



Mogale City

Local Municipality

REVISED PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN:

MOGALE CITY LOCAL MUNICIPALITY

AS REPRESENTED BY THE

MUNICIPAL MANAGER:

MAANDA PRINGLE RAEDANI

AND


EXECUTIVE MANAGER: STRATEGIC MANAGEMENT SERVICES

MPHO BOIHANG

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 JULY 2018 TO 30 JUNE 2019

7/2/19

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PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN

MOGALE CITY LOCAL MUNICIPALITY herein represented by **Maanda Pringle Raedani** as the **Municipal Manager** (hereinafter referred to as the Employer or Supervisor)

And

Mpho Boihang as the **Executive Manager: Strategic Management Services** (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in Terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as the "the Parties".
- 1.2 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.3 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B), 57(C) and 57(5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 & Local Government: Competency Framework for Senior Managers, 2014



2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to --

- 2.1 Comply with the provisions of the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Management Plan (Annexure A);

2018/2019 Revised Performance Management Agreement entered into by and between The Municipal Manager: Maanda Pringle Raedani and Executive Manager: Strategic Management Services: Mpho Boihang

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- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Management Agreement and Performance Management Plan as the basis for assessing whether the employee has met the performance expectations applicable to his job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01 July 2018** and will remain in force until **30 June 2019**; where after a new Performance Management Agreement, Performance Management Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of the Agreement during February each year. The parties will conclude a new Performance Management Agreement and Performance Management Plan that replaces this Agreement at least once a year by not later 31 July.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above- mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 The performance objectives and targets that must be met by the Employee; and
 - 4.1.2 The time frames within which those performance objectives and targets must be met.

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- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe within which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS

- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the performance agreement.
- 6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competency Requirements (Leading & Core Competencies) (CR'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 KPAs covering the main areas of work will account for 80 weighting and CRs will account for 20 weighting of the final assessment.
- 6.3 The Employee's assessment will be based on his/her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80 weighting of the overall assessment result as per the weightings agreed to between the employer and Employee:

Key Performance Areas (KPA's)	Weighting
Good Governance and Public Participation	85%
Municipal Transformation and Organisational Development	10%
Local Economic Development	5%
TOTAL	100%

- 6.4 The Employee's assessment will be based on his/her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80 weighting of the overall assessment result as per the weightings agreed to between the employer and Employee.

The six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and influence • Institutional Performance Management • Strategic Planning and Management • Organizational Awareness 	20%
People Management	<ul style="list-style-type: none"> • Human Capital Planning & Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	15%
Program & Project Management	<ul style="list-style-type: none"> • Program & Project Planning and Implementation • Service Delivery Management • Program & Project Monitoring & 	10%

LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
	Evaluation	
Financial Management	<ul style="list-style-type: none"> Budget Planning & Execution Financial Strategy & Delivery Financial Reporting & Monitoring 	10%
Change Leadership	<ul style="list-style-type: none"> Change Vision & Strategy Process Design & Improvement Change Impact Monitoring & Evaluation 	20%
Governance Leadership	<ul style="list-style-type: none"> Policy Formulation Risk and Compliance Management Cooperative Governance 	25%
CORE COMPETENCIES		-
Moral Competence		
Planning and Organizing		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Result and Quality Focus		
TOTAL		100

7. EVALUATING PERFORMANCE

- 7.1 The Performance Management Plan (Annexure A) to this Agreement sets out-
- 7.1.1 The standards and procedures for evaluating the Employee's performance; and
- 7.1.2 The intervals for the evaluation of the Employee's performance.
- 7.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 7.5 The annual performance appraisal will involve:
- 7.5.1 Assessment of the achievement of results as outlined in the performance Plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to hoc tasks that had to be performed under the KPA;
- (b) An indicative rating on the five-point scale should be provided for each KPA;
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CRs

- (a) Each CR should be assessed according to the extent to which the specified standards have been met;
- (b) An indicative rating on the five-point scale should be provided for each CR;
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final CR score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

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

Overall Performance	Rating	Performance Score
<p>Unacceptable Performance</p> <p>Performance does not meet the standard expected for the job. The employee has failed to demonstrate the commitment level expected in the job despite management efforts to encourage improvement.</p>	1	59% and below
<p>Performance Not Fully Effective</p> <p>Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.</p>	2	60 – 69 %

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Overall Performance	Rating	Performance Score
Performance Fully Effective Performance fully meets the standards expected in all areas of the job	3	70 – 79 %
Performance Significantly Above Expectations / Exceptional Performance Performance is significantly higher than the standard expected in the job.	4	80 – 89 %
Outstanding Performance Performance far exceeds the standard expected of an employee at this level.	5	90 – 100 %



7.7 For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must 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; and
- 7.7.4 Municipal Manager from another Municipality.

