

**Mogale City**

***Local Municipality***

**PERFORMANCE MANAGEMENT AGREEMENT**

**ENTERED INTO BY AND BETWEEN:**

**MOGALE CITY LOCAL MUNICIPALITY**

**AS REPRESENTED BY THE**

**MUNICIPAL MANAGER:**

**MAANDA PRINGLE RAEDANI**

**AND**

**CHIEF FINANCIAL OFFICER**

**DOROTHY DIALE**

**THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE**

**FINANCIAL YEAR: 01 JULY 2018 TO 30 JUNE 2019**

CP DM JS

## PERFORMANCE MANAGEMENT AGREEMENT

### ENTERED INTO BY AND BETWEEN

**MOGALE CITY LOCAL MUNICIPALITY** herein represented by **Maanda Pringle Raedani** as the **Municipal Manager** (hereinafter referred to as the Employer or Supervisor)

And

**Dorothy Diale** as the **Chief Financial Officer: Municipal Financial Management** (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

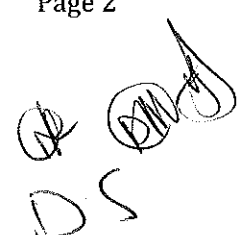
### 1. INTRODUCTION

- 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 the "the Parties".
- 1.2 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.3 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B), 57(C) and 57(5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 & Local Government: Competency Framework for Senior Managers, 2014.

### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

- 2.1 Comply with the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;

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- 2.3 Specify accountabilities as set out in the Performance Management Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Management Agreement and Performance Management Plan as the basis for assessing 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 **01 JULY 2018** and will remain in force until **30 JUNE 2019**; where after a new Performance Management Agreement, Performance Management 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 the Agreement during February each year. The parties will conclude a new Performance Management Agreement and Performance Management Plan that replaces this Agreement at least once a year by not later 31 July.
- 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 above- mentioned 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.

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- 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 Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target 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 within 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 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 a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competency Requirements (Leading & Core) (CRs) 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% weighting and CRs will account for 20% weighting 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 weighting of the overall assessment result as per the weightings agreed to between the employer and Employee:

| Key Performance Areas (KPA's)                           | Weighting   |
|---|-------------|
| Financial Viability:                                    | 38%         |
| Good Governance & Public Participation                  | 55%         |
| Municipal Transformation and Organizational Development | 5%          |
| Local Economic Development                              | 2%          |
| <b>TOTAL</b>  | <b>100%</b> |

6.4 The Leading & Core Competencies will make up the other 20% of the Employee's assessment score. The competency framework consists of six (6) leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

The six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level

| LEADING COMPETENCY REQUIREMENTS    |   | WEIGHTS |
|------------------------------------|---|---------|
| Strategic Direction and Leadership | <ul style="list-style-type: none"> <li>Impact and influence</li> <li>Institutional Performance Management</li> <li>Strategic Planning and Management</li> <li>Organizational Awareness</li> </ul>           | 10      |
| People Management                  | <ul style="list-style-type: none"> <li>Human Capital Planning &amp; Development</li> <li>Diversity Management</li> <li>Employee Relations Management</li> <li>Negotiation and Dispute Management</li> </ul> | 10      |
| Program & Project Management       | <ul style="list-style-type: none"> <li>Program &amp; Project Planning and Implementation</li> <li>Service Delivery Management</li> </ul>  | 20      |

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 (Circular stamp with initials) PS

| LEADING COMPETENCY REQUIREMENTS      |   | WEIGHTS    |
|--------------------------------------|---|------------|
|                                      | <ul style="list-style-type: none"> <li>• Program &amp; Project Monitoring &amp; Evaluation</li> </ul>   |            |
| Financial Management                 | <ul style="list-style-type: none"> <li>• Budget Planning &amp; Execution</li> <li>• Financial Strategy &amp; Delivery</li> <li>• Financial Reporting &amp; Monitoring</li> </ul>  | 20         |
| Change Leadership                    | <ul style="list-style-type: none"> <li>• Change Vision &amp; Strategy</li> <li>• Process Design &amp; Improvement</li> <li>• Change Impact Monitoring &amp; Evaluation</li> </ul> | 20         |
| Governance Leadership                | <ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>                                | 20         |
| <b>CORE COMPETENCIES</b>             |   |            |
| Moral Competence                     |   |            |
| Planning and Organizing              |   |            |
| Analysis and Innovation              |   |            |
| Knowledge and Information Management |   |            |
| Communication                        |   |            |
| Result and Quality Focus             |   |            |
| <b>TOTAL</b>                         |   | <b>100</b> |

