



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MUNICIPALITY OF MATJHABENG
AS REPRESENTED BY THE MUNICIPAL MANAGER**

ADV. M.F. LEPHEANA

AND

F.F WETES

**THE EMPLOYEE OF THE MUNICIPALITY
EXECUTIVE DIRECTOR: CORPORATE SERVICES**

FOR THE

FINANCIAL YEAR: 1 JULY 2015 - 30 JUNE 2016

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

The Municipality of Matjhabeng herein represented by ADV. M.F. LEPHEANA in his capacity as Municipal Manager (hereinafter referred to as the Employer)

And

F.F Wetes, an Employee of the Municipality of Matjhabeng (hereinafter referred to as the Employee, in his capacity as Executive Director: Corporate Services.

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 as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement.
- 1.3 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.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

- 2.1 Comply with the provisions of Section 57(1)(b),(4A) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;

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- 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 the Employee's accountabilities as set out in the performance objectives;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy 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. DELIVERY

- 3.1 This Agreement will commence on the 02 February 2015 and will remain in force until 30 June 2015 where after a new Performance Agreement 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 this Agreement during June each year. The parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

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- 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 objectives 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 are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates 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 in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM

- 5.1 The Employee agrees to participate in the Performance Management and Development System that the Employer

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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 and Development 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 with the Employee about the specific performance standards that will be included in the Performance Management and Development 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 Key Performance Areas KPA's (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 (KPA's) and the Core Managerial Competencies (CMC's) respectively.
 - 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 6.2.3 KPA's covering the main areas of work will account for 80% and CMC's will account for 20% 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, which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.
 - 6.4 The CMC's will make up the other 20% of the Employee's assessment score. CMC's that are deemed to be most critical for the Employee's specific job are reflected in the

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list below as agreed to between the Employer and Employee.

7. PERFORMANCE EVALUATIONS

7.1 The performance objectives 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 Integrated Development Plan (IDP).

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

7.5.1.1. Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

7.5.1.2. An indicative rating on the five-point scale should be provided for each KPA.

7.5.1.3. The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

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7.5.2 Assessment of the CMC's

7.5.2.1. Each CMC should be assessed according to the extent to which the specified standards have been met.

7.5.2.2. An indicative rating on the five-point scale should be provided for each CMC.

7.5.2.3. The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the score and calculate a final CMC 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 CMCs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates					

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		that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the 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	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 they 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.	

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- 7.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted of the following persons will be established -

7.7.1 Municipal Manager;

7.7.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;

7.7.3 Member of the Mayoral Committee or Executive committee or in respect of a plenary type municipality, another member of council; and

7.7.4 Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

- 8.1 The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July - September
2015		
Submission of evidence	:	30 October 2015
Evaluation	:	15 November 2015
Second quarter	:	October-December
2015		
Submission of evidence	:	30 January 2016
Evaluation	:	15 February 2016
Third quarter	:	January-March 2016
Submission of evidence	:	30 April 2016
Evaluation	:	15 May 2016
Fourth quarter	:	April-June 2016
Submission of evidence	:	30 July 2016
Evaluation	:	15 August 2016

- 8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.

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- 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 for performance objectives whenever the Performance Management and Development 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 Pro Forma Personal Development Plan (PDP) for addressing developmental gaps is attached as part of this document. Such Plan may be implemented and/or amended as the case may be after the each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

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

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15. PERFORMANCE PLAN

- 15.1 The Performance Plan defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.
- 15.2 The following Performance Plan provides the details of the evidence that must be provided to show that a key objective has been obtained. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

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KPA 1 : Basic Service Delivery . Weight 30%

Objective	Programme	Strategy	KPI No.	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
To provide comprehensive Employee Assistance Programme	Wellness	Conducting Life Skill Awareness Programmes	1	Number of awareness session conducted.	24	30	6	6	8	6
	Wellness	Providing counselling services to distressed employees and members of the public.	2	Number of counselling sessions provided.	2031	2500	625	625	625	625

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Objective	Programme	Strategy	KPI No	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
	Wellness	Providing pauper burial services to destitute people and unknown corpses.	3	Number of beneficiaries assisted.	62	70	68	68	70	68
To establish an Integrated Customer Care Services.	Branch Human Rights Desk	Integration of the currently fragmented customer care services.	4	Existence and coordination of a functional centralised Customer Care Unit.	0	1	25%	25%	25%	25%
	Branch Human Rights Desk	Establishment of a Change Management Task Team.	5	By 1 July 2015	0	1	100%	0%	0%	0%

