

# Motheo District Municipality

STRATEGIC EXECUTIVE DIRECTOR:

CORPORATE SERVICES

PERFORMANCE AGREEMENT 2008/09

## **1. Purpose**

The performance plan defines the Council's expectations of the SED: Corporate Services' performance during the 2008/09 financial year.

## **2. Key Responsibilities**

The following objects of local government will inform the SED: Corporate Services' performance:

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

## **3. Key Performance Indicators**

The performance indicators the SED: Corporate Services' performance must achieve are arranged under the following key performance areas (KPA's) and Core Competency Requirements (CCR's):

### **3.1 KPA's**

- Basic Service Delivery
- Municipal Institutional Development and Transformation.
- Local Economic Development
- Municipal Financial Viability and Management.
- Good Governance and Public Participation.

### **3.2 Core Competency Requirements**

#### **3.2.1 Compulsory Core Managerial Competencies**

- Financial Management
- People Management and Empowerment
- Client Orientation and Customer Focus

### **3.2.2 Elective Core Managerial Competencies**

- Strategic Capability and Leadership
- Programme and Project Management
- Change Management
- Knowledge Management
- Service Delivery Innovation
- Problem Solving and Analysis
- Communication
- Honesty and Integrity

### **3.2.3 Elective Core Occupational Competencies**

- Competence in Self Management
- Interpretation of and implementation within the legislative and national policy frameworks
- Knowledge of developmental local government
- Knowledge of Performance Management and Reporting
- Knowledge of global and South African specific political, social and economic contexts
- Competence in policy conceptualisation, analysis and implementation
- Knowledge of more than one functional municipal field / discipline
- Skills in Mediation
- Skills in governance
- Competence as required by other national line sector departments
- Exceptional and dynamic creativity to improve the functioning of the municipality

#### 4. Rating

The assessment of the performance of the SED: Corporate Services will be based on the following rating scale for KPA's and CCR's:

Level	Terminology	Description
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	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. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

## 5. Quarterly performance appraisals

The performance of the SED: Corporate Services in relation to his performance agreement must be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if the employee's performance is satisfactory:

Quarter	Description	Date
First quarter	1 July – 30 September	To be determined by MM
Second quarter	1 October -31 December	To be determined by MM
Third Quarter	1 January – 31 March	To be determined by MM
Fourth quarter	1 April- 30 June	To be determined by MM

The Municipal Manager will keep record of the mid-year review and annual assessment meetings.

## 6. Annual performance appraisal for the purpose of the payment of a performance bonus

The annual performance appraisal of the SED: Corporate Services will be undertaken by a panel consisting of the following persons:

- The Municipal Manager
- Chairperson of the Performance Audit Committee or the Audit Committee
- A member of the Mayoral Committee
- A Municipal Manager from a different municipality

## 7. Performance Bonus

The annual performance bonus that can be paid to the ED: Corporate Services is based on the achievement of the following scores:

60%	100%	0%
77%	128%	0%
78%	130%	5%
80%	133%	5%
81%	135%	6%
82%	137%	6%
83%	138%	7%
84%	140%	8%
85%	142%	8%
86%	143%	8%
87%	145%	8%
88%	147%	9%
89%	148%	9%
90%	150%	10%
91%	152%	10%
92%	153%	10%
93% and above	155%	14%

## 8. Amendments

The Employer may review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement by both parties.

## 9. Key Performance Areas

Key Performance Area	Weight	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
1. Basic Service Delivery	30	Prepare Departmental performance assessment reports <b>MoV:</b> Monthly and quarterly departmental performance reports are submitted to the Municipal Manager	8th day of every month							
		Employee performance management system (EPMS) is implemented in all job categories and job levels across the Municipality <b>MoV:</b> 1. Review the current EPMS 2. Prepare and submit to the Management Team, a plan for implementing the EPMS 3. Oversee implementation of the EPMS 4. Report progress with implementation of the EPMS to the MM	1. 30 Sep 08 2. 31 Oct 08  3. Continuous 4. Monthly							
		Compliance with the Employment Equity Act <b>MoV:</b> 1. EE report submitted to Department of Labour 2. Appointment decisions are made consistent with the targets set in Employment Equity Plan 3. Achievement of employment equity plan reported quarterly to the MM	1. 31 Oct 08  2. Continuous 3. Quarterly							
		Compliance with Skills Development Act <b>MoV:</b> 1. Employee training needs are informed by their job descriptions, personal development plans	1. 30 Aug 08							