## 7 EVALUATING PERFORMANCE

7.1 The Performance Management Plan (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 the 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 KPA score.

#### 7.5.2 Assessment of the CRs

- (a) Each CCR 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 CR;
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final CR score.

#### 7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator.

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

| Overall Performance  | Rating | Performance Score |
|--|--------|-------------------|
| <b>Unacceptable Performance</b><br><br>Performance does not meet the standard expected for the job. The employee has failed to demonstrate the commitment level expected in the job despite management efforts to encourage improvement. | 1      | 59% and below     |
| <b>Performance Not Fully Effective</b><br><br>Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.   | 2      | 60 – 69 %         |
| <b>Performance Fully Effective</b>   |        |                   |

| <b>Overall Performance</b>  | <b>Rating</b> | <b>Performance Score</b> |
|---|---------------|--------------------------|
| Performance fully meets the standards expected in all areas of the job  | 3             | 70 – 79 %                |
| <b>Performance Significantly Above Expectations / Exceptional Performance</b><br><br>Performance is significantly higher than the standard expected in the job. | 4             | 80 – 89 %                |
| <b>Outstanding Performance</b><br><br>Performance far exceeds the standard expected of an employee at this level.   | 5             | 90 – 100 %               |

7.7 For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established –

- i. Municipal Manager;
- ii. Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;
- iii. Member of the Mayoral Committee; and
- iv. Municipal Manager from another Municipality.

## 8 SCHEDULES FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his or 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:

| <b>Quarter</b> | <b>Timeline</b>         | <b>Date of the Review</b> |
|----------------|-------------------------|---------------------------|
| First Quarter  | July – September 2018   | October 2018              |
| Second Quarter | October – December 2018 | January 2019              |
| Third Quarter  | January – March 2019    | April 2019                |
| Fourth Quarter | April – June 2018       | n/a                       |



- 8.2 The Employer shall keep a record of all formal and informal reviews, including 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**

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

## **10. OBLIGATIONS OF THE EMPLOYER**

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/ her 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/her 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 –

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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 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

| Performance Rating |            |   | Bonus Amount   |
|--------------------|------------|---|--|
| 1.                 | 0% - 59%   | Performance Unacceptable  | 0% of total package  |
| 2.                 | 60% - 69%  | Performance Not Fully Effective                                       |  |
| 3.                 | 70% - 79%  | Performance Fully Effective   | Remuneration Progression                                   |
| 4.                 | 80% - 789% | Performance Significantly Above Expectations/ Exceptional Performance | • Remuneration Progression<br>• 5% - 9% of Total Package   |
| 5.                 | 90% - 100% | Outstanding Performance   | • Remuneration Progression<br>• 10% - 14% of total package |

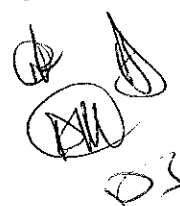
12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve month (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective performance assessment results and above.

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 or her performance; and

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

## 13. DISPUTE RESOLUTION

  
DS

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 provide for, shall be mediated by –

13.1.1 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.2 Any other person appointed by the Executive Mayor.