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Objective	Programme	Strategy	KPI No.	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
	Branch Human Rights Desk	Development of Customer care Policy and Charter.	6	Implementation by 30 September 2015	0	1	100%	0%	0%	0%
	Branch Human Rights Desk	Development of systems and procedures on Customer Care Management.	7	Implementation by 30 October 2015	0	1	70%	30%	0%	0%
	Branch Human Rights Desk	Training of Customer Care employees.	8	Trained officials by 30 August 2015	0	15	50%	50%	0%	0%
	Branch Human Rights Desk	Rendering of professional and responsive Customer	9	Turnaround time to attend to complaint.	0	3 days per complaint	100	100	100	100

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Objective	Programme	Strategy	KPI No.	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
		Care Services.								
To ensure that there is an efficient and cost effective Telephone Management System.	Branch Human Rights Desk	Installation of innovative telephone Management System.	10	Existence of a functional telephone Management System.	1	1	50%	50%	0%	0%
To address shortage of office space.	Council Administration	Building or procurement of additional offices.	11	Existence of additional offices.	0	50			25	25
To improve Document	Council Administration	Centralization of manual document	12	Existence of a centralized manual	0	1	2015-09-30			

Objective	Programme	Strategy	KPI No	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
Management System.		management system.		document management						
	Council Administration	Implementation of internal control measures	13	Internal control measures in place.	0	1		2015-10-30		
	Council Administration	Development of a document management policy and procedure manual.	14	Document management policy and procedure manual in place.	0	1		2015-11-30		
	Council Administration	Training of document management officials on the electronic DM system.	15	Number of officials trained	0	50	12	13	12	13

Objective	Programme	Strategy	KPI No.	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
To provide professional Administrative Support to Council and related Committees.	Council Administration	Development of schedule of meetings.	16	Number of meetings successfully held.	142	142	36	36	36	36
	Council Administration		17	Number of reminders sent.	17	17	4	4	5	5
To provide tools of trade for Councillors.	Council Administration	Buy laptops for all Councillors.	18	72 laptops procured.	0	72				
To provide translation and interpretation services.	Council Administration	Employment of 4 suitably qualified Language Practitioners.	19	Number of language practitioners employed.	0	4		2	2	

Objective	Programme	Strategy	KPI No	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
	Council Administration	Purchase of simultaneous Translation System	20	Existence of a simultaneous translation System	0	1	1			
To establish the functional Facilities Management Unit	Facilities	Amalgamation of the currently fragmented facility management services	21	Existence of a functional and centralised Facility Management Unit.	0	1		2015-07-30		
	Facilities	Timeous maintenance and refurbishment of municipal facilities	22	Number of maintenance and refurbishment projects completed	0	8	2	2	2	2

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Objective	Programme	Strategy	KPI No	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
KPA : MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION										
WEIGHT = 70%										
To provide sound legal Services in line with the relevant legislation and municipal policies.	Legal Services	Timeous defence of all litigations instituted against Council and Settlement Agreements.	23	Number of Litigation cases defended.	20	25 per month	6	6	6	7

Objective	Programme	Strategy	KPI No	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
To ensure that there is a sound Contract Management	Legal Services	To have a sound contract management system in place	24	Number of finalised Contracts and SLA's implemented and monitored.	0	24	6	6	6	6
To improve the understanding of the Disciplinary Code and Agreement.	Labour Relations	Training of presiding officers and Employer Representatives on Disciplinary Procedures.	25	Number of Presiding Officers and Employer Representatives trained.	0	60				
To ensure compliance to the Compensation for	Health and Safety	Payment of the annual mandatory fees top Compensation	26	Full settlement of outstanding arrears of R15m	0	1				1

Objective	Programme	Strategy	KPI No.	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
Occupational Injurious and Deceases Act (COIDA)		Commissioner.	27	Full settlement of annual mandatory fees.	0	1				1
To ensure compliance to the Health and Safety Act (OHSA)	Health and Safety	Conducts Safety Awareness Programmes.	28	Number of information sessions conducted	8	16	2	2	2	2
	Health and Safety	Medical Testing of employees working in high risk areas.	29	Number of employees tested.	300	800	150	150	150	350

