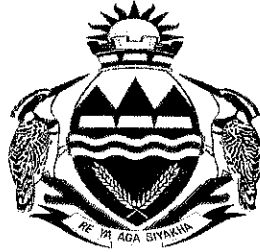


PERFORMANCE AGREEMENT

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PERFORMANCE AGREEMENT

(Managers directly accountable to the Municipal Manager)

MADE AND ENTERED INTO BY AND BETWEEN:

SEKHUKHUNE DISTRICT MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER:

MS MAPULE MOKOKO

AND

DIRECTOR: CORPORATE SERVICES
MR PHAKANE PHAHLAMOHLAKA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR 2016-2017

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Sekhukhune District Municipality herein represented by **Ms. Mapule Felicity Mokoko** in her capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

And

Mr. Phahlamohiaka P.

Employee of the Municipality (hereinafter referred to as the Director; Corporate Services)

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1. Chapter 6, Section 38 (b) of the Systems Act, requires the municipality to promote a culture of performance among its political structures, political office bearers and councilors and in its administration.
- 1.2. The resolutions by Council 27 August 2013 (OC27/08/13), recommended that a culture of performance be inculcated in the municipality by ensuring that all employees sign performance agreements and performance commitments.
- 1.3. When assessing the institutional performance of SDM, the Audit Committee also made a recommendation that all officials other than section 56 must enter into performance agreements and commitments in order to promote a culture of performance

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 38 (b) of the Systems Act;
- 2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 Specify accountabilities as set out in a scorecard, which forms an Annexure B of the performance agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee; and
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Performance Agreement commenced on the 1st July 2016 and will remain in force until 30 June 2017, thereafter a new Performance Agreement, scorecard, Personal Development Plan and Financial Disclosure 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 and scorecard that replaces this Agreement at least once a year by not later than 30 days after 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 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 scorecard (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.
- 4.2 The performance objectives and targets reflected in Annexure B are set by the **Employer** in consultation with the **Employee** and are based on the Integrated Development Plan (IDP), 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, as follows:
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 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 (IDP).

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**.

- 5.4 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.
- 5.5 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.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his or her performance in terms of the outputs / outcomes (performance indicators) identified as per attached scorecard (**Annexure B**), 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**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Spatial Rationale	
Total	100%

- 5.7 The CCRs will make up the other 20% of the **Employee's** assessment score. CCR's which are deemed to be most critical for the **Employee's** specific job, should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for all section 56 managers and additional two shall be selected from the core occupational competencies.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management(Compulsory)	compulsory	
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis(Compulsory)		
People Management and Empowerment(Compulsory)	compulsory	
Client Orientation and Customer Focus	compulsory	
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks		
Knowledge of Performance Management and Reporting		

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The scorecard (Annexure A) to this Agreement sets out -
- 6.1.1 The standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 The intervals for the evaluation of the **Employee's** performance.
- 6.2 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.
- 6.3 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.
- 6.4 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. PERFORMANCE APPRAISALS

The Annual Performance Appraisals will involve:

7.1 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 ad 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.

7.2 Assessment of the CCRs

- (a) Each CCR 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 CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

7.3 Overall rating

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

7.4 Rating Scale

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

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 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 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.					

7.5. EVALUATION PANEL

For the purpose of evaluating the annual performance of Managers directly accountable to the Municipal Manager an evaluation panel constituted of the following persons must be established:-

- a. Municipal Manager;
- b. Chairperson of the Performance Audit Committee and/or the Audit Committee Member;
- c. Member of the Mayoral or Executive Committee;
- d. Municipal Manager from another municipality;
- e. Member of a Ward Committee as nominated by the Executive mayor (only applicable to municipal manager)
- f. PMS (as Secretariat)

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 that reviews in the first and third quarter may be verbal if performance is satisfactory;

First quarter : July – September (review by October)
Second quarter : October –December (review by January)
Third quarter : January – March (review by April)
Fourth quarter : April – June (review by July)

- 8.2 The **Employer** shall keep a record of 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 "B" 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 C.

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 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 In the case of unacceptable performance, the **Employer** shall –
- 12.1.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 12.1.2 After appropriate performance counselling 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 provided 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.
 - 13.1.3 In the case of Managers directly accountable to the Municipal Manager, a Member of the Mayoral Council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding on both parties.

