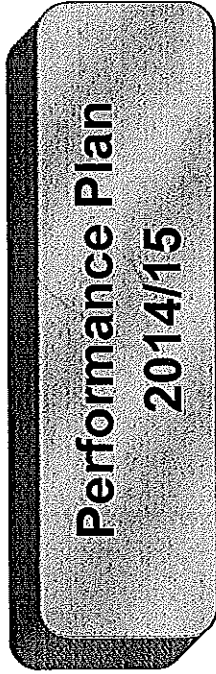


HANTAM MUNICIPALITY



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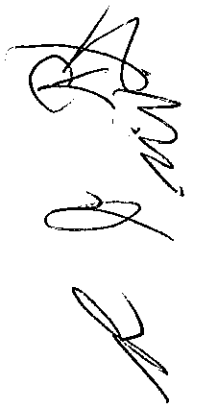
C.F. van Niekerk
Head: Corporate Services

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe;
- b) Core competencies required from employees prescribed in the Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, R805 of 2006.

The employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.



Annexure A




Key Performance Areas (KPA's)	Weighting	Core Competency Requirements (CCR's)	Weighting
Municipal Transformation & Institutional Development	60	Strategic Leadership and Management	10
Basic Service Delivery	5	Exceptional and dynamic creativity to improve the functioning of the municipality.	10
Local Economic Development	0	Financial Management	5
Municipal Financial Viability & Management	5	Change Management	5
Good Governance & Public Participation	30	Knowledge Management	10
		Problem Solving and Analytical Thinking	5
		People and Diversity Management	5
		Client Orientation and Customer Focus	15
		Service Delivery Innovation	5
		Communication	10
		Honesty and Integrity	10
		Competence in policy conceptualisation, analysis and implementation.	10
Total	80%	Total	20%

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Annexure A

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

Category	Colour	Explanation
KPI's Not Met/ Unacceptable performance	1	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.
KPI's Almost Met / Not fully effective	2	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.
KPI's Met / Fully effective	3	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.
KPI's Well Met / Performance significantly above expectations	4	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.
KPI's Extremely Well Met / Outstanding Performance	5	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 the PA and Performance plan and maintained this in all areas of responsibility throughout the year.


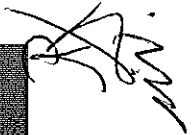
Annexure A

KEY PERFORMANCE INDICATORS

The Key Performance Indicators for the Municipal Manager are aligned to the following National Key Performance Areas:

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

Ref No	Key Performance Indicator (KPI)	Unit of measurement	Baseline	Portfolio of evidence	Targets				Weight
					Q1	Q2	Q3	Q4	
Good Governance and Public Participation									
3.1	Two monthly council meetings as scheduled.	6x minutes of meetings adopted and signed.	5	Agenda's Minutes of meetings. Signed attendance Registers	2	1	2	1	5%
3.2	Two x planned special council meetings.	Develop and implement audit action plan	4	Agenda's Minutes of meetings. Signed attendance Registers	1	0	1	0	5%
3.3	Two monthly council committee meetings.	6x minutes of council committee meetings.	1	Agenda's Minutes of meetings. Signed attendance Registers	1	2	1	2	5%
3.4	Quarterly Report on functionality of ward committee meetings.	4 x quarterly reports	new	Quarterly Reports Ward committee minutes. Ward committee reports.	1	1	1	1	5%
5.2	Ensure effective Customer Care through the number of complaints resolved within 4 days	Nr. of complaints resolved within four days.	85%	Complaints registers Complaints counter books Monthly reports Assignment books	90%	90%	90%	90%	5%
5.3	Annually prepare and conduct a Customer Care Survey	1x survey annually	1	Annual Surveys (Forms)				1x survey	5%
Total Weight:									30%

Annexure A

Ref No	Key Performance Indicator (KPI)	Unit of measurement	Baseline	Portfolio of evidence	Targets				Weight
					Q1	Q2	Q3	Q4	
Municipal Transformation and Institutional Development									
1.1	Review, adopt and submit EE plan annually	1x EE plan annually	1	EE Plan Proof of submission Council Resolution				1x Plan	4%
1.2	Review, submit and monthly report on implementation of Workplace Skills Plan.	1xWSP 12xmonthly Reports 1xsubmission	1 12 1	Workplace Skills Plan Monthly reports Proof of submission	3xreport	3xreport	3xreport	1xWSP 1xsubmit 3xreport	4%
1.3	Review, adopt and quarterly report on organizational structure.	1xorganogram reviewed and adopted. 4x quarterly report	1 4	Organogram Council Resolution Quarterly reports	1xreport	1x Organogram 1xreport	1xreport	1 xreport	5%
1.4	Maintain the occupancy rate of the organizational structure at above 85%.	Occupancy Rate above 85%	80%	Organogram	85%	85%	85%	85%	3%
1.5	Quarterly report on nr. of disciplinary cases successfully addressed.	Nr of disciplinary cases successfully addressed.	100%	Nr. of cases-completed. Reports	85%	90%	95%	100%	4%
1.6	Quarterly report on L.F meetings.	1xreport 1xminutes	4	Quarterly reports Minutes of meeting	1xreport 1xmin.	1xreport 1xmin.	1xreport 1xmin.	1xreport 1xmin.	2%
1.7	Quarterly report on health and safety issues.	1xreport 1xminutes	4	Quarterly reports Minutes of meeting	1xreport 1xmin.	1xreport 1xmin.	1xreport 1xmin.	1xreport 1xmin.	2%
2.1	Nr of zoning certificates, sub-divisions and consolidation of plots approved and issued within 90days.	Nr. approved and issued within 90days.	100%	Council resolution Approvals Certificates issued	100%	100%	100%	100%	5%
2.2	Annually review valuation roll and submit to council for approval.	1xinterim valuation roll 1xcouncil approval	1	Interim valuation roll		1xrev 1xapp.			3%
2.3	Annually review SDF and submit to council by August 2014.	1xSDF reviewed and approved by Aug '14	1	SDF Council resolution	1xrev & approv.				4%
4.1	Monthly report on status of housing sector plans	12xmonthly reports	new	Monthly reports Sector plans	3x reports	3x reports	3x reports	3x reports	3%
5.1	Annually Review policies and by-laws of the municipality	1xannually review 1xapproved reviewed policies	1	Reviewed policies Council resolution Proof of reviewed sessions		1x Review by Nov.			5%
5.4	Prepare written delegations for all HOD's to be signed off.	4xwritten delegations signed by July 2014	new	Signed written delegations	4x written dele- gations				4%
5.5	Quarterly report on departmental SDBIP to MM by the 15 th of the following month.	4xquarterly reports	4	Quarterly reports	1xreport	1xreport	1xreport	1xreport	4%
5.6	Quarterly report on effectiveness of service points	4xquarterly reports	new	Quarterly reports Service points reports	1xreport	1xreport	1xreport	1xreport	4%
6.	Number of lease agreements signed and approved by council	15 lease agreements approved and signed by June 2015.	15	Signed Agreements. Council resolution.	ongoing	ongoing	ongoing	15x Agreem.	4%

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Annexure A

Ref No	Key Performance Indicator (KPI)	Unit of measurement	Baseline	Portfolio of evidence	Targets				Weight
					Q1	Q2	Q3	Q4	
Basic Service Delivery									
4.2	Service of 247 plots in Calvina	247 plots serviced.	new	Quarterly reports Proof of service plots.	ongoing	ongoing	ongoing	247 plots serviced	5%
					Total Weight				50%
					Total Weight				5%

Ref No	Key Performance Indicator (KPI)	Unit of measurement	Baseline	Portfolio of evidence	Targets				Weight
					Q1	Q2	Q3	Q4	
Municipal Financial Viability Management									
7.	Quarterly Report on %spent on operating budget.	6x quarterly reports. 25% spent quarterly. Variance less than 20%	25%	GS660 Report (Expenditure). Departmental Budget Report	1xreport	1xreport	1xreport	1xreport	5%
					Total Weight				5%



Annexure A

CORE COMPETENCY FRAMEWORK

The performance of Section 57 Managers should be assessed in terms of Core Competency Requirements (CCRs) as required by the Regulations of Section 57 Managers. These competencies describe general managerial and occupational skills. The assessment of these competencies will account for **twenty percent** of the total employee assessment score. The bold CCR's are compulsory for all managers.

Annexure B describes the different proficiency levels for each Core Competency Requirements (CCRs) and should therefore form part of this section of the Performance Plan.

Core Managerial Skill	Select prov. level (refer Annexure B)	Definition	Weight
Strategic Leadership and Management		Skills to be able to provide a vision, set the direction for the municipality or department and inspire others in order to deliver on the municipality's mandate	10%
Programme and project management (*Exceptional and dynamic creativity to improve the functioning of the municipality. *Competence in policy conceptualisation, analysis and implementation.)	2&12	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	20%
Financial Management		Skills required to manage projects and/or department work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling costs throughout the year by allocating resources appropriately and understanding and anticipating the impact of other departments on own budget and adopting where necessary.	5%
Change Management		Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	5%
Knowledge management		This includes the working knowledge of Council regulations, by-laws and policies. National, Provincial and Local Government structures and applicable legislation.	10%
Problem solving and analytical thinking		Be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	5%
People and diversity management		Skills to manage and encourage people, optimise their outputs and effectively manage relationships. This includes holding regular meetings with his/ her team so that information can be shared and so that the team is aware of decisions that may affect them. It also involves distributing	5%

Annexure A

Core Managerial Skill	Select prov. level (refer Annexure B)	Definition	Weight
		workloads so that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately the municipality	
Client orientation and customer focus		Whether providing a service to an internal or external customer this means trying to determine the needs of the customer and then meeting those needs. At a minimum employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without argument. Ideally managers are required to be proactive by trying to understand needs of the customer and providing an appropriate service based on these underlying needs	15%
Service delivery innovation		This is about wanting to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something but rather are encouraged to use their initiative to make sure that things get done accurately and efficiently.	5%
Communication		Skills to be able to exchange 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.	10%
Accountability and ethical conduct (*honesty and integrity)		Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the municipality	10%
Total			100%

25th July 2014
