



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

EXECUTIVE MANAGER: CORPORATE SUPPORT SERVICES

TREVOR RATHA RAMATLHAPE

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 JULY 2018 TO 30 JUNE 2019

DAC
A (A) TRC



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FINANCIAL YEAR: 01 JULY 2018 TO 30 JUNE 2019

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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

Ratha Ramatlhape as the **Executive Manager: Corporate Support Services** (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;
- 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

2018/2019 Performance Management Agreement entered into by and between The Municipal Manager: Maanda Raedani and Executive Manager: Corporate Support Services: Trevor Ratha Ramatlhape Page 2

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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 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.
- 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

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- 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 %
Municipal Transformation and Organizational Development	53%
Good Governance and Public Participation	45%
Local Economic Development	2%
TOTAL	100%

- 6.4 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.

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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">• Impact and influence• Institutional Performance Management• Strategic Planning and Management• Organizational Awareness	10%
People Management	<ul style="list-style-type: none">• Human Capital Planning & Development• Diversity Management• Employee Relations Management• Negotiation and Dispute Management	10%
Program & Project Management	<ul style="list-style-type: none">• Program & Project Planning and Implementation• Service Delivery Management• Program & Project Monitoring & Evaluation	20%
Financial Management	<ul style="list-style-type: none">• Budget Planning & Execution• Financial Strategy & Delivery• Financial Reporting & Monitoring	20%
Change Leadership	<ul style="list-style-type: none">• Change Vision & Strategy• Process Design & Improvement• Change Impact Monitoring & Evaluation	20%
Governance Leadership	<ul style="list-style-type: none">• Policy Formulation• Risk and Compliance Management• Cooperative Governance	20%
CORE COMPETENCIES		-
Moral Competence		
Planning and Organizing		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Result and Quality Focus		
TOTAL		100 %

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

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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 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 KPA score.

7.5.2 Assessment of the CRs

- (a) Each CR 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. Such overall rating represents the outcome of the performance appraisal.

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

OVERALL PERFORMANCE	RATING	PERFORMANCE SCORE
Unacceptable Performance	1	0% - 59% and below

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OVERALL PERFORMANCE	RATING	PERFORMANCE SCORE
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.		
Performance Not Fully Effective Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.	2	60% – 69%
Performance Fully Effective Performance fully meets the standards expected in all areas of the job	3	70% – 79 %
Performance Significantly Above Expectations/ Exceptional Performance Performance is significantly higher than the standard expected in the job.	4	80% – 89 %
Outstanding Performance Performance far exceeds the standard expected of an employee at this level.	5	90% – 100 %

7.7 For purposes of evaluating the performance of the Chief Audit Executive, an evaluation panel constituted by the following persons must be established –

- 7.7.1 Municipal Manager;
- 7.7.2 Chairperson of the Performance Audit Committee or Audit Committee in the absence of a Performance Audit Committee;
- 7.7.3 Member of the Mayoral Committee;
- 7.7.4 Municipal Manager from another Municipality; and

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:

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Quarter	Timeline	Date of the Review
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 2019	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.

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 (Signature)
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11 CONSULTATION

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

11.1.1 A direct effect on the performance of any of the Employee's functions;

11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 A substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.2 A performance bonus of 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% - 89%	Performance Significantly Above Expectations/ Exceptional Performance	<ul style="list-style-type: none">• Remuneration Progression• 5% - 9% of Total Package
5.	90% - 100%	Outstanding Performance	<ul style="list-style-type: none">• Remuneration Progression• 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 months (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.

Handwritten signatures and initials: DAC, TM, TRR

13 DISPUTE RESOLUTION

13.1 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter 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.

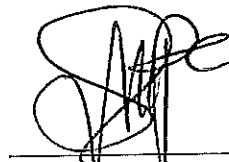
14.2 Nothing in this agreement diminished the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at Krugersdorp on this the 27th day of July 2018

AS WITNESSES:

1. Aoneke

2. Daboele



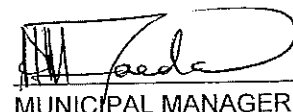
EXECUTIVE MANAGER: CORPORATE
SUPPORT SERVICES

Thus done and signed at Krugersdorp on this the 27th day of July 2018

AS WITNESSES:

1. Aoneke

2. Daboele



MUNICIPAL MANAGER

MOGAL CITY LOCAL MUNICIPALITY PERFORMANCE MANAGEMENT PLAN FOR 2018/2019

INCUMBENT: RATHA RAMATHLAPPE

POST TITLE: EXECUTIVE MANAGER: CORPORATE SUPPORT SERVICES

DEPARTMENT: CORPORATE SUPPORT SERVICES														
KPI: MUNICIPAL TRANSPORTATION AND ORGANISATIONAL DEVELOPMENT: 53%														
SDBP REF.NO	PLANNING LEVEL	MSCOA PROJECT	WARD 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
KPI 1	Executive Manager Output	CSS - Strategic Support EM	All wards	Time taken(days) to finalise the contract (SLAs)	5%	Time		New Target	21 days (from the date of the awarding of the tender)	Q1	21 days	Q1-Q4: Tender award proof and the Signed contract by the MM	Executive Manager: Corporate Support Services	1-35 days
										Q2	21 days			2-28 days
										Q3	21 days			3-21 days
										Q4	21 days			4-14 days
KPI 2 <td rowspan="4">Executive Manager Output</td> <td rowspan="4">CSS - Strategic Support EM</td> <td rowspan="4">All wards</td> <td rowspan="4">% implementation of the HR planning and forecasting</td> <td rowspan="4">5%</td> <td rowspan="4">%</td> <td rowspan="4"></td> <td rowspan="4">New Target</td> <td rowspan="4">100%</td> <td>Q1</td> <td>100%</td> <td>HR Planning and forecasting</td> <td rowspan="4">Executive Manager: Corporate Support Services</td> <td>1-100% implementation 6 and more days after the deadline</td>	Executive Manager Output	CSS - Strategic Support EM	All wards	% implementation of the HR planning and forecasting	5%	%		New Target	100%	Q1	100%	HR Planning and forecasting	Executive Manager: Corporate Support Services	1-100% implementation 6 and more days after the deadline
										Q2	100%	Quarterly progress report		2-100% implementation 1-5 days after the deadline
										Q3	100%	Quarterly progress report		3-100% implementation on the set timeframe (deadline)
										Q4	100%	Quarterly progress report		4-100% implementation 5 days before the deadline
KPI 3 <td rowspan="4">Executive Manager Output</td> <td rowspan="4">CSS - Strategic Support EM</td> <td rowspan="4">All wards</td> <td rowspan="4">% implementation of the WSP/ATR in line with the staff complement</td> <td rowspan="4">3%</td> <td rowspan="4">%</td> <td rowspan="4"></td> <td rowspan="4">New Target</td> <td rowspan="4">100%</td> <td>Q1</td> <td>100%</td> <td></td> <td rowspan="4">Executive Manager: Corporate Support Services</td> <td>1-100% implementation 6 and more days after the deadline</td>	Executive Manager Output	CSS - Strategic Support EM	All wards	% implementation of the WSP/ATR in line with the staff complement	3%	%		New Target	100%	Q1	100%		Executive Manager: Corporate Support Services	1-100% implementation 6 and more days after the deadline
										Q2	100%	WSP/ATR implementation reports		2-100% implementation 1-5 days after the deadline
										Q3	100%			3-100% implementation on the set timeframe (deadline)
										Q4	100%			4-100% implementation 5 days before the deadline