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Objective	Programme	Strategy	KPI No	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
	Health and Safety	Ensuring that service departments provide Protective Clothing and Equipment to employees working in high risk areas.	30	Number of Employees provided with Protective Clothing and Equipment.						
To provide a Performance Management System for all employees.	OES	Developing Performance Appraisal System for all employees.	31	Signed performance contract for all employees.	0	26	65	65	65	65
			32	Quarterly individual performance appraisal.	0	1800	65	65	65	65

Objective	Programme	Strategy	KPI No	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
To provide TASK compliant Job Descriptions	OES	Developing Job Descriptions for each post on the approved organisation structure.	33	Number of posts with functional Job Descriptions	50	1972	493	493	493	493
To develop an efficient and effective and effective Human Resource Management System	HR	Development of a functional Human Resource Plan	34	Existence of an approved Human Resource Plan	0	1	1			
	HR	Development of Integrated Human Resource Policy Manual	35	Existence of an approved Human Resource Policy Manual	0	1	1			

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Objective	Programme	Strategy	KPI No.	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
To ensure compliance with the Employment Equity Act	HR	Development of the Employment Equity Plan.	36	Existence of an approved Employment Equity Plan	0	1	1			
	HR	Revision of the MLM Employment Equity Policy.	37	Existence of a revised Equity Policy.	1	1		1		
To establish an Integrated Training Unit	Skills Development	Amalgamation of the currently fragmented Training Units, e.g. Traffic and Fire Services Training	38	Functional centralized Training Unit	0	1	1			

Objective	Programme	Strategy	KPI No.	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
To address Skills Needs in line with National Skills Development Strategy.	Skills Development	Submission of Draft Workplace Skills Plan (WSP) and Annual Training Report	40	Approved WSP by end March 2015	1	1		1		
	Skills Development	Implementation of the work place skills plan/ Facilitate learning programmes in terms of the WSP.	41	Approved ATR by 30 April 2015	1	1				1

Objective	Programme	Strategy	KPI No.	KPI	Baseline	Annual Target	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4
	Skills Development	Provision of accredited training courses in line with skills needs identified within WSP.	42	Number of courses presented	23	30		10	10	10
To monitor Study Assistance Scheme Programme.	Skills Development	Ensuring that the mandatory LGSETA skills grants are ring-fenced and used for the purpose it was meant for.	44	Number of approved study assistance applications approved.	31	50				

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Appendix A

Performance Agreement and Development Plan/ED Corporate Services (FF Wetes) (2015/2016)		
Performance Agreement and Development Plan/ED Corporate Services (FF Wetes) (2015/2016)		Weight
1	Strategic Capability	10
2	Programme and Project Management	5
3	Financial Management	5
4	Change Management	20
5	Knowledge Management	10
6	Service Delivery Innovation	
7	Problem Solving and Analytical Thinking	10
8	People and Diversity Management	25
9	Client Orientation and Customer Focus	5
10	Communication	5
11	Accountability and Ethical Conduct	
12	Policy Conceptualisation and implementation	5
13	Mediation skills	
14	Advanced negotiation skills	
15	Advanced influencing skills	
16	Partnership and Stakeholder Relations	
17	Supply Chain Management	
Total (Cannot exceed 100%)		100

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Appendix B

16. PERSONAL DEVELOPMENT PLAN (PDP)

16.1 A Municipality should be committed to –

- a) The continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- b) Managing training and development within the ambit of relevant national policies and legislation.

16.2 A Municipality should follow an integrated to Human Resources management, that is:

- a) Human Resources development forms an integral part of human resources planning and management.
- b) In order for training and development strategy and plans to be successful, it should be based on sound Human Resources (HR) practises, such as the (strategic) HR plan, job profiles, the result of regular performance appraisals and career pathing.
- c) To ensure the necessary linkages with performance management, the Performance Management and Development System, provides for the Personal Development Plans to be included in their annual performance agreements. Such approach will also ensure the alignment of the individual performance objectives with municipality strategic objectives, and that training and development needs can be identified through performance management and appraisal.
- d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions.
- e) Personal Development Plans are compiled for individual employees and the data collected from all the employees in the municipality, forms the basis for the Work Place Skills Plan, which municipalities are required to compile as basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.