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

#### 14 GENERAL

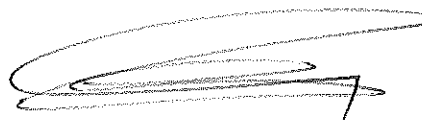
14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

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

Thus done and signed at KRUGERSDORP on this the 27 day of JULY 2018

AS WITNESSES:

1. Dneke



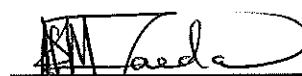
CHIEF FINANCIAL OFFICER

2. Pringle

Thus done and signed at KRUGERSDORP on this the 27<sup>th</sup> day of JULY 2018

AS WITNESSES:

1. Dneke



MUNICIPAL MANAGER

2. Pringle

## MOGALE CITY LOCAL MUNICIPALITY PERFORMANCE MANAGEMENT PLAN FOR 2018/2019

INCUMBENT: DOROTHY DIALE

POST TITLE: EXECUTIVE MANAGER: FINANCIAL MANAGEMENT SERVICES

## DEPARTMENT: FINANCIAL MANAGEMENT SERVICES

## KPA: FINANCIAL VIABILITY: 38%

| SDBIP Ref. No. | PLANNING LEVEL | MSCOA PROJECT             | WARDS TO BENEFIT | KEY PERFORMANCE INDICATOR  | WEIGHTING | UNIT OF MEASURE | BUDGET      | BASELINE   | ANNUAL TARGET | QUARTER              | PROGRAMME/PROJECT MILESTONE  | TYPE OF EVIDENCE PER QUARTER   | RESPONSIBLE PERSON      | PERFORMANCE MEASUREMENT   |  | PERFORMANCE RESULTS |                       |
|----------------|----------------|---------------------------|------------------|--|-----------|-----------------|-------------|------------|---------------|----------------------|------------------------------|--|-------------------------|---|--|---------------------|-----------------------|
|                |                |                           |                  |  |           |                 |             |            |               |                      |                              |  |                         |   |  | SELF ASSESSMENT     | SUPERVISOR ASSESSMENT |
| KPI 1          | CFO's output   | FIN-Strategic Support CFO | All Wards        | Improved working capital or current ratio (current assets - current liabilities)                 | 5%        | Number          |             | 0.5        | 1.2           | Q1<br>Q2<br>Q3<br>Q4 | 0.8<br>0.8<br>1.0<br>1.2     | In-year financial monitoring report  | Chief Financial Officer | 2= 100% Billing info, processed 16 and more days of the new month<br>3= 100% Billing info, processed 11-15 days of the new month<br>4= 100% Billing info, processed within 10 days of the new month<br>5= 100% Billing info, processed within 7 days of the new month<br>6= 100% Billing info, processed within 5 days of the new month |  |                     |                       |
| KPI 2          | CFO's output   | FIN-Strategic Support CFO | All Wards        | % completeness of the billing information processed within prescribed timeframe (property rates) | 10%       | %               |             | New target | 100%          | Q1<br>Q2<br>Q3<br>Q4 | 100%<br>100%<br>100%<br>100% | Property rates versus Billing report<br>Property rates versus Billing report<br>Property rates versus Billing report<br>Property rates versus Billing report | Chief Financial Officer | 1= 100% complete of the supplementary valuation roll  |  |                     |                       |
| KPI 3          | CFO's output   | FIN-Strategic Support CFO | All Wards        | % completeness of the supplementary valuation roll   | 8%        | %               | R 2 942 208 | New target | 100%          | Q1<br>Q2<br>Q3<br>Q4 | 100%<br>100%<br>100%<br>100% | Township Development Register vs Valuation Report  | Chief Financial Officer | 1= 90 days<br>2= 60 days<br>3= 30 days<br>4= 15 days<br>5= 7 days   |  |                     |                       |
| KPI 4          | CFO's output   | FIN-Strategic Support CFO | All Wards        | Improved accounts payable payment period   | 5%        | Days            |             | 90         | 30            | Q1<br>Q2<br>Q3<br>Q4 | 80<br>80<br>30<br>30         | Creditors report   | Chief Financial Officer | 1= 50% reconciled and compliant asset register produced<br>2= 75% reconciled and compliant asset register produced<br>3= 100% reconciled and compliant asset register produced annually<br>4= 100% reconciled and compliant asset register produced quarterly<br>5= 100% reconciled and compliant asset register produced monthly       |  |                     |                       |
| KPI 5          | CFO's output   | FIN-Strategic Support CFO | All Wards        | % maintenance of the asset register  | 10%       | %               |             | New target | 100%          | Q1<br>Q2<br>Q3<br>Q4 | 100%<br>-<br>-<br>100%       | Report on asset management   | Chief Financial Officer |   |  |                     |                       |

The MSCOA Project refers to the line item as per the approved Budget. The allocated amount include only the CFO's office administration and employee related costs.