KPI 4 <td rowspan="4">Executive Manager Output</td> <td rowspan="4">CSS - Strategic Support EM</td> <td rowspan="4">All wards</td> <td rowspan="4">% completion of job evaluations</td> <td rowspan="4">5%</td> <td rowspan="4">%</td> <td rowspan="4">R 2 995 530.00</td> <td rowspan="4">New Target</td> <td rowspan="4">100%</td> <td>Q1</td> <td>-</td> <td></td> <td rowspan="4">Executive Manager: Corporate Support Services</td> <td>1-100% job grading finalised on the 30 August 2019</td>	Executive Manager Output	CSS - Strategic Support EM	All wards	% completion of job evaluations	5%	%	R 2 995 530.00	New Target	100%	Q1	-		Executive Manager: Corporate Support Services	1-100% job grading finalised on the 30 August 2019
										Q2	-			2-100% job grading finalised on the 31 July 2019
										Q3	-	Job evaluation report		3-100% job grading finalised on the 30 June 2019
										Q4	100%			4-100% job grading finalised on the 15 June 2019
KPI 5 <td rowspan="4">Executive Manager Output</td> <td rowspan="4">CSS - Strategic Support EM</td> <td rowspan="4">All wards</td> <td rowspan="4">% of employees provided with wellness services</td> <td rowspan="4">5%</td> <td rowspan="4">%</td> <td rowspan="4"></td> <td rowspan="4">New Target</td> <td rowspan="4">100%</td> <td>Q1</td> <td>100%</td> <td></td> <td rowspan="4">Executive Manager: Corporate Support Services</td> <td>1-100% submission after the 10th day of the new quarter</td>	Executive Manager Output	CSS - Strategic Support EM	All wards	% of employees provided with wellness services	5%	%		New Target	100%	Q1	100%		Executive Manager: Corporate Support Services	1-100% submission after the 10th day of the new quarter
										Q2	100%	Report on wellness services provided and statistics		2-100% submission after the 59th day of the new quarter
										Q3	100%			3-100% submission on the 5th day of the new quarter
										Q4	100%			4-100% submission on the 3rd day of the new quarter
KPI 6 <td rowspan="4">Executive Manager Output</td> <td rowspan="4">CSS - Strategic Support EM</td> <td rowspan="4">All wards</td> <td rowspan="4">% compliance to records management legislation</td> <td rowspan="4">10%</td> <td rowspan="4">%</td> <td rowspan="4"></td> <td rowspan="4">New Target</td> <td rowspan="4">100%</td> <td>Q1</td> <td>100%</td> <td>Report on implementation of the Legislation</td> <td rowspan="4">Executive Manager: Corporate Support Services</td> <td>3-100%</td>	Executive Manager Output	CSS - Strategic Support EM	All wards	% compliance to records management legislation	10%	%		New Target	100%	Q1	100%	Report on implementation of the Legislation	Executive Manager: Corporate Support Services	3-100%
										Q2	100%			
										Q3	100%			
										Q4	100%			
KPI 7 <td rowspan="4">Executive Manager Output</td> <td rowspan="4">CSS - Strategic Support EM</td> <td rowspan="4">All wards</td> <td rowspan="4">% implementation of the ICT Governance policy</td> <td rowspan="4">5%</td> <td rowspan="4">%</td> <td rowspan="4"></td> <td rowspan="4">New Target</td> <td rowspan="4">100%</td> <td>Q1</td> <td>100%</td> <td>Progress report</td> <td rowspan="4">Executive Manager: Corporate Support Services</td> <td>1-100% with 10 workshops</td>	Executive Manager Output	CSS - Strategic Support EM	All wards	% implementation of the ICT Governance policy	5%	%		New Target	100%	Q1	100%	Progress report	Executive Manager: Corporate Support Services	1-100% with 10 workshops
										Q2	100%			2-100% with 2 workshops
										Q3	100%			3-100% with 4 workshops
										Q4	100%			4-100% with 8 workshops

