase financial viability SCM policy and regulations	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 Governance																																																																																				
															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 conducted quarterly	Number	4	4	Salaries	1	2	3	4	L	Director Corporate Governance																																																																						
																													To ensure rapid and effective response in assisting vulnerable communities during incidents and disaster	To ensure that disaster stricken communities exercise risk avoidance behaviour society about the impact of partriohal policies	Emergency Relief Aid	Percentage of incidents responded to	Percentage	Maintain 100%	100%	R 900k	Maintain 100%	Maintain 100%	Maintain 100%	Maintain 100%	H	Manager Disaster Management																																																								
																																											A District complying with Disaster Management Legislation	To ensure that disaster stricken communities exercise risk avoidance behaviour society about the impact of partriohal policies	Awareness Campaigns	Number of awareness campaigns held	Number	16	18	R150k	5	10	15	18	M	Manager Disaster Management																																										
																																																									A District complying with Disaster Management Legislation	To create resilient and proactive communities by rolling out the district disaster risk management capacity building programme	Capacity Building Programmes	Number of capacity building sessions held	Number	8	10	R 150k	2	4	7	10	M	Manager Disaster Management																												
																																																																							A District complying with Disaster Management Legislation	To ensure that the district disaster risk management capacity Building programme	Disaster Management Communication System	Installation and testing of the Disaster Management Communication system by deadline	Percentage & Date	New Indicator	100% by end March 2014	Salaries	Installation & testing of the system	Training of disaster management & call centre staff	100 % Fully functional communication system with monthly & quarterly reports generated	N/A	M	Manager Disaster Management														
																																																																																					A District complying with Disaster Management Legislation	To ensure that there is effective implementation of disaster risk reduction programme aimed at prevention and mitigation against identified risks	Disaster Risk Reduction	Development of level 2 District Disaster Management plan by deadline	Date	Level 1 plan completed	Level 2 Plan completed by June 2014	R500k	Identification of the task team to assist the Service Provider in developing the Level 2 Plan	Establish processes for comprehensive disaster risk assessments.	Identify and establish consultative mechanisms for specific priority risk reduction projects.	Develop a support information management, and emergency communication system with full capabilities.	M	Management Disaster Management

  
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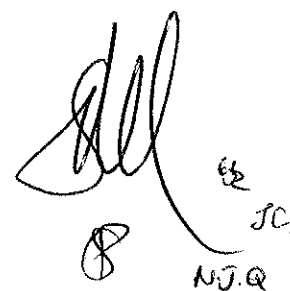
NATIONAL KPAs	IBP OBJECTIVE	DEPARTMENTAL OBJECTIVE	KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	BUDGET	1 <sup>ST</sup> QUARTER TARGET End Sept 2013	2 <sup>ND</sup> QUARTER TARGET End Dec 2013	3 <sup>RD</sup> QUARTER TARGET End March 2014	4 <sup>TH</sup> QUARTER TARGET End June 2014	WEIGHTINGS	RESPONSIBLE PERSON
	A District complying with Disaster Management Legislation	To ensure that there is effective implementation of disaster risk reduction programme aimed at prevention and mitigation against identified risks	Disaster Climate Change Summit	a) Disaster Climate Change Summit held by deadline b) Close out report done by deadline c) Implementation of resolutions	Date	a) New measure b) New measure c) New measure	a) 31 Dec 2013 b) 31 March 2014 c) 30 June 2014	R 800k	a) Submission of concept approval by Council. Finalisation of the Technical Task Team Members responsible for the Summit b) N/A c) N/A	a) District Climate Change Summit held b) N/A c) N/A	a) N/A b) Closeout report and capturing of new resolution taken. c) N/A	a) N/A b) N/A c) Monitoring and implementation of all resolutions taken during summit done.	M	Management Disaster Management
	To align provincial, district and local plans addressing designated groups	To mobilise communities against social impacts of HIV/AIDS	World Aids week	Commemorate World Aids week by deadline	Date	Dec 2012	31 Dec 2013	R 700k	N/A	Develop District concept document by end Nov and host world aids day event by 1st Dec 2013	Close out report on event submitted to Office of the Premier	N/A	M	Manager Corporate Governance
	To align provincial, district and local plans addressing designated groups	To mobilise communities against social impacts of HIV/AIDS	HIV/AIDS awareness	Number of HIV/AIDS awareness campaigns held	Number	4	4	R 500k	1	2	3	4	M	Manager Corporate Governance
	To align provincial, district and local plans addressing designated groups	To conscientise society about the impact of patriarchal policies	Implementation of gender programmes	Number of programmes implemented as per the approved gender plan	Number	12	16	R 500k	4	8	12	16	M	Manager Corporate Governance
	To align provincial, district and local plans addressing designated groups	To harness the potential of young people to enable them to play a meaningful role in society	Implementation of youth programmes	a) Number of programmes implemented as per the approved youth plan b) Number of youths benefiting from programmes implemented	Number	a) 12 b) 100	a) 14 b) 120	R 500k	a) 3 b) 30	a) 7 b) 60	a) 10 b) 90	a) 14 b) 120	M	Manager Corporate Governance
	Implementation of Operation Sukuma Sakhe	Poverty eradication - District Task team of operation of MBOs	Operation Sukuma Sakhe	Number of interventions hosted in all LMS by deadline	Number	New Indicator	16	Salaries	4	8	12	16	M	Manager Corporate Governance

  
 NSR.

## 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.

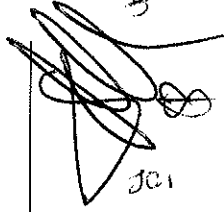


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	Description	Generic Standards For "Fully Effective" Performance
	accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives.	<ul style="list-style-type: none"> <li>◇ Understands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

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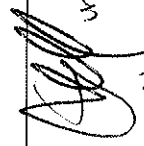
Description	Generic Standards For "Fully Effective" Performance
6. Service Delivery Innovation	<ul style="list-style-type: none"> <li>◇ Promotes the importance of knowledge sharing within own area;</li> <li>◇ Adapts and integrates information from multiple sources to create innovative knowledge management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

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

  
 V.B. N.S.A.  
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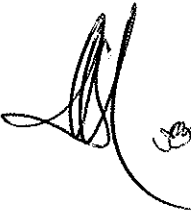

Description	Generic Standards For "Fully Effective" Performance
	<ul style="list-style-type: none"> <li>◇ Discloses conflict of interests issues;</li> <li>◇ Establishes trust and shows confidence in others;</li> <li>◇ Treats all employees with equal respect;</li> <li>◇ Undertakes roles and responsibilities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


  
 N.S.G.

**ANNEXURE C:**

**PERSONAL DEVELOPMENT PLAN (PDP)**

<b>Competency to be Addressed</b>	<b>Proposed Actions</b>	<b>Responsibility</b>	<b>Time-frame</b>	<b>Expected Outcome</b>

  
JC.  
NJA.  


**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.

*[Handwritten signatures and initials]*

NSR.  
JR.