Key Performance Area	Weight	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
		and performance assessments 2. WSP is approved by the Council 3. WSP is submitted to the LGSETA 4. Employees undergo training according to the WSP 5. Annual training report for 2007/08 is approved by the Council 6. Approved annual training report submitted to LGSETA	2. 30 Sep 08 3. 31 Oct 08 4. Continuous 5. 30 Sep 08 6. 31 Oct 08							
		Each employee assigned to the Department has a personal performance and development plan for the financial year	31-Jul-08							
		The Municipality has an effective records management system <u>MoV:</u> 1. File plan of the records management system is approved by the Provincial Archive Service 2. At least two personnel members have been trained regarding records management/archiving	1. 30 Nov 08 2. 28 Feb 09							
		The Municipality's staff establishment is kept and maintained as an electronic database <u>MoV:</u> Comprehensive staff establishment submitted to the HoDs and MM for verification	31 Mar 09							
<b>Weighting Total</b>	<b>30</b>	<b>Total Score achieved for KPA: Basic Service Delivery</b>								

Key Performance Area	Weight	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
<b>2. Municipal Institutional Development and Transformation</b>	<b>20</b>	Newly appointed employees are properly inducted into the municipality <b>MoV:</b> An induction programme for employees submitted to MM	28-Feb-08							
		Suppliers engaged by the Department meet performance standards in terms of quality, budgets and timelines <b>MoV:</b> 1. Set input, output and outcome indicators for each service-provider appointed by the Dept 2. Measure performance of service-providers in terms of contracts or monthly	1. KPIs set as required 2. Report on supplier performance monthly to the MM							
		Prepare and submit a corporate training strategy for the training of councillors and employees consistent with the WSP <b>MoV:</b> Comprehensive training strategy submitted to the relevant section 80-committee	30 Nov 2009							
		Assets allocated to the Department are systematically <b>MoV:</b> Multi-year plan for the maintenance, repair and replacement of assets assigned to the Department	31-Jan-08							
<b>Weighting Total</b>	<b>20</b>	<b>Total Score achieved for KPA: Institutional Development &amp; Transformation</b>								

Key Performance Area	Weight	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
3. Local Economic Development	5	Implementation of the bursary scheme. <b>MoV:</b> 1. Number of persons participating in the bursary scheme								
		Promote Internship and experiential training programmes <b>MoV:</b> 1. The number of persons doing internships and undergoing experiential training at the Municipality								
<b>Weighting Total</b>	<b>5</b>	<b>Total Score achieved for KPA: LED</b>								

Key Performance Area	Weight	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
4. Municipal Financial Viability and Management	20	The Department's draft budget for 2009/10 is based on the approved IDP <b>MoV:</b> The department's draft budget for 2008/09 gives effect to its business plan	28-Feb-09							
		The Department's approved budget for 2007/08 is managed soundly <b>MoV:</b> 1. No irregular, unauthorised or fruitless and wasteful expenditure is incurred 2. Expenses are not more than 10% less than the approved budget allocation per vote	30-Jun-09							
		Internal and external audit enquiries and variance reports relating to the department is dealt with expeditiously <b>MoV:</b> Written response to audit queries and variance reports are submitted within 10 working days after receipt	Within 10 days after receipt							
<b>Weighting Total</b>	<b>20</b>	<b>Total Score achieved for KPA: Municipal Financial Viability and Management</b>								

Key Performance Area	Weighting	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
<b>5. Good Governance and Public Participation</b>	25	The municipality complies with the SALGBC collective agreement on discipline and relevant precripts of the LRA <b>MoV:</b> No awards made against the municipality for procedural unfairness	No award against the Municipality							
		Each contract overseen by the Department is executed in accordance with the relevant contractual stipulations	Monthly report to the MM							
		Contract variations are comprehensively documented, approved by the person/body that approved the principal contract and are annexed to the principal contract as a properly executed and signed addendum	Monthly report to the MM							
		Minutes of committee and council meetings are finalised expeditiously <b>MoV:</b> Minutes of meetings are circulated to the Municipal Manager and departmental heads within 4 days after closing of the meeting	On-going							
		The municipality complies with the Occupational Health and	30-Sep-08							

Key Performance Area	Weighting	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
		Safety Act 1993 and relevant regulations <u>MoV:</u> 1. Report of a compliance audit submitted to the relevant committee, 2. A strategy (including target dates and milestones) for achieving and maintaining compliance								
		The department complies with all relevant reporting requirements <u>MoV:</u> 1. Monthly written reports, in the prescribed format and providing relevant information, submitted to Municipal Manager 2. Reports in terms of applicable legislation submitted regularly to Management Team 3. Not more than 10% of reports submitted to relevant committees deferred	Monthly							
		The municipality has a comprehensive report indicating the risks associated	30-Jun-09							

Key Performance Area	Weighting	Objective & Key Performance Indicator	Target Date	Progress on date of review	Rating					Score = Weighting x Rating
					1	2	3	4	5	
		with the Department, indicating each risk's frequency and likelihood of occurrence as well as risk mitigation, risk avoidance and risk transfer strategies <b>MoV:</b> Risk analysis, assessment and proposed risk treatment strategies submitted to the relevant section 80-committee/Executive Committee								
<b>Weighting Total</b>	<b>25</b>	<b>Total Score achieved for KPA: Good Governance &amp; Public Participation</b>								

## 10. Core Competency Requirements

Core Managerial and Occupational Competencies	Weighting	Description/Definition	Target Date	Rating					Score = Weighting x Rating
				1	2	3	4	5	
<b>Compulsory Core Managerial Competencies</b>									
1. Financial Management	5	Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices in order to ensure the achievement of the Municipality's strategic objectives.	30 June 2009						
2. People Management and Empowerment	5	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve the Municipality's strategic objectives.	30 June 2009						
3. Client Orientation and Customer Focus	5	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	30 June 2009						
<b>Weighting Total</b>		<b>Total Score achieved for Compulsory Core Managerial Competencies</b>							
<b>Elective Core Managerial Competencies</b>									
1. Strategic Capability and Leadership	5	Provides a vision, sets the direction for the administration and inspires others to deliver on the municipality's mandate	30 June 2009						
2. Programme and Project Management	5	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	30 June 2009						
3. Change Management	5	Plans, develops a structured approach and monitors the transformation of individuals, teams, and the organisation from a current state to a desired future state.	30 June 2009						

Core Managerial and Occupational Competencies	Weighting	Description/Definition	Target Date	Rating					Score = Weighting x Rating
				1	2	3	4	5	
4. Problem Solving and Analysis	5	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	30 June 2009						
5. Communication	5	Keeps subordinates informed of all matters relevant to them, informs them of the reasons for decisions and sets the example by “walking the talk”.	30 June 2009						
6. Honesty and integrity	5	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.	30 June 2009						
<b>Weighting Total</b>		<b>Total Score achieved for Elective Core Managerial Competencies</b>							
<b>Elective Core Occupational Competencies</b>									
1. Interpretation of and implementation of legislation	5	Knowledge of the legislation and policies applicable to the position and the ability to apply such legislation and policies to the work situation.	30 June 2009						
2. Competence in policy conceptualisation, analysis and implementation	5	The ability to draft and implement a policy due to the arriving at a concept or a generalisation as a result of seeing things, experiencing things, being informed of something as well as the ability to analyse, comprehend and implement a policy drafted by somebody else.	30 June 2009						
3. Knowledge of more than one functional municipal field / discipline	5	Knowledge of more than one functional municipal field which are used in the execution of the duties associated with the position.	30 June 2009						
4. Skills in Mediation	5	The ability to assist two (or more) disputants in reaching an agreement as may be required from time to time by the position.	30 June 2009						

Core Managerial and Occupational Competencies	Weighting	Description/Definition	Target Date	Rating					Score = Weighting x Rating
				1	2	3	4	5	
5. Skills in Governance	5	Key principles of good governance include honesty, trust and integrity, openness, performance orientation, responsibility and accountability, mutual respect, and commitment to the organisation. Governance skills relates to the application of these principles in consistent management practice, policies, processes and decision-making for a given area of responsibility of the position.	30 June 2009						
<b>Weighting Total</b>		<b>Total Score achieved for Elective Core Occupational Competencies</b>							

Signed and accepted by (SED: Corporate Services): \_\_\_\_\_ Date: \_\_\_\_\_

Signed and accepted by (Municipal Manager): \_\_\_\_\_ Date: \_\_\_\_\_

## 11. Summary Score Sheet

<b>Key Performance Area</b>						
		<b>Maximum Score</b>	<b>1st Quarter Score</b>	<b>2nd Quarter Score</b>	<b>3rd Quarter Score</b>	<b>4th Quarter Score</b>
1	Basic Service Delivery	30				
2	Municipal Institutional Development and Transformation	20				
3	Local Economic Development	5				
4	Municipal Financial Viability and Management	20				
5	Good Governance and Public Participation	25				
	<b>Total Achieved</b>	<b>100</b>				
<b>Core Competency Requirements</b>						
	<b>(B) Compulsory Core Managerial Competencies</b>	<b>Maximum Score</b>	<b>1st Quarter Score</b>	<b>2nd Quarter Score</b>	<b>3rd Quarter Score</b>	<b>4th Quarter Score</b>
1	Financial Management	5				
2	People Management and Empowerment	5				
3	Client Orientation and Customer Focus	5				
	<b>Total Achieved</b>	<b>15</b>				
	<b>(C) Elective Core Managerial Competencies</b>	<b>Maximum Score</b>	<b>1st Quarter Score</b>	<b>2nd Quarter Score</b>	<b>3rd Quarter Score</b>	<b>4th Quarter Score</b>
1	Strategic Capability and Leadership	5				
2	Programme and Project Management	5				
3	Change Management	5				
4	Problem Solving and Analysis	5				
5	Communication	5				
6	Honesty and integrity	5				
	<b>Total Achieved</b>	<b>30</b>				

	<b>(D) Elective Core Occupational Competencies</b>	<b>Maximum Score</b>	<b>1st Quarter Score</b>	<b>2nd Quarter Score</b>	<b>3rd Quarter Score</b>	<b>4th Quarter Score</b>
1	Interpretation of and implementation within the legislative and national policy frameworks	5				
2	Competence in policy conceptualisation, analysis and implementation	5				
3	Knowledge of more than one functional municipal field / discipline	5				
4	Skills in Mediation	5				
5	Skills in Governance	5				
<b>Total Achieved</b>		<b>25</b>				
<b>Grand Total: B + C + D = 15 + 30 + 25 = 70</b>						

## 12.Consolidated Score Sheet

			(B) Compulsory Core Managerial Competencies			(C) Elective Core Managerial Competencies			(D) Elective Core Occupational Competencies		
No.	Maximum Score	Score	No.	Maximum Score	Score	No.	Maximum Score	Score	No.	Maximum Score	Score
1			1	10		1	10		1	10	
2			2	10		2	5		2	10	
3			3	10		3	5		3	10	
4						4	5		4	10	
5						5	10		5	10	
						6	10				
<b>TOTAL</b>		<b>100</b>	<b>TOTAL</b>		<b>30</b>	<b>TOTAL</b>		<b>45</b>	<b>TOTAL</b>		<b>50</b>
<b>Calculation of Scores Achieved</b>											
TOTAL % SCORED: (A =80%; E = 20%)						Total (A) =					
A = 0,8 X (Score Achieved/ Maximum Score) x 100						Total (B) +(C) + (D) = E					
E = 0,2 X (Score Achieved/ Maximum Score) x 100						Total (E) =					
A = 0,8 x (_____/100 ) x 100 = _____ %						Total % = A + E =					
E = 0,2 X (-----/115) x 100 = _____ %											