## KPA: GOOD GOVERNANCE &amp; PUBLIC PARTICIPATION 55%

| SDBIP Ref. No. | PLANNING LEVEL | MSCOA PROJECT             | WARDS TO BENEFIT | KEY PERFORMANCE INDICATOR                    | WEIGHTING | UNIT OF MEASURE | BUDGET | BASELINE   | ANNUAL TARGET | QUARTER              | PROGRAMME/PROJECT MILESTONE | TYPE OF EVIDENCE PER QUARTER | RESPONSIBLE PERSON      | PERFORMANCE MEASUREMENT   |  | PERFORMANCE RESULTS |                       |
|----------------|----------------|---------------------------|------------------|--|-----------|-----------------|--------|------------|---------------|----------------------|-----------------------------|------------------------------|-------------------------|---|--|---------------------|-----------------------|
|                |                |                           |                  |  |           |                 |        |            |               |                      |                             |                              |                         |   |  | SELF ASSESSMENT     | SUPERVISOR ASSESSMENT |
| KPI 6          | CFO's output   | FIN-Strategic Support CFO | All Wards        | % implementation of audit action plans       | 10%       | %               | -      | New target | 100%          | Q1<br>Q2<br>Q3<br>Q4 | -<br>-<br>-<br>100%         | OPCA Progress report         | Chief Financial Officer | 1 = 100% Implementation reports submitted by 31 July 2019<br>2 = 100% Implementation reports submitted by 15 July 2019<br>3 = 100% Implementation reports submitted by 30 June 2019<br>4 = 100% Implementation reports submitted by 31 May 2019<br>5 = 100% Implementation reports submitted by 30 April 2019 |  |                     |                       |
| KPI 7          | CFO's output   | FIN-Strategic Support CFO | All Wards        | % implementation of the FQMM recommendations | 5%        | %               | -      | New target | 100%          | Q1<br>Q2<br>Q3<br>Q4 | -<br>-<br>-<br>100%         | FQMM report                  | Chief Financial Officer | 1= 100% Implementation 6 and more days after the deadline<br>2= 100% Implementation 3-5 days after the deadline<br>3= 100% Implementation on the set timeframes (deadline)<br>4= 100% Implementation 5 days before the deadline<br>5= 100% Implementation 10 days before the deadline                         |  |                     |                       |

