

2008/09

**Strategic Executive Director: Technical  
Services  
Performance Agreement**

**[MOTHEO DISTRICT MUNICIPALITY]**

## **1. Purpose**

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

## **2. Key Responsibilities**

The following objects of local government will inform the SED: Technical 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: Technical 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: Technical 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: Technical 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: Technical 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 SED: Technical 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. Municipal Transformation and Organisational Development	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							
		Establish a client orientation centre for the management and maintenance of housing information	30-Jun-09							
		Ensure compliance with Council's employment equity strategy and plan by ensuring achievement of the Directorate's targets. <b>MoV:</b> 1. Filling of vacancies 2. EE report of department	31 Nov 2008							
		Employees assigned to the Department undergo training according to the workplace skills plan (WSP) <b>MoV:</b> 1. Departmental training schedule developed based on the WSP 2. Training done based on WSP and schedule	30-Jun-09							
		Each employee assigned to the Department has a personal performance and development plan for the financial year performance and development plan for the current financial year.	30-Jun-09							

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	
		Promote a high standard of ethical and moral conduct by staff	Conduct at least 1 w/shop							
<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	
2. Basic Service delivery	20	Construction of waterborne sanitation in Dewestdorp and Wepener <b>MoV:</b> Install 173 waterborne toilet structures	<ul style="list-style-type: none"> <li>• 60 by End of Dec 08</li> <li>• 60 by end of March 2008</li> <li>• 53 by End of Jun 2008</li> </ul>							
		Development of the Naledi Sewer Master Plan <b>MoV:</b> 1. Phase 1 of the plan completed 2. Consultants for phase 2 appointed 3. Development of Phase2 of the plan 4. Complete phase 2 of the development	30 Sept 08 31 Dec 08 31 Mar 09 30 Jun 09							
		Upgrading of oxidation ponds in Wepener <b>MoV:</b> Construction completed within budget and timeframe	30 Sept 08							
		Development of the Naledi Water Master Plan <b>MoV:</b> 1. Phase 1 of the plan completed 2. Consultants for phase 2 appointed 3. Development of Phase2 of the plan 4. Complete phase 2 of the development	30 Sept 08 31 Dec 08 31 Mar 09 30 Jun 09							

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	
		Construction of 1.5 mega litres reservoir in Wepener <b>MoV:</b> Construction completed within budget and timeframe	30 Jun 09							
		Enhance the provision of free basic electricity and free basic alternatively energy <b>MoV:</b> To hold 1 district energy forum meeting per quarter	30 Jun 09							
		Hobhouse Bucket Eradication project <b>MoV:</b> 1. 1033 toilet structures constructed and 2. 2990m sewer lines , and 3. 6399m erf connector lines completed	30 Jun 09							
		Tweespruit Bucket Eradication project <b>MoV:</b> 1. 978 toilet structures constructed and 2. 2975m sewer lines , and 3. 6051m <sup>2</sup> erf connector lines completed	30 Jun 09							
		Ladybrand Bucket Eradication project <b>MoV:</b> 1. 255 toilet structures constructed and 2. Snag list of 13 toilets completed								
		Development of the Mantsopa Sewer								

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	
		Master Plan <u>MoV:</u> 1. Phase 1 of the plan completed 2. Consultants for phase 2 appointed 3. Development of Phase2 of the plan 4. Complete phase 2 of the development	30 Sept 08 31 Dec 08 31 Mar 09 30 Jun 09							
		Development of the Ladybrand Water Master Plan <u>MoV:</u> 1. Phase 1 of the plan completed 2. Consultants for phase 2 appointed 3. Development of Phase2 of the plan 4. Complete phase 2 of the development	30 Sept 08 31 Dec 08 31 Mar 09 30 Jun 09							
		Construction of Ladybrand reservoir <u>MoV:</u> Construction completed within budget and timeframe	30 Jun 09							
		Mantsopa Waste Management Transfer station. <u>MoV:</u> 1. invite tenders for rehabilitation of Ladybrand Landfill Site 2. invite tenders for the construction of transfer station in Tweespruit 3. Rehabilitation of Ladybrand	30 Sept 08 31 Dec 08 31 Mar 09							

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	
		Landfill site to be under construction 4. Transfer station in Tweespruit under construction 5. Rehabilitation of landfill site completed 6. Transfer station at Tweespruit completed	30 Jun 09							
<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	
<b>3. Local Economic Development</b>	<b>5</b>	Promote the involvement of SMMEs in construction and related projects <b>MoV:</b> 50% of capital expenditure on construction projects disbursed to SMMEs	30 Jun 2009							
		Manage external consultants and contractors appointed for technical projects. <b>MoV:</b> 1. Project plans and budgets to be in place and available for inspection 2. Progress against plans to be reported regularly	50% of spending for projects on SMME's							
<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 2009/10 gives effect to its business plan	28-Feb-09							
		The Department's approved budget for 2008/09 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	
5. Good Governance and Public Participation	25	Contract variations are comprehensively documented, approved by the person/body that approved the principal contract and annexed to the principal contract as a properly executed and signed addendum	Ongoing							
		% of capital budget spent	95 - 100%=5 90 - 94%=3 85 - 89%=2							
		The department complies with all relevant reporting requirements <b>MoV:</b> 1. Monthly written reports, in agreed format and providing agreed information, submitted to Municipal Manager 2. Reports in terms of applicable legislation (MFMA, MSA) submitted regularly to Management Team 3. Not more than 10% of reports submitted to relevant committees deferred.	Monthly							

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	
		<p>The municipality has a comprehensive report indicating the risks associated with the Department, indicating each risk's frequency and likelihood of occurrence as well as risk mitigation, risk avoidance and risk transfer strategies</p> <p><b>MoV:</b> Risk analysis, assessment and proposed risk treatment strategies submitted to the Mayoral Committee</p>	30-Jun-09							
		<p>The municipality complies with the Occupational Health and Safety Act 1993 and relevant regulations</p> <p><b>MoV:</b></p> <ol style="list-style-type: none"> <li>1. Report of a compliance audit submitted to the relevant committee,</li> <li>2. A strategy (including target dates and milestones) for achieving and maintaining compliance</li> </ol>	30-Sep-08							
<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: Technical 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 = _____ %											