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

The MSCOA Project (related to the line item as per the approved Budget. The allocated amount includes only the Executive Manager's office administration and employee related costs.															PERFORMANCE RESULTS		
SDBP REF.NO	PLANNING LEVEL	MSCOA PROJECT	WARD 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	SELF ASSESSMENT	SUPERVISOR ASSESSMENT	FINAL ASSESSMENT
KPI 8	Executive Manager Output	CSS - Strategic Support EM	All wards	% litigation cases resolved successfully	10%	%	-	44%	45%	Q1	-	-	Executive Manager: Corporate Support Services	1 = 100% reduction			
										Q2	-	-		2 = 40% reduction			
										Q3	-	-		3 = 45% reduction			
										Q4	45%	-		4 = 50% reduction			
KPI 9	Executive Manager Output	CSS - Strategic Support EM	All wards	% implementation of leave management process	5%	%	-	New Target	100%	Q1	100%	Leave quarterly report	Executive Manager: Corporate Support Services	1 = 100% leave provision reports submitted on the 7th day of the quarter			
										Q2	100%	Leave quarterly report		2 = 100% leave provision reports submitted on the 8th day of the quarter			
										Q3	100%	Leave quarterly report		3 = 100% leave provision reports submitted on the 9th day of the quarter			
										Q4	100%	Leave quarterly report		4 = 100% leave provision reports submitted on the 4th day of the quarter			
KPI 10	Executive Manager Output	CSS - Strategic Support EM	All wards	% implementation of audit action plans	5%	%	-	New Target	100%	Q1	-	OPCA Progress report	Executive Manager: Corporate Support Services	1 = 100% implementation reports submitted by 31 July 2018			
										Q2	-			2 = 100% implementation reports submitted by 15 July 2018			
										Q3	-			3 = 100% implementation reports submitted by 30 July 2018			
										Q4	100%			4 = 100% implementation reports submitted by 31 May 2018			
KPI 11	Executive Manager Output	CSS - Strategic Support EM	All wards	% effective administration of governance structures	10%	%	-	New Target	100%	Q1	100%	Governance committee administration report	Executive Manager: Corporate Support Services	1 = 100% administration			
										Q2	100%	2 = 100% administration					
										Q3	100%	3 = 100% administration					
										Q4	100%	4 = 100% administration					
KPI 12	Executive Manager Output	CSS - Strategic Support EM	All wards	% implementation of the compliance programme	10%	%	-	New Target	100%	Q1	Compliance programme	Q3-Q4: status report from legal services	Executive Manager: Corporate Support Services	1 = 100% reports submitted on the 7th day of the quarter			
										Q2	-			2 = 100% reports submitted on the 8th day of the quarter			
										Q3	100%			3 = 100% reports submitted on the 9th day of the quarter			
										Q4	100%			4 = 100% reports submitted on the 4th day of the quarter			
KPI 13	Executive Manager Output	CSS - Strategic Support EM	All wards	Number of OHS implementation report	10%	Number	-	New Target	4	Q1	1	OHS Quarterly Report	Executive Manager: Corporate Support Services	1 = 100% disputes finalised 16 and more days after the set timeframe			
										Q2	1	OHS Quarterly Report		2 = 100% disputes finalised 11-15 days after the set timeframe			
										Q3	1	OHS Quarterly Report		3 = 100% disputes finalised within 10 working days			
										Q4	1	OHS Quarterly Report		4 = 100% disputes finalised within 8 working days			
KPI 14	Executive Manager Output	CSS - Strategic Support EM	All wards	% labour related disputes successfully finalised	5%	%	-	New Target	100%	Q1	100%	Labour relations statistical report	Executive Manager: Corporate Support Services	1 = 100% approved after 28 February 2018			
										Q2	100%	Labour relations statistical report		2 = 100% approved after 31 January 2018			
										Q3	100%	Labour relations statistical report		3 = 100% approved after 31 December 2018			
										Q4	100%	Labour relations statistical report		4 = 100% before 15 November 2018			
KPI 15	Executive Manager Output	CSS - Strategic Support EM	All wards	% development/review of job profiles as per CSS schedule	5%	%	-	New Target	100%	Q1	100%	Progress report	Executive Manager: Corporate Support Services	1 = 100% approved after 28 February 2018			
										Q2	100%	Progress report		2 = 100% approved after 31 January 2018			
										Q3	100%	Progress report		3 = 100% approved after 31 December 2018			
										Q4	100%	Progress report		4 = 100% before 15 November 2018			