|  |              |                           |           |  |  |   |            |      |   |                              |  |                         |   |                  |  |  |  |
|--|--------------|---------------------------|-----------|--|--|---|------------|------|---|------------------------------|--|-------------------------|---|------------------|--|--|--|
| KPI 8  | CFO's output | FIN-Strategic Support CFO | All Wards | % compliance to the MFMA   | 30%  | % | 100%       | 100% | Q1  | 100%                         | MFMA Implementation plan submissions and proof of submission   | Chief Financial Officer | 1= 100% implementation 5 and more days after the deadline<br>2= 100% implementation 1-5 days after the deadline<br>3= 100% implementation on the set timeframe (deadline)<br>4= 100% implementation 5 days before the deadline<br>5= 100% implementation 10 days before the deadline                |                  |  |  |  |
| KPI 9  | CFO's output | FIN-Strategic Support CFO | All Wards | % compliance with supply chain management regulations  | 10%  | % | New target | 100% | Q1<br>Q2<br>Q3<br>Q4                            | 100%<br>100%<br>100%<br>100% | Quarterly report on SCM  | Chief Financial Officer | 1= 90% Compliance<br>2= 95% Compliance<br>3= 100% Compliance  |                  |  |  |  |
| KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT: 5% |              |                           |           |  |  |   |            |      |   |                              |  |                         |   |                  |  |  |  |
| KPI 10   | CFO's output | FIN-Strategic Support CFO | All Wards | % development/review of job profiles as per CSS schedule   | 2%   | % | New target | 100% | Q1<br>Q2<br>Q3<br>Q4                            | 100%<br>100%<br>100%<br>100% | Copies of the signed job profiles                              | Chief Financial Officer | 1= 100% approved after 28 February 2019<br>2= 100% approved after 31 January 2019<br>3 = 100% before 31 December 2018<br>4 = 100% before 15 December 2018<br>5 = 100% before 30 November 2018   |                  |  |  |  |
| KPI 11   | CFO's output | FIN-Strategic Support CFO | All Wards | % compliance to the record management/ filing system   | 2%   | % | New target | 100% | Q1<br>Q2<br>Q3<br>Q4                            | 100%<br>100%<br>100%<br>100% | Check list from CSS and the Red-list                           | Chief Financial Officer | 1=89% and Below Compliance<br>2=90-99% Compliance<br>3=100% Compliance  |                  |  |  |  |
| KPI 12   | CFO's output | FIN-Strategic Support CFO | All Wards | % labour related disputes successfully finalised   | 1%   | % | New target | 100% | Q1<br>Q2<br>Q3<br>Q4                            | 100%<br>100%<br>100%<br>100% | Report from the ERM and Quarterly statistical reports from ERM | Chief Financial Officer | 1= 100% disputes finalised 15 and more days after the set timeframes<br>2= 100% disputes finalised 11-15 days after the set timeframes<br>3= 100% disputes finalised within 10 working days<br>4= 100% disputes finalised within 8 working days<br>5= 100% disputes finalised within 6 working days |                  |  |  |  |
| KPA: LOCAL ECONOMIC DEVELOPMENT: 2%                              |              |                           |           |  |  |   |            |      |   |                              |  |                         |   |                  |  |  |  |
| KPI 13   | CFO's output | FIN-Strategic Support CFO | All Wards | % update of the valuation roll in line with the township register  | 2%   | % | New target | 100% | Q1<br>Q2<br>Q3<br>Q4                            | 100%<br>100%<br>100%<br>100% | Township Development Register vs Valuation Report              | Chief Financial Officer | 3= 100% complete of the supplementary valuation roll  |                  |  |  |  |
| CORE MANAGERIAL COMPETENCIES                                     |              |                           |           |  |  |   |            |      |   |                              |  |                         |   |                  |  |  |  |
|  |              |                           | WEIGHTING | KPI  | PERFORMANCE MEASUREMENT  |   |            |      | EVIDENCE  |                              |  |                         | RESPONSIBLE PERSON  | FINAL ASSESSMENT |  |  |  |
|  |              |                           | 5         | (Strategic Planning and Management) Approved Department Plan aligned to the SDBIP (to inform the 2019/2020 budget) | 1=Departmental Plan approved before the end of 30 April 2019<br>2= Departmental Plan approved before the 31 March 2019<br>3= Departmental Plan approved before the 28 February 2019<br>4=Departmental Plan approved before the 31 January 2019<br>5=Departmental Plan approved before the 31 December 2018 |   |            |      | Approved Departmental Plan aligned to the SDBIP |                              |  |                         | Chief Financial Officer   |                  |  |  |  |

Strategic Direction and Leadership

|                                |    |  |   |   |                         |  |  |  |  |
|--------------------------------|----|--|---|---|-------------------------|--|--|--|--|
| Program and Project Management | 5  | No. of Individual Performance Management Agreements signed with Managers by 31 August 2018 | 1= 6 Performance Management Agreements signed after the 30/09/2018<br>2= 6 Performance Management Agreements signed after the 15/09/2018<br>3= 6 Performance Management Agreements signed by the 31/08/2018<br>4= 6 Performance Management Agreements signed by the 20/08/2018<br>5= 6 Performance Management Agreements signed by the 10/08/2018 | SK (6) 2018/2019 Performance Management Agreements signed with Managers   | Chief Financial Officer |  |  |  |  |
|                                | 10 | Development of Personal Development Plans (PDPs) for Managers                              | 1=PDPs developed by 30 November 2018<br>2=PDPs developed by 31 October 2018<br>3=PDPs developed by 30 September 2018<br>4=PDPs developed by 15 September 2018<br>5=PDPs developed by 31 August 2018   | Proof on the submission of PDPs for Senior Managers to Learning and Development Sub-division for Implementation | Chief Financial Officer |  |  |  |  |
|                                | 10 | Operational Programs/ Projects Implemented   | 1= 70-80% and below implementation within set timeframes<br>2= 71-79% implementation within set timeframes<br>3= 80% implementation within set timeframes<br>4= 81-90% implementation within set timeframes<br>5= 91-100% implementation within set timeframes  | Project Plan(s) and Reports on the Implementation of Quarterly SDBIP Reports                                    | Chief Financial Officer |  |  |  |  |
|                                | 10 | Service Delivery Management  | 1= 80% implementation of the SDBIP<br>2= 85% implementation of the SDBIP<br>3= 90% implementation of the SDBIP<br>4= 92% implementation of the SDBIP<br>5= 94% implementation of the SDBIP  | SDBIP Quarterly Performance Reports from Monitoring and Evaluation Division                                     | Chief Financial Officer |  |  |  |  |
|                                | 10 | % Reduction of Unauthorized Irregular Fruitless (UIF) expenditure                          | 1= 20% and more increase of UIF<br>2= 10% increase of UIF<br>3= 10% reduction of UIF<br>4= 20% reduction of UIF<br>5= 30% reduction of UIF  | 1 July 2018 to 30 June 2019 In year monitoring report   | Chief Financial Officer |  |  |  |  |
| Change Leadership              | 10 | % of MIG funded capital budget spent at the end of financial year                          | 1= 92% Spent<br>2= 94% Spent<br>3= 96% Spent<br>4= 98% Spent<br>5= 100% Spent   | 1 July 2018 to 30 June 2018 In year monitoring report   | Chief Financial Officer |  |  |  |  |
|                                | 10 | % Change Management Plan Implementation  | 1=59% and Below implementation<br>2=60-79% implementation<br>3=80% implementation<br>4=82% implementation<br>5=84% implementation   | Change Management Plan for the projects to be implemented   | Chief Financial Officer |  |  |  |  |
|                                | 10 | Communication to employees   | 1= 2 meetings<br>2= 3 meetings<br>3= 4 meetings<br>4= 5 meetings<br>5= 6 meetings   | Agenda and Attendance Register of departmental meetings   | Chief Financial Officer |  |  |  |  |
|                                | 10 | Revision and Development of Policies   | 1=59% and Below<br>2=60-79%<br>3=80%<br>4=81-90%<br>5=91-100%   | Revised and Developed Policies vs Policies submitted to Council in the 2018/2019 financial year for Approval    | Chief Financial Officer |  |  |  |  |
|                                | 10 |  |   |   | Chief Financial Officer |  |  |  |  |

| 10   |  | % Implementation of the annual risk management implementation plan | 1=59% and Below<br>2=60-79%<br>3=80%<br>4=82%<br>5=84% | Dashboard Risk Management Reports from M&E | Chief Financial Officer |  |  |  |  |
|--|--|--|--|--|-------------------------|--|--|--|--|
| Total=100  |  |  |  |  |                         |  |  |  |  |
| Signed and Accepted By the Chief Financial Officer |  |  |  |  |                         |  |  |  |  |
| Dorothy Diale                                      |  |  |  |  |                         |  |  |  |  |
| Date: 27/07/2018                                   |  |  |  |  |                         |  |  |  |  |
| Approved by the Municipal Manager                  |  |  |  |  |                         |  |  |  |  |
| Maanda Pringle Raedani                             |  |  |  |  |                         |  |  |  |  |
| Date: 27/07/2018                                   |  |  |  |  |                         |  |  |  |  |
|  |  |  |  |  |                         |  |  |  |  |
|  |  |  |  |  |                         |  |  |  |  |
|  |  |  |  |  |                         |  |  |  |  |





## PERSONAL DEVELOPMENT PLAN (PDP)

|  |  |  |   |   |   |
|--|--|--|---|---|---|
| <b>SURNAME</b>                         | <b>DOROTHY S.</b>  |  | <b>NAME</b>   | <b>DIALE</b>                            |   |
| <b>POSITION</b>                        | <b>CHIEF FINANCIAL OFFICER</b>   |  | <b>REPORT TO</b>  | <b>MUNICIPAL MANAGER</b>                |   |
| <b>SALARY LEVEL</b>                    | <b>2</b>   |  | <b>SALARY BAND</b>  | <b>S56</b>                              |   |
| <b>DEPARTMENT</b>                      | <b>FINANCIAL MANAGEMENT SERVICES</b>   |  | <b>FINANCIAL YEAR</b>   | <b>2018/2019</b>                        |   |
| <b>Competency area to be developed</b> | <b>Specific development objectives (what to achieve)</b>   | <b>Competency indicators (evidence of development)</b>         | <b>Development activities (self-study, on-the-job, formal-dates and cost)</b> | <b>Support required (e.g. coaching)</b> | <b>Development review and assessment: Training provider</b>         |
| Change Management                      | <ul style="list-style-type: none"> <li>Change Vision &amp; Strategy</li> <li>Process Design &amp; Improvement</li> <li>Change Impact Monitoring &amp; Evaluation</li> </ul>                          | Portfolio of evidence as required by the Training institution. | Short course NQF 6  | Training through a service provider     | Sign-off review and assessment (Individual, Expert Trainer & Coach) |
| Program and Project Management         | <ul style="list-style-type: none"> <li>Program &amp; Project Planning and Implementation</li> <li>Service Delivery Management.</li> <li>Program &amp; Project Monitoring &amp; Evaluation</li> </ul> | Portfolio of evidence as required by the Training institution. | Short course NQF 6  | Training through a service provider     | Trainer   |
| Financial Management                   | <ul style="list-style-type: none"> <li>mSCOA implementation aligned to the budgeting process.</li> </ul>   | Portfolio of evidence as required by the Training institution. | Short course NQF 6  | Training through a service provider     | Trainer   |






|  |   |   |  |   |  |   |
|--|---|---|--|---|--|---|
| <b>SURNAME</b>                         | DOROTHY S.  |   | <b>NAME</b>  | DIALE   |  |   |
| <b>POSITION</b>                        | CHIEF FINANCIAL OFFICER   |   | <b>REPORT TO</b>   | MUNICIPAL MANAGER   |  |   |
| <b>SALARY LEVEL</b>                    | 2   |   | <b>SALARY BAND</b>   | S56   |  |   |
| <b>DEPARTMENT</b>                      | FINANCIAL MANAGEMENT SERVICES   |   | <b>FINANCIAL YEAR</b>  | 2018/2019   |  |   |
| <b>Competency area to be developed</b> | Specific development objectives (what to achieve)   | Competency indicators (evidence of development) | Development activities (self-study, on-the-job, formal-dates and cost) | Support required (e.g. coaching)  | Development review and assessment: Training provider | Sign-off review and assessment (Individual, Expert Trainer & Coach) |
|  | <ul style="list-style-type: none"> <li>Standard for Infrastructure Procurement and Delivery Management Procurement Policy implementation</li> </ul> |   |  |   |  |   |
| <b>EMPLOYEE SIGNATURE</b>              |    |   | <b>MM's SIGNATURE</b>  |  |  | <b>DATE</b>   |
|  | 27/07/2018  |   |  |   |  | 27/07/2018  |