8. SCHEDULES FOR PERFORMANCE REVIEWS

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

Quarter	Timeline	Date of the Review
First Quarter	July – September 2018	October 2018
Second Quarter	October – December 2018	January 2019

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Quarter	Timeline	Date of the Review
Third Quarter	January – March 2019	April 2019
Fourth Quarter	April – June 2019	n/a

- 8.2 The Employer shall keep a record of all formal and informal reviews, including the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 8.5 The Employer may amend the provisions of Annexure "A" whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall:–

- 10.1.1 Create an enabling environment to facilitate effective performance by the Employee;
- 10.1.2 Provide access to skills development and capacity building opportunities;
- 10.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

10.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in terms of this Agreement; and

10.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this agreement.

11. CONSULTATION

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

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

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

11.1.3 A substantial financial effect on the Employer.




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

12. MANAGEMENT OF EVALUATION OUTCOMES

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

12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

Performance Rating		Bonus Amount
0% - 49%	Performance Unacceptable	0% of total package
50% - 59%	Performance Not Fully Effective	
60% - 64%	Performance Fully Effective	Remuneration Progression
65% - 74%	Performance Significantly Above Expectations/ Exceptional Performance	• Remuneration Progression

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Performance Rating		Bonus Amount
		<ul style="list-style-type: none"> • 5% - 9% of Total Package
	75% - 100%	Outstanding Performance <ul style="list-style-type: none"> • Remuneration Progression • 10% - 14% of total package

12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective performance assessment results and above.

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

12.4.2 After appropriate counseling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provide for, shall be mediated by –

13.1.1 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.2 Any other person appointed by the Executive Mayor.

13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

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14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

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

Thus done and signed at KRUGERSDORP on this the 13 day of MAY 2019

AS WITNESSES:

1. Aneke

Mpho Boihang
EXECUTIVE MANAGER:
STRATEGIC MANAGEMENT
SERVICES

2. Mantjies

Thus done and signed at KRUGERSDORP on this the 13th day of May 2019

AS WITNESSES:

1. Aneke



M. Raedani
MUNICIPAL MANAGER

2. Mantjies

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KPA	GOOD GOVERNANCE AND PUBLIC PARTICIPATION 85%											PERFORMANCE RESULTS					
	SDBIP REF. NO	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BUDGET	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME /PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	SELF ASSESSMENT	SUPERVISOR ASSESSMENT
KPI 1	Executive Manager Output	SMS - Strategic Support	All Wards	% implementation of the audit action plans within set timeframes	10%	%		New Target	100%	Q1		OPCA Progress report	Executive Manager Strategic Management Services	1 = 100% implementation 6 and more days after the deadline 2 = 100% implementation 1-5 days after the deadline 3 = 100% implementation on the set deadline 4 = 100% implementation 5 days before the deadline 5 = 100% implementation 15 days before the deadline			
										Q2							
										Q3							
										Q4	100%						
KPI 2	Executive Manager Output	SMS - Strategic Support	All Wards	Number of Audit Committee Performance Evaluation Conducted within set timeframes.	5%	Number		New Target	1	Q1	1	Performance Evaluation report	Executive Manager Strategic Management Services	1 = Report submitted by 31 November 2018 2 = Report submitted by 30 October 2018 3 = Report submitted by 31 August 2018 4 = Report submitted by 15 August 2018 5 = Report submitted by 31 July 2018			
									Q2								
									Q3								
									Q4								
KPI 3	Executive Manager Output	SMS - Strategic Support	All Wards	% implementation of the IDP process plan.	20%	%	R 2 967 371	New Target	100%	Q1	100%	IDP Process plan Approved Process Plan and Quarterly progress report(s) Quarterly progress report Quarterly progress report	Executive Manager Strategic Management Services	1 = 100% implementation 6 and more days after the deadline 2 = 100% implementation 1-5 days after the deadline 3 = 100% implementation on the set deadline 4 = 100% implementation 3 days before the deadline 5 = 100% implementation 15 days before the deadline			
									Q2	100%							
									Q3	100%							
									Q4	100%							
KPI 4	Executive Manager Output	SMS - Strategic Support	All Wards	No. of physical verifications conducted on project performance	20%	Number		New Target	1	Q1	1	Q1: Verification Report Q2-Q4: Quarterly progress report	Executive Manager Strategic Management Services	1 = Verification Report submitted on the 31 January 2019 2 = Verification Report submitted on the 31 December 2018 3 = Verification Report submitted on the 30 November 2018 4 = Verification Report submitted on the 15 November 2018 5 = Verification Report submitted on the 31 October 2018			
									Q2								
									Q3								
									Q4								
KPI 5	Executive Manager Output	SMS - Strategic Support	All Wards	% implementation of the Annual Risk Management implementation plan	10%	%		100%	100%	Q1	100%	Q1: Annual Risk Management plan Q2: 100% Q3: 100% Q4: 100%	Executive Manager Strategic Management Services	1 = 100% implementation with 3.4 improvement on risk maturity 2 = 100% implementation with 3.5 improvement on risk maturity 3 = 100% implementation with 3.5 improvement on risk maturity 4 = 100% implementation with 3.8 improvement on risk maturity 5 = 100% implementation with 4 improvement on risk maturity			
									Q2	100%							
									Q3	100%							
									Q4	100%							