- 13.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

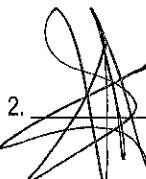
14. **GENERAL**

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure B may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes 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.
- 13.3 The performance assessment results of the section 56 manager must be submitted to the municipal manager as the responsible person, within fourteen (14) days after the conclusion of the assessment.

Thus **done** and **signed** aton this the..... day of 2016.

AS WITNESSES:

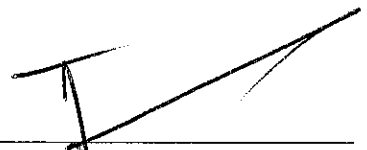
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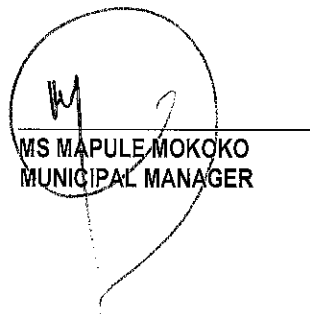
AS WITNESSES:

1. _____


2. _____



MR. PHAKANE PHAHLAMOHLAKA
DIRECTOR: CORPORATE SERVICES



MS MAPULE MOKOKO
MUNICIPAL MANAGER

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SCORE CARD

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2016/2017 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

MEASURABLE OBJECTIVE	PROJECT	BASELINE 2016/2016	INDICATORS	CORPORATE SERVICES			EVIDENCE	BUDGET 2016/2017	IMPACT	
				Q1	Q2	Q3				
				ANNUAL TARGET 2016/2017	Q1	Q2	Q3	Q4		
LABOUR RELATIONS										
To hold 12 Local Labour Forum (LLF) meetings by June 2017	Local Labour Forum	13 LLF meetings held	Number of Local Labour Forum meetings held	12 Local Labour Forum meetings held	3 Local Labour Forum meetings	3 Local Labour Forum meetings	3 Local Labour Forum meetings	3 Local Labour Forum meetings	200,000.00	Labour Peace
To issue 4 Labour Relations Publications by June 2017	Labour Relations Publications	8 Labour Relations Publications issued	Number of Labour Relations Publications issued	4 Labour Relations Publications issued	1 Labour Relations Publication	1 Labour Relations Publication	1 Labour Relations Publication	1 Labour Relations Publication		Informed Labour Force
To facilitate 90% resolution of grievances by June 2017	Grievance cases	100% resolution of grievance cases facilitated	Percentage resolution of grievance cases facilitated	90% resolution of grievance cases facilitated	90% resolution of grievance cases facilitated within 3 months as and when received	90% resolution of grievance cases facilitated within 3 months as and when received	90% resolution of grievance cases facilitated within 3 months as and when received	90% resolution of grievance cases facilitated within 3 months as and when received		Stable organisation
To facilitate 80% resolution of misconduct cases by June 2017	Misconduct cases	100% resolution of misconduct cases facilitated	Percentage resolution of misconduct cases facilitated	80% resolution of misconduct cases facilitated	80% resolution of misconduct cases facilitated	80% resolution of misconduct cases facilitated	80% resolution of misconduct cases facilitated	80% resolution of misconduct cases facilitated		Stable organisation
To facilitate 75% resolution of labour disputes by June 2017	Dispute resolution	100% resolution of misconduct cases facilitated	Percentage resolution of labour disputes facilitated	75% resolution of labour disputes facilitated	75% resolution of labour disputes facilitated	75% resolution of labour disputes facilitated	75% resolution of labour disputes facilitated	75% resolution of labour disputes facilitated		Stable organisation
LEGAL SERVICES										
To facilitate 100% legal support to the municipality by June 2017	Legal matters	*17 civil matters *3 Labour matters	Percentage legal support to the municipality facilitated	100% legal support to the municipality facilitated (draft legal opinion, manage contracts, attend court matters, report to council and council structures)	100% legal support to the municipality facilitated (draft legal opinion, manage contracts, attend court matters, report to council and council structures)	100% legal support to the municipality facilitated (draft legal opinion, manage contracts, attend court matters, report to council and council structures)	100% legal support to the municipality facilitated (draft legal opinion, manage contracts, attend court matters, report to council and council structures)	100% legal support to the municipality facilitated (draft legal opinion, manage contracts, attend court matters, report to council and council structures)	R17.7M	Improved compliance and accountability
INFORMATION AND COMMUNICATION TECHNOLOGY										
To provide 100% tools to staff to enable business processes by June 2017	Computer consumables	50% consumables acquired	Percentage consumables and accessories acquired	100% consumables and accessories acquired	100% acquisition of consumables and accessories	100% acquisition of consumables and accessories	100% acquisition of consumables and accessories	100% acquisition of consumables and accessories	50,000.00	Improved productivity
To ensure 90% network connectivity by June 2017	Network connectivity	100% Quarterly meetings held(8)	Percentage network available	90% network available	90% network available	90% network available	90% network available	90% network available	2,277,103.89	Improved ICT infrastructure

