



PHA REVISED

PERFORMANCE PLAN

2013/2014

K.R. fom  m

BASIC SERVICE DELIVERY													
# of PHA 508 rental units maintained by 30th June 2014	100 maintenance	5	Maintenance of rental units	7/1/13	12/31/14	Operational	100%	100%	100%	CEO	CEO 5		
To appoint developers for 1000 rental units	Appoint developers	5	Appoint developers for 1000 rental units	7/1/13	12/31/14	Operational	Advertise the call for proposal	Appoint developers	Approve the development plan	CEO	CEO 6		
To obtain provisional accreditation by 30th November 2013	Obtain provisional accreditation	5	PHA accreditation	7/1/13	12/31/14	Operational	Obtain provisional accreditation	Obtained Pre Accreditation	N/A	CEO	CEO 7		
% of PHA 508 units occupied by 30th June 2014	98%	5	PHA Units	7/1/13	12/31/14	Operational	96%	97%	98%	CEO	CEO 8		
Sub Total		20											
FINANCIAL VIABILITY													
To obtain unqualified audit opinion	Unqualified Audit Opinion	5	Auditing	7/1/13	30-06-2014	Operational	n/a	Obtain Unqualified Audit Opinion	N/A	CEO	CEO 10		
To dispose assets by 30th June 2014	Conducted 1 physical disposal	5	Asset Disposal	7/1/13	30-06-2014	Operational	Develop Inventory Policy	Approval of the policy by Council	Disposal of redundant assets	CEO	CEO 11		
To conduct 1 physical asset verification per annum by 30th June 2014	Conducted 1 physical asset verification per annum by 31 June 2014	5	Asset verification	7/1/13	30-06-2014	Operational	Asset Management policy reviewed	Prepare for verifications	Verification of Assets	CEO	CEO 12		
To finalise corrective measures on previous financial statement by the 28th of February 2014	Finalise corrective measures on previous financial statement by the 28th of February 2014	5	Financial statements	1/1/13	31-06-2014	Operational	n/a	n/a	Finalise corrective measures on previous financial statement by the 28th of February 2014	CEO	CEO 13		
Sub Total		20											
GOVERNANCE AND TRANSFORMATION													
Performance Indicators	Baseline	Annual Target 2013/2014	Rating	Start date	End Date	Budget	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Responsible person	Portfolio of evidence	Reference
# of quarterly performance reports submitted by 30th June 2014	New	4	5	7/1/13	12/31/14	Operational	1	1	1	1	CEO	Performance Report	CEO 1
% of satisfied tenants from survey conducted by 30th June 2014	New	60%	5	7/1/13	12/31/14	Operational	10%	25%	40%	60%	CEO	Customer satisfaction report	CEO 2
% of the satisfied stakeholders from survey conducted by 30th June 2014	New	70%	5	7/1/13	12/31/14	Operational	15%	35%	50%	70%	CEO	Customer satisfaction report	CEO 3
Sub Total			15										

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Performance Indicators	Baseline	Annual Target 2013/2014	Rating	2013-14 Project Name	Start date	End Date	Budget	Quarter 1 Target	Quarter 2 Target	Quarter 3 Target	Quarter 4 Target	Responsible person	Portfolio of evidence	Reference
GOVERNANCE AND TRANSFORMATION														
To receive revised budget of the municipal entity from board of directors by 23th of March 2014	Revised budget received by March 2014	Receive revised budget of the municipal entity from board of directors by 23th of March 2014	5	Municipal entity revised budget	1/1/13	31-06-2014	Operational	n/a	n/a	Ensure that the revised budget of the municipal entity from board of directors is received by 23th of March 2014	n/a	CEO	Revised Budget of the entity	CEO 14
To finalise budget for tabling to council by the Mayor on the 24th of March 2014	Budget for tabling to council was finalised by the Mayor on March 2014	Finalise budget for tabling to the board and council by the Mayor on the 24th of March 2014	5	Tabling of municipally budget	1/1/13	31-06-2014	Operational	n/a	n/a	Finalise budget for tabling to council by the Mayor on the 24th of March 2014	n/a	CEO	Final budget	CEO 15
To publicise the Annual Report by the 7th of April 2014	New	Publicise the Annual Report by the 7th of April 2014	5	Publication of Annual report	4/1/14	31-06-2014	Operational	n/a	n/a	n/a	Publicise the Annual Report by the 7th of April 2014	CEO	Proof of publicity	CEO 16
To submit the annual report and oversight report to provincial legislature by the 7th of April 2014	Oversight report was submitted by April 2014	Submit the annual report and oversight report to provincial legislature by the 7th of April 2014	5	Submission of Annual and Oversight Report to legislature	4/1/14	31-06-2014	Operational	n/a	n/a	n/a	Submit the annual report and oversight report to provincial legislature by the 7th of April 2014	CEO	Proof of submission	CEO 17
To finalise the tabled budget for approval by council by the 31st of May 2014	Tabled budget for approval by council was finalised by the 31st of May 2014	Finalise the tabled budget for approval by council by the 31st of May 2014	5	Budget finalisation	4/1/14	31-06-2014	Operational	n/a	n/a	n/a	Finalise the tabled budget for approval by council by the 31st of May 2014	CEO	Budget	CEO 18
To ensure that board of directors of the municipal entity approve the budget by 1st June 2014	New	Ensure that board of directors of the municipal entity approve the budget by 1st June 2013	5	Approval of entity budget	4/1/14	31-06-2014	Operational	n/a	n/a	n/a	Ensure that board of directors of the municipal entity approve the budget by 1st June 2014	CEO	Approved Budget	CEO 19
To submit approved budget to the Provincial Treasury by 30th June 2014	Approved budget was submitted	Submit approved budget to the Provincial Treasury by 30th June 2014	5	Submission of approved budget to relevant authorities	4/1/14	31-06-2014	Operational	n/a	n/a	n/a	Submit approved budget to the Provincial Treasury by 30th June 2014	CEO	Proof of submission	CEO 20
To place approved annual budget and policies on the municipal website by the 5th of July 2014	Annual budget was placed on the website	Place approved annual budget and policies on the municipal website by the 5th of July 2014	5	Placement of approved budget on the municipal website	7/1/13	30-09-2014	Operational	Place approved annual budget and policies on the municipal website by the 5th of July 2014	n/a	n/a	n/a	CEO	Print screen of the website showing the approved budget	CEO 21
To submit to AG the annual financial statements of the municipality and its entity by 31st August 2014	Annual financial statement were submitted to AG by 31st August 2014	Submit to AG the annual financial statements of the municipality and its entity 31st August 2014	5	Annual Financial Statement submission	1-Jul-13	30-08-2014	Operational	Submit to AG the annual financial statements of the municipality and its entity	n/a	n/a	n/a	CEO	Annual Financial Statement	CEO 22
Sub Total			45											
TOTAL													#REF!	