16.3 The aim of the PDP is to identify, prioritise and implement training needs.

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16.4 Compiling the PDP (Appendix A):

- a) Competency assessment instruments should be established and utilised to assist with the objective assessment of employees' competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying trainings needs or gaps.
- b) Training needs should be aligned to organisation objectives and the individual's specific job (objectives and competencies) and secondly focused on individual career needs; however this needs to be position related.
- c) Next the training needs to be prioritised (1 to 2), since it may not be possible to address all the identified training needs within a specific financial year. Training needs to be addressed in a phased and prioritised basis.
- d) Consideration must be given to the expected outcomes, column 2; so that once the intervention is completed the impact can be measured against the relevant indicators.
- e) An appropriate training intervention should be identified and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3.
- f) Guidelines regarding the number of training days per employee and the nominations of employees: an employee should on average have at least five (5) days per financial year and not unnecessarily withdrawn from training interventions.
- g) Column 4: The suggested mode of delivery refers to chosen methodology that is deemed most relevant to ensure transfer of skills. The training intervention should impact on delivery back in the work place.
- h) The suggested time frames (Column 5) enables managers to effectively plan for the annum e.g. so that not all employees are away at the same time.
- i) Work opportunity provided to practise skill/development areas (Column 6) further ensure internalisation of information gained as well as return on investment.
- j) Column 7: Provides the employee with a support person that could act as coach or mentor with regard to the area of development.

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PERSONAL DEVELOPMENT PLAN OF MR. F.F WETES

Completed on (Date):

1. Skills/ Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quality, quantity, time frames)	3. Suggested Training and/ or Development Activity	4. Suggested Mode of Delivery	5. Suggested Timeframes	6. Work Opportunity generated for the community/development area	7. Support Person

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1. Skills/ Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quality, quantity, time frames)	3. Suggested Training and/ or Development Activity	4. Suggested Mode of Delivery	5. Suggested Time Frames	6. Work Opportunity created to practise skill / development area	7. Support Person
3.						
4.						
5.						
6.						


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Matjhabeng Local Municipality

Thus done and signed at **WELKOM** on this the 01 day April of **2015**.

AS WITNESSES:

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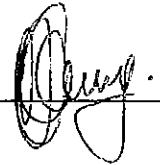

F.W. WETES

EXECUTIVE DIR: CORPORATE SERVICES

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Thus done and signed at Welkom on this the 1st day of April 2015.

AS WITNESSES:

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Adv M.F LEPHEANA

MUNICIPAL MANAGER

2. _____

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Generic Core Management Criteria (CMC) and Standards

Criteria	Description	Generic Standards for 'fully effective' Performance
1. Strategic Capability And Leadership	Provides a vision, sets the direction for the organisation and/or unit and inspires others to deliver on the organisational mandate	<ul style="list-style-type: none"> ◊ Gives direction to team in realising the organisation's strategic objectives; ◊ Impacts positively on team morale, sense of belonging and participation; ◊ Develops detailed action plans to execute strategic initiatives; ◊ Assists in defining performance measures to evaluate the success of strategies; ◊ Achieves strategic objectives against specified performance measures; ◊ Translates strategies into action plans; ◊ Secures co-operation from colleagues and team members; ◊ Seeks mutual benefit/win-win outcomes for all concerned; ◊ Supports stakeholders in achieving their goals; ◊ Inspires staff with own behaviour – "walks the talk"; ◊ Manages and calculates risks; ◊ Communicates strategic plan to the organisation; and ◊ Utilises strategic planning methods and tools.
2. Programme and Project Management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	<ul style="list-style-type: none"> ◊ Establishes broad stakeholder involvement and communicates the project status and key milestones; ◊ Defines roles and responsibilities for project team members and clearly communicates expectations; ◊ Balances quality of work with deadlines and budget; ◊ Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan; ◊ Uses computer software programmes to help manage project; and Sets and manages service level agreements with contractors.

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3. Financial Management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives.	<ul style="list-style-type: none"> ◊ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; ◊ Manages and monitors financial risk; ◊ Continuously looks for new opportunities to obtain and save funds; ◊ Prepares financial reports and guidelines based on prescribed format; ◊ Understands and weighs up financial implications of propositions; ◊ Understands, analyses and monitors financial reports; ◊ Allocates resources to established goals and objectives; ◊ Aligns expenditure to cash flow projections; ◊ Ensures effective utilisation of financial resources; ◊ Develops corrective measures/actions to ensure alignment of budget to financial resources; and ◊ Prepares own budget in line with the strategic objectives of the organisation.
4. Change Management	Initiates, supports and champions organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	<ul style="list-style-type: none"> ◊ Performs analysis to determine the impact of changes in the social, political and economic environment; ◊ Keeps self and others calm and focused during times of change or ambiguity; ◊ Initiates, supports and encourages new ideas; ◊ Volunteers to lead change efforts outside of own work team; ◊ Consults and persuades all the relevant stakeholders of the need for change; ◊ Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change; ◊ Coaches colleagues on how to manage change; ◊ Proactively seeks new opportunities for change; ◊ Identifies and assists in resolving resistance to change with stakeholders;