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To conduct eight (8) ICT technical support monitoring sessions by June 2017	ICT Technical support	100% Quarterly meetings held(6)	Number of monitoring meetings held	Eight (8) meetings held	Two (2) monitoring meetings held	Two (2) monitoring meetings held	Two (2) monitoring meetings held	Minutes, Agenda and Attendance register	Improved ICT infrastructure
To ensure 100% compliance to intellectual property legislations by June 2017	ICT Systems and Software licenses	100% licenses and software paid	Percentage systems and software licences paid	100% systems and software licences paid	100% of systems and software licences paid	100% of systems and software licences paid	100% of systems and software licences paid	Proof of Payments	Improved productivity
To connect Twelve (12) depots to the telephone network	Telephones	100% Percent Water depots connected(12)	Number of depots connected to the telephone network	Twelve (12) depots connected to the telephone network	Three (3) depots connected to the telecommunication infrastructure	Three (3) depots connected to the telecommunication infrastructure	Three (3) depots connected to the telecommunication infrastructure	Signed Project Completion Report from Telkom	Improved telecommunication infrastructure
EMPLOYEE ASSISTANCE PROGRAMME									
To facilitate 50 employee sport programmes by June 2017.	Employee Sports	23 employee sports programmes facilitated.	Number of employee sports programmes facilitated	50 employee sports programmes facilitated.	1 SAIMSA games, 3 fun walks, 9 sport days held	3 fun walks, 9 sport days held.	3 fun walks, 9 sport days held.	Reports, memos, attendance registers	Improved productivity
To reduce substance abuse cases by 25% by June 2017	Substance abuse services	10 substance abuse cases attended)	Percentage reduction of substance abuse cases	25% reduction of substance abuse cases	6% (2 Group counselling/therapy abusers, 1 Family counselling services)	6% (2 Substance abuse group counselling/therapy, 2 Family counselling services)	7% (4 Substance abuse group counselling/therapy, 4 Family counselling services)	Reports, memos, attendance registers	
To conduct 6 wellness and counselling programmes by June 2017.	Employee Wellness and Counselling	13 employee wellness and counselling programmes conducted.	Number of employee wellness and counselling programmes conducted.	6 employee wellness and counselling programmes conducted.	1 Wellness awareness programme held.	2 Stress and trauma management programme conducted and 1 wellness awareness programme held.	1 Wellness awareness programme	Reports, memos, attendance registers	Improved productivity
To conduct 30 occupational health and safety elements by June 2017.	Occupational Health and Safety	19 Occupational health and safety elements conducted	Number of Occupational Health and Safety elements conducted	30 Occupational Health and Safety elements conducted (workplace inspections, tools audits, safety awareness campaigns, servicing of fire extinguishers, PPE and safety committees.	2 workplace and tools inspection, 2 projects audits done and 1 safety awareness campaigns held. 1 Safety Committee Meeting held. 1 Provision of PPE	2 workplace and tools inspection, 2 projects audits done and 1 safety awareness campaigns held 1 service of fire extinguishers 1 awareness campaigns held. 1 Safety Committee Meeting held. 1 Provision of PPE.	2 workplace and tools inspection, 2 projects audits done and 1 safety awareness campaigns held. 1 Safety Committee Meetings held.	Reports, memos, attendance registers and requisition forms	Improved healthy and safe environment