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KPA LOCAL ECONOMIC DEVELOPMENT 2%													PERFORMANCE RESULTS				
SDBIP REF NO	PLANNING LEVEL	MSCOA PROJECT	WARD TO BENEFIT	KEY PERFORMANCE INDICATORS	WEIGHTING	UNIT OF MEASURE	BUDGET	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME PROJECT MILESTONE	EVIDENCE PER QUARTER	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	SELF ASSESSMENT	SUPERVISOR ASSESSMENT	FINAL ASSESSMENT
KPI 16	Executive Manager Output	CSS - Strategic Support EM	All wards	% coordination of leadership initiatives (in line with the identified needs)	2%	%	-	New Target	100%	Q1 Q2 Q3 Q4	100% 100% 100% 100%	Progress report Progress report Progress report Progress report	Executive Manager: Corporate Support Services	1= 100% implementation 6 and more days after the deadline 2= 100% implementation 1-5 days after the deadline 3= 100% implementation on the set timeframes (deadline) 4= 100% implementation 5 days before the deadline 5= 100% implementation 10 days before the deadline			
CORE MANAGERIAL COMPETENCIES				KPI				PERFORMANCE MEASUREMENT				EVIDENCE		RESPONSIBLE PERSON			
WEIGHTING								1= Departmental Plan approved before the end of 30 April 2019 2= Departmental Plan approved before the 31 March 2019 3= Departmental Plan approved before the 28 February 2019 4= Departmental Plan approved before the 31 January 2019 5= Departmental Plan approved before the 31 December 2018				Approved Departmental Plan aligned to the SDBIP		Executive Manager: Corporate Support Services			
Strategic Direction and Leadership				5				1= 4 Performance Management Agreements signed after the 30/09/2018 2= 4 Performance Management Agreements signed after the 15/09/2018 3= 4 Performance Management Agreements signed by the 31/05/2018 4= 4 Performance Management Agreements signed by the 20/02/2018 5= 4 Performance Management Agreements signed by the 10/02/2018				Four (4) 2018/2019 Performance Management Agreements signed with Managers		Executive Manager: Corporate Support Services			
People Management and Empowerment				10				1= PDPs developed by 30 November 2018 2= PDPs developed by 31 October 2018 3= PDPs developed by 30 September 2018 4= PDPs developed by 15 September 2018 5= PDPs developed by 31 August 2018				Proof on the submission of PDPs for Senior Managers to Learning and Development Sub-division for Implementation		Executive Manager: Corporate Support Services			
Program and Project Management				10				1= 70-80% and below implementation within set timeframes 2= 71-79% implementation within set timeframes 3= 80% implementation within set timeframes 4= 81-90% implementation within set timeframes 5= 91-100% implementation within set timeframes				Project Plan(s) and Reports on the Implementation of Quarterly SDBIP Reports		Executive Manager: Corporate Support Services			
Financial Management				10				1= 80% implementation of the SDBIP 2= 85% implementation of the SDBIP 3= 90% implementation of the SDBIP 4= 92% implementation of the SDBIP 5= 94% implementation of the SDBIP 1= 20% and more increase of UIF 2= 10% increase of UIF 3= 10% reduction of UIF 4= 20% reduction of UIF 5= 30% reduction of UIF 1= 92% spent 2= 93% spent 3= 95% spent 4= 96% spent 5= 100% spent 1= 95% and below implementation 2= 96-73% implementation				SDBIP Quarterly Performance Reports from Monitoring and Evaluation Division		Executive Manager: Corporate Support Services			
Financial Management				10				1= 20% and more increase of UIF 2= 10% increase of UIF 3= 10% reduction of UIF 4= 20% reduction of UIF 5= 30% reduction of UIF 1= 92% spent 2= 93% spent 3= 95% spent 4= 96% spent 5= 100% spent 1= 95% and below implementation 2= 96-73% implementation				1 July 2018 to 30 June 2019 in year monitoring report		Executive Manager: Corporate Support Services			
Financial Management				10				1= 20% and more increase of UIF 2= 10% increase of UIF 3= 10% reduction of UIF 4= 20% reduction of UIF 5= 30% reduction of UIF 1= 92% spent 2= 93% spent 3= 95% spent 4= 96% spent 5= 100% spent 1= 95% and below implementation 2= 96-73% implementation				1 July 2018 to 30 June 2019 in year monitoring report		Executive Manager: Corporate Support Services			

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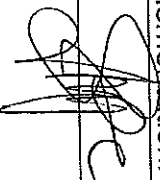
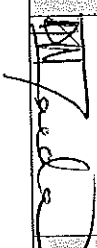
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PERSONAL DEVELOPMENT PLAN (PDP)

SURNAME		RATHA TREVOR		NAME		RAMATLHAPE	
POSITION		EXECUTIVE MANAGER: CORPORATE SUPPORT SERVICES		REPORT TO		MUNICIPAL MANAGER	
SALARY LEVEL		2		SALARY BAND		S56	
DEPARTMENT		CORPORATE SUPPORT SERVICES		FINANCIAL YEAR		2018/2019	
Competency area to be developed		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)
Change Management		<ul style="list-style-type: none">• Change Vision & Strategy• Process Design & Improvement• Change Impact Monitoring & Evaluation	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer
Program and Project Management		<ul style="list-style-type: none">• Program & Project Planning and Implementation• Service Delivery Management.• Program & Project Monitoring & Evaluation	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer
Financial Management		<ul style="list-style-type: none">• mSCOA implementation aligned to the budgeting process.	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer


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SURNAME	RATHA TREVOR		NAME	RAMATLHAPE		
POSITION	EXECUTIVE MANAGER: CORPORATE SUPPORT SERVICES		REPORT TO	MUNICIPAL MANAGER		
SALARY LEVEL	2		SALARY BAND	S56		
DEPARTMENT	CORPORATE SUPPORT SERVICES		FINANCIAL YEAR	2018/2019		
Competency area to be developed	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)
EMPLOYEE SIGNATURE	<ul style="list-style-type: none"> Standard for Infrastructure Procurement and Delivery Management Procurement Policy implementation. 		MM's SIGNATURE			
				DATE	27/07/2018	