The MSCOA Project refers to the line item as per the approved Budget. The allocated amount includes only the Executive Manager's office administration and employee related costs. The actual amount allocated per project is captured on the Operational Layer SDBIP.

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SDBIP REF. NO	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BUDGET	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME /PROJECT EVIDENCE PER MILESTONE	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	SELF ASSESSMENT	SUPERVISOR ASSESSMENT	FINAL ASSESSMENT
KPI 6	Executive Manager Output	SMS - Strategic Support	All Wards	Number of External Stakeholder engagement plan submitted to the MM	5%	Number	-	New Target	1	Q1		Executive Manager Strategic Management Services	1= Stakeholder engagement plan submitted to the MM by the 15 July 2019 2= Stakeholder engagement plan submitted to the MM by the 30 June 2019 3= Stakeholder engagement plan submitted to the MM by the 15 June 2019 4= Stakeholder engagement plan submitted to the MM by the 31 May 2019 5= Stakeholder engagement plan submitted to the MM by the 15 May 2019			
										Q2						
										Q3						
										Q4	1					
KPI 7	Executive Manager Output	SMS - Strategic Support	All Wards	Number of Political administration interface framework submitted to the MM	5%	Number	-	New Target	1	Q1	Framework and Strategy report	Executive Manager Strategic Management Services	1= Report submitted by 30 June 2019 2= Report submitted by 15 June 2019 3= Report submitted by 31 May 2019 4= Report submitted by 15 May 2019 5= Report submitted by 30 April 2019			
										Q2	Report on the Draft Engagement Plan with defined roles					
										Q3						
										Q4	1					
KPI 8	Executive Manager Output	SMS - Strategic Support	All Wards	% implementation of municipal governance programmes in line with the plan	10%	%	-	New Target	100%	Q1	100% governance programme plan	Executive Manager Strategic Management Services	1= 80% 2= 90% (implementation within specified timeframes) 3= 100%			
										Q2	Quarterly report					
										Q3	100% Quarterly report					
										Q4	100% Quarterly report					
KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT: 18%																
SDBIP REF. NO	KPI 9	SMS - Strategic Support	All Wards	Number of the Integrated Marketing, Branding and Communication Strategy Submitted to the MM	10%	Number	-	New Target	1	Q1		Executive Manager Strategic Management Services	1= Draft Strategy submitted to the MM by 30 June 2019 2= Draft Strategy submitted to the MM by 15 June 2019 3= Draft Strategy submitted to the MM by 31 May 2019 4= Draft Strategy submitted to the MM by the 15 May 2019 5= Draft Strategy submitted to the MM by 30 April 2019			
										Q2						
										Q3						
										Q4	1					
KPA: LOCAL ECONOMIC DEVELOPMENT 8%																
SDBIP REF. NO	KPI 16	SMS - Strategic Support	All wards	Number of programmes implemented for youth development	5%	Number	-	New Target	6	Q1	1	Executive Manager Strategic Management Services	1= 4 programmes implemented 2= 5 programmes implemented 3= 6 programmes implemented 4= 7 programmes implemented 5= 8 programmes implemented			
										Q2	1					
										Q3	2					
										Q4	2					