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To conduct 4 medical surveillance programme by June 2017	Medical Surveillance programme	431 employees were subjected to medical surveillance programme	Number of medical surveillance programmes conducted	4 Medical surveillance programmes conducted	1 medical surveillance programme conducted.	1 medical surveillance programme conducted.	1 medical surveillance programme conducted.	1 medical surveillance programme conducted.	1 medical surveillance programme conducted.	Reports, memos, attendance registers	000.00	R210	Organisational Sustainability	Improved healthy and safe environment.
HUMAN RESOURCE MANAGEMENT														
To facilitate 100% filling of funded and vacant posts by June 2017.	Recruitment and retention	67% of posts filled	Percentage filling of vacant and funded posts facilitated	100% filling of vacant and funded posts facilitated	Finalise recruitment preparation processes	60% filling of vacant and funded posts	40% filling of vacant and funded posts	0%	0%	Recruitment and Selection report	000.00	R210	Organisational Sustainability	Improved healthy and safe environment.
To submit 100% of employment equity report (EE Report) by January 2017	Employment Equity	Employment Equity Plan in place; 2014/2015 EE report submitted	Percentage employment equity report compiled and submitted	100% employment equity report compiled and submitted	0%	Consultation with Organise Labour	100% EE report submitted	0%	0%	Proof of submission		R0	Improved Compliance	Improved healthy and safe environment.
To facilitate 100% development of Human resources Plan by March 2017	Human resources Plan	None	Percentage human resource plan developed	100% human resources plan developed	Consultation of employees and Organised labour	Draft HR Plan	100% HR Plan developed and submitted to Council for approval	0%	0%	Council resolution		R0	Stable Organisation	Improved healthy and safe environment.
AUXILIARY SERVICES														
To conduct Seven (7) records management awareness campaigns by June 2017	Records management awareness	Four (4) awareness programme conducted	Number of records awareness campaigns conducted.	Seven (7) records awareness campaigns conducted	2 records management awareness campaigns facilitated in BTO & MM	2 records management awareness campaigns facilitated in OTS & IWS	2 records management awareness campaigns facilitated in OEM	1 records management awareness campaigns facilitated in OEM	1 records management awareness campaigns facilitated in OEM	Attendance register and reports		R0	Improved compliance.	Improved healthy and safe environment.
To update 100% of personnel files by June 2017	Personnel files	668 personnel files updated	Percentage personnel files updated.	100% of personnel files updated	*25% personnel files updated	*25% personnel files updated	*25% personnel files updated	*25% personnel files updated	*25% personnel files updated	Attendance register and reports		R0	Improved compliance.	Improved healthy and safe environment.
To facilitate 100% disposal of inactive records by June 2017	Inactive records	5000 inactive records listed and awaiting disposal by PA	Percentage inactive records facilitated for disposal	100% inactive records facilitated for disposal	20% Listing of inactive record by provincial archivist	20% Listing of inactive record	*20% Listing of inactive record	*10% inactive records disposed	*20% Listing of inactive record	Disposal authority certificate		R0	Improved compliance.	Improved healthy and safe environment.
To process 100% of mail by June 2017.	Processing of mail	100% mail processed	Percentage mail processed	100% mail processed	100% mail processed	100% mail processed	100% mail processed	100% mail processed	100% mail processed	proof of payment	R 650 000.00	R0	Improved compliance.	Improved healthy and safe environment.
To ensure 100% provision of office furniture by June 2017.	Provision of office furniture	70% availability of furniture.	Percentage provision of office furniture	100% office furniture provided	100% office furniture procured	100% office furniture procured	100% office furniture procured	100% office furniture procured	100% office furniture procured	proof of payment and records of provision		R0	Improved communication	Improved healthy and safe environment.