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		<ul style="list-style-type: none"> ◊ Designs specific projects to enable change that are aligned to the organisational objectives; and ◊ Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
5. Knowledge Management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation.	<ul style="list-style-type: none"> ◊ Uses appropriate information systems to manage organisational knowledge; ◊ Uses modern technology to stay abreast of world trends and information; ◊ Evaluates information from multiple sources and uses information to influence decisions; ◊ Creates mechanisms and structures for sharing of knowledge in the organisation; ◊ Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency; ◊ Promotes the importance of knowledge sharing within own area; ◊ Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and ◊ Nurtures a knowledge-enabling environment.
6. Service Delivery Innovation	Champions new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals.	<ul style="list-style-type: none"> ◊ Consults clients and stakeholders on ways to improve the delivery of services; ◊ Communicates the benefits of service delivery improvement opportunities to stakeholders; ◊ Identifies internal process improvement opportunities to SDI; ◊ Demonstrates full knowledge of principles on service delivery innovations; ◊ Identifies and analyses opportunities where innovative ideas can lead to improved service delivery; ◊ Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and ◊ Implements innovative service delivery options in own department/organisation.

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7. Problem Solving and Analysis	Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	<ul style="list-style-type: none"> ◊ Explains potential impact of problems to own working environment; ◊ Demonstrates logical problem solving approach and provides rationale for proposed solutions; ◊ Determines root causes of problems and evaluates whether solutions address root causes; ◊ Demonstrates objectivity, thoroughness, insight fullness, and probing behaviours when approaching problems; and ◊ Demonstrates the ability to break down complex problems into manageable parts and identify solutions.
8. People Management And Empowerment	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals.	<ul style="list-style-type: none"> ◊ Seeks opportunities to increase personal contribution and level of responsibility; ◊ Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches; ◊ Delegates and empowers others to increase contribution and level of responsibility; ◊ Applies labour and employment legislation and regulations consistently; ◊ Facilitates team goal setting and problem solving; ◊ Recognises individuals and teams and provides developmental feedback in accordance with performance management principles; ◊ Adheres to internal and national standards with regards to HR practices; ◊ Deals with labour matters; ◊ Identifies competencies required and suitable resources for specific tasks; ◊ Displays personal interest in the well-being of colleagues; ◊ Able to manage own time as well as time of colleagues and other stakeholders; and ◊ Manages conflict through a participatory transparent approach.

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9. Client Orientation And Customer Focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> ◊ Develops clear and implementable service delivery improvement programmes; ◊ Identifies opportunities to exceed the expectations of customers; ◊ Designs internal work processes to improve customer service; ◊ Adds value to the organisation by providing exemplary customer service; and ◊ Applies customer rights in own work environment.
10. Communication	Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> ◊ Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way; ◊ Receptive to alternative viewpoints; ◊ Adapts communication content and style according to the audience including managing body language effectively; ◊ Delivers messages in a manner that gains support, commitment and agreement; ◊ Writes well structured complex documents; ◊ Communicates controversial sensitive messages to stakeholders tactfully; ◊ Listens well and is receptive; and ◊ Encourages participation and mutual understanding.
11. Honesty and Integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service	<ul style="list-style-type: none"> ◊ Conducts self in accordance with organisational code of conduct; ◊ Admits own mistakes and weaknesses and seeks help from others where unable to deliver; ◊ Reports fraud, corruption, nepotism and maladministration; ◊ Honours the confidentiality of matters and does not use it for personal gain or the gain of others; ◊ Discloses conflict of interests issues; ◊ Establishes trust and shows confidence in others; ◊ Treats all employees with equal respect; ◊ Undertakes roles and responsibilities in a sincere and honest manner;

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		<ul style="list-style-type: none">◊ Incorporates organisational values and beliefs into daily work;◊ Uses work time for organisational matters and not for personal matters; and◊ Shares information openly, whilst respecting the principle of confidentiality.
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