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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE	RESPONSIBLE PERSON	SELF ASSESSMENT	SUPERVISOR ASSESSMENT	FINAL ASSESSMENT
Strategic Direction and Leadership	5	(Strategic Planning and Management) Approved Departmental Strategic Plan aligned to the SDBIP (to inform the 2019/2020 budget) (Project Plan that informs the Budget)	1= Departmental Plan approved before the end of 31 May 2019 2019	Project Plan that informs the Budget signed by relevant SSG submitted to Budget and Treasury	Executive Manager, Strategic Management Services			
			2= Departmental Plan approved before the 15 May 2019					
			3= Departmental Strategic Plan approved before the 28 February 2019					
			4= Departmental Strategic Plan approved before the 31 January 2019					
			5= Departmental Strategic Plan approved before the 31 December 2018					
Strategic Direction and Leadership	10	No. of individual Performance Management Agreements signed with Managers by 31 August 2018	1= 5 Performance Management Agreements signed after the 30/09/2018	Five (5) 2018/2019 Performance Management Agreements signed with Managers	Executive Manager, Strategic Management Services			
			2= 5 Performance Management Agreements signed after the 15/09/2018					
			3= 5 Performance Management Agreements signed by the 31/08/2018					
			4= 5 Performance Management Agreements signed by the 15/08/2018					
			5= 5 Performance Management Agreements signed by the 31/07/2018					
Strategic Direction and Leadership	5	% development/ review of job profiles as per CSS schedule	1= 100% approved after 31 July 2019	Signed schedule from OGD	Executive Manager, Strategic Management Services			
			2= 100% approved after 30 June 2019					
			3= 100% before 31 May 2019					
			4= 100% before 30 April 2019					
			5= 100% before 31 March 2019					
People Management and Empowerment	10	Development of Personal Development Plans (PDPs) for Managers	1= PDPs developed and submitted by 30 November 2018	Proof on the submission of PDPs for Senior Managers to Learning and Development Sub-division for implementation	Executive Manager, Strategic Management Services			
			2= PDPs developed and submitted by 30 October 2018					
			3= PDPs developed and submitted by 30 September 2018					
			4= PDPs developed and submitted by 15 September 2018					
			5= PDPs developed and submitted by 31 August 2018					
People Management and Empowerment	5	Time taken to finalise employee grievances within the prescribed timelines	1= 100% disputes finalised 15 and more days after the set timeframes	Grievance procedure form, list of grievances (register) and the report	Executive Manager, Strategic Management Services			
			2= 100% disputes finalised 11-15 days after the set timeframes					
			3= 100% disputes finalised within 10 working days					
			4= 100% disputes finalised within 8 working days					
			5= 100% disputes finalised within 6 working days					

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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE	RESPONSIBLE PERSON	SELF ASSESSMENT	SUPERVISOR ASSESSMENT	FINAL ASSESSMENT
Program and Project Management	10	Service Delivery Management	1= 80% implementation of the SDBIP 2= 65% implementation of the SDBIP 3= 90% implementation of the SDBIP 4= 92% implementation of the SDBIP 5= 94% implementation of the SDBIP	SDBIP Quarterly Performance Reports from Monitoring and Evaluation Division	Executive Manager: Strategic Management Services			
			1= 8% unauthorised expenditure 2= 6% unauthorised expenditure 3= 0% unauthorised expenditure 4= 5% savings 5= 10% savings					
Financial Management	10	% Negative Variance on operational budget spent	1=59% and Below Implementation 2=60-79% Implementation 3=80% Implementation 4=82% Implementation 5=84% Implementation	Change Management Plan for Implementation of the SDBIP Process	Executive Manager: Strategic Management Services			
			1= 2 meetings 2= 3 meetings 3= 4 meetings 4= 5 meetings 5= 6 meetings					
Change Leadership	10	Communication to employees	1=59% and Below 2=60-79% 3=80% 4=81-80% 5=91-100%	Revised and Developed Policies vs Policies submitted to Council in the 2018/2019 financial year for Approval	Executive Manager: Strategic Management Services			
			1=59% and Below 2=60-79% 3=80% 4=82% 5=84%					
Governance Leadership	10	% implementation of the annual risk management implementation plan	1=59% and Below 2=60-79% 3=80% 4=82% 5=84%	Dashboard Risk Management Reports from IM&E	Executive Manager: Strategic Management Services			
			1=59% and Below 2=60-79% 3=80% 4=82% 5=84%					
	5	% implementation of the record management policy		Checklist on completeness from CSS and the Department MunAdmin report/ mail book with reference	Executive Manager: Strategic Management Services			
Total=100								

Signed and Accepted by the Executive Manager: Strategic Management Services

Mpho Boihang
Date: 13 MAY 2019

Approved by the Municipal Manager
Maamda Pringle Raedani
Date: 13/05/2019

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