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To ensure 100% provision of document management services by June 2017	Office Machines	20 office machines 14 Nashua, Seartec 6)	Percentage document management services provided	100% document management services provided	100% rental for office machines paid	100% rental for office machines paid	100% rental for office machines paid	100% rental for office machines paid	R 2 050 000.00	Improved photo copying and printing services.
To facilitate 100% payment of office rental and municipal services by June 2017	Office Rentals	6 offices for rentals	Percentage payment office rental and municipal services facilitated	100% office rental and municipal services payment facilitated	100% office rental paid	100% office rental paid	100% office rental paid	100% office rental paid	R 7 182 954.60	Conducive environment
To ensure 100% maintenance of office buildings and equipments by June 2017	Office maintenance	1.Groblersdal Plant 2.Bareki Mall	Percentage of office buildings and equipments maintained	100% of office buildings and equipments maintained	100% municipal buildings cleaning services provided	100% municipal buildings cleaning services provided	100% municipal buildings cleaning services provided	*100% municipal buildings cleaning services provided	R 2 060 000.00	Clean and safe environment
To provide 100% gardening and cleaning services by June 2017.	Gardening and cleaning	32 out of 56 offices cleaning and gardening services provided	Percentage gardening and cleaning services provided	100% gardening and cleaning services provided	100% gardening services provided	100% gardening services provided	100% gardening services provided	100% gardening services provided	R 0	Clean and safe environment
To ensure 100% payment of licenses subscriptions by June 2017.	Licences and Subscriptions	22 SDM vehicles licensed *98 Leased vehicles licensed *SABC licence paid *DSTV subscription paid	Percentage payment of licenses and subscriptions ensured	100% payment of licenses and subscriptions ensured	100% payment of municipal vehicles licensed and subscriptions	100% payment of municipal vehicles licensed and subscriptions	100% payment of municipal vehicles licensed and subscriptions	100% payment of municipal vehicles licensed and subscriptions	R 150 000.00	Improved roadworthiness
To facilitate 100% repairs and maintenance of fleet by June 2017	Repairs and maintenance of fleet	22 SDM repaired and maintained *98 Leased vehicles repaired and maintained	Percentage maintenance and repairs of fleet facilitated	100% maintenance and repairs of fleet facilitated	100% maintenance and repairs of fleet facilitated	100% maintenance and repairs of fleet facilitated	100% maintenance and repairs of fleet facilitated	100% maintenance and repairs of fleet facilitated	R 1 700 000.00	Improved roadworthiness
To ensure 100% security of municipal fleet by June 2017	Vehicle security	22 municipal vehicles fitted with tracking devices	Percentage municipal fleet secured	100% municipal fleet secured	100% monitoring payments of tracking devices	100% monitoring payments of tracking devices	100% monitoring payments of tracking devices	100% monitoring payments of tracking devices	R 450 000.00	Vehicle Safety

HUMAN RESOURCE DEVELOPMENT

To facilitate the award of five (5) external bursaries by January 2017	External bursary	12 bursaries awarded in 2016	Number of external bursaries facilitated for award	Five (5) external bursaries facilitated for award	Advertisement of external bursaries	Distribution of adverts to the Curcuit offices and Traditional Offices. Capturing of applications on database	Maintenance of previous approved bursaries. Adjudication of applications, acquiring of 5 examination results from applicants and payment.	Maintenance of bursaries and payments in terms of contracts.	Approval letter and bursary contracts of learners	800 000.00	Improved education profile of the district
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To facilitate the award of twelve (12) internal bursaries by January 2017	Internal bursary holders	Three active bursary-holders	Number of internal bursaries facilitated for award	Twelve bursaries awarded	Internal advertisement of bursaries for staff and distribution to all offices of the District	Capturing of applications for internal applicants	Adjudication of applicants and payment.	Maintenance of bursaries and payments in terms of contracts.	Approval letter and bursary contracts of learners	Improved skills
To facilitate placement of five (5) interns by June 2017	Internship programme	4 internship programme awarded	Number of interns facilitated for placement	Five (5) interns facilitated for placement	Submission of request for advertisement of internship programmes.	Capturing of applications, adjudication and placement of interns	Allocation of mentors and monitoring of programmes	Monitoring of the programme	Appointment letters and acceptance of interns	R 100 000 Enhanced employment prospects
To ensure 100% preparation and submission of workplace skills plan by April 2017	Workplace skills plan/Annual Training Report	WSP/ATR 2015/2016 submitted	Percentage workplace skills plan prepared and submitted	100% workplace skills plan prepared and submitted	Conducting Skills Audit	Drafting Qualification Profile, Skills Analysis, Identifying planned training beneficiaries	Engagement of stakeholders and collection of data. Maintaining a record of training programmes beneficiaries, source of funding and service provider	Submission of WSP/ATR to LGSETA	Acknowledgement letter of ATR/WSP submission from LGSETA and a copy of submitted WSP/ATR.	R 0 Improved skills and qualification profile
To ensure 100% implementation of WSP/ATR by April 2017	WSP/ATR Implementation	WSP/ATR 2015/2016 implemented	Percentage Training Programmes implemented	100% Planned Training Programmes Implemented according to identified beneficiaries	Receive and record training requests, consult relevant service providers and determine accreditation and relevant documentations. Implement 25% of Training	Implement 25% of the Planned Training Programme	Implement 25% of the Planned Training Programme	Implement 25% of Training Programme	Annual Training Report	R 100 000 Improved skills
To facilitate the enrolment of 50 employees in recognition of prior learning programme	RPL	None	Number of employees facilitated for enrolment in recognition of prior programme	Fifty (50) employees facilitated for enrolment in recognition of prior learning programme	Drafting a Rollout Programme for RPL and identification and recruitment of learners. Engagement of service provider and logistics	Assigning of mentors to learners and monitoring	Monitoring of the programme	Monitoring of the programme	A list of enrolled officials for RPL and qualification acquired	100 000 Improved skills and qualification profile
To facilitate the enrolment of 322 learners in adult education and training by June 2017	Adult education and training	176 learners enrolled for AET	Number of learners facilitated for enrolment in adult education and training	322 learners facilitated in adult education and training by June 2017	Drafting a Rollout Programme for AET	Monitoring of the Programme	Monitoring of the programme	Monitoring of the programme	List of registered learners from examination authority.	R 0 Improved skills and qualification profile
To facilitate the placement of ten (10) experiential learners by June 2017	Experiential learning	11 learners placed	Number of experiential learners facilitated for placement	Ten (10) experiential learners facilitated for placement	Receive and record applications for Experiential Learning. Placement of learners in relevant workplaces	Assignment of mentors and monitoring	Monitoring of the programme	Monitoring of the programme	A list of placed learners per workplaces.	R 0 Improved skills and qualification profile

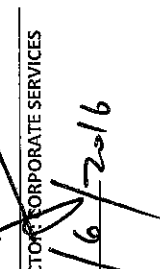
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ORGANISATIONAL DEVELOPMENT (OD)											
To facilitate 80% organisational development assessment by June 2017	Organisational Assessment	2 Work-study reports in place *1 organisational development assessment in place	% Organisational development assessment conducted	80% Organisational assessment conducted	Conduct (10 %) OD assessment for Corporate services	Develop a tool for employee satisfaction survey (15%)	Conduct the employee satisfaction survey (40%)	Develop implementation plan (15%)	Report	150 000.00	Improved productivity
To evaluate 33 new posts by December 2016	Job evaluation	*199 job descriptions reviewed * 155 job descriptions signed *job evaluation committee in place	Number of new posts evaluated	33 newly created jobs evaluated	33 jobs evaluated	Facilitate the Job evaluation audit and publish the results	0	0	0 Job evaluation result	100 000.00	Rationalized salary grades
To facilitate four (4) assessments of the organisational structure by June 2017	Organisational structure	2015/16 approved organisational structure	Number of assessments of the organisational structure facilitated	Four (4) assessments of the organisational structure facilitated	1 assessment of the organisational structure facilitated	1 assessment of the organisational structure facilitated	1 assessment of the organisational structure facilitated	1 assessment of the organisational structure facilitated	Organisational structure and final assessment report	R 0	Improved productivity
To facilitate review of 46 procedure manuals and process maps by June 2017	Procedure manuals and process maps	39 reviewed procedure manuals for 2015/16	Number of procedure manuals and process maps reviews facilitated	46 procedure manuals and process maps reviews facilitated	Review 5 procedure manuals for IWS a * 3 procedure manuals for PED and process maps	Review 8 procedure manuals for CMS and * 10 procedure manuals for CPS and process maps	Review 5 procedure manuals for Office of the Executive Mayor * 5 procedure manuals for Speaker's Office and process maps* 3 procedure manual for MM's Office	Review 7 procedure manuals for BTO and 3 process maps	Procedure manuals & process maps	R 50 000	Improved processes


 MUNICIPAL MANAGER
 04/05/2016
 DATE


 DIRECTOR CORPORATE SERVICES