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Summary Scorecard									
Position Outcomes/Outputs	KPA Weighting	KPI / Project Weighting	Assess	Weighting	1st Assessment	2nd Assessment	Total Score	Comment	
Key Performance Areas				80%					
Basic Service Delivery	20%	KPI's		100%					
Financial Viability	20%	KPI's		100%					
Good Governance and	60%	KPI's		100%					
Competencies				20%					
	100%								
Overall Rating =					$KPA \times 0.8 +$ $Competencies \times 0.2$	$KPA \times 0.8 +$ $Competencies \times 0.2$	$KPA \times 0.8 +$ $Competencies \times 0.2$	$Average\ 1st$ $assessment +$ $2nd$ $assessment$	


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Competencies		
	Definitions	Weighting
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	

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Competencies		
	Definitions	Weighting
People and Diversity Management	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practice	
Communication	Must 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	
Accountability and Ethical Conduct	Must be able to display and build the highest standard of ethical and moral conduct in order to promote confidence and trust in the municipality	
Section Total:		100%

K.R. Jan 2011

Rating Scales				
The assessment of the performance of the Employee will be based on the following				
5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable Performance
<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>

Performance Assessment Process

The following steps will be followed to ensure a fully participative and compliant performance assessment process is

1. Performance Assessment:

1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.

1.2. Progress against the targets will be captured in preparation for the assessments.

1.3. Scores of 1-5 will be calculated based upon the progress against targets.

1.4. KPI's and targets are audited and copied to the Performance Plans before assessment date.

1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.

2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.

3. The process for determining Employee ratings are as follows:

3.1. The employee to motivate for higher ratings where applicable.

3.2. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.

3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.

3.4. The panel scores are averaged to derive a total score per KPI / Activity /CCR. Overall scores are calculated by taking weightings into account where applicable.

3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.

4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167

5. The assessment rating calculator is used to calculate the overall % score for performance.

6. The half-year assessment rating can be used in combination with the Annual Performance Assessment to derive a final Annual rating score.

7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:

% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%

8. The Personal Development Plan (PDP) can be reviewed after the performance assessment had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.

9. The results of the performance assessment will be submitted to the performance audit committee for final approval of the assessment/s.

10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.

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Approval of the Personal Performance Plan

The process followed ensures organisational alignment to the strategic intent of the Municipality and give clear direction on what needs to be achieved through an organisational directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the Municipality through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and organisational direction. The shareholder and entity both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the Municipal Manager/ shareholder

On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.

Signed and accepted by the Supervisor on behalf of Council:

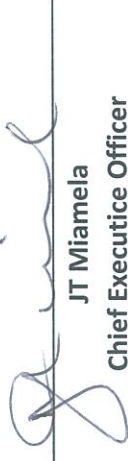

 TC Mamefja (Mrs.)
 Municipal Manager

DATE: 31 JANUARY 2013

Undertaking of the Chief Executive Officer/Entity

I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which the entity's performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, the shareholder, the board, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.


Signed and accepted by the Employee:


 JT Miamela
 Chief Executive Officer

DATE: 31 JANUARY 2013

WITNESSES

1. 
 M. MAGOObA

2. 
 Adv. Kgoboo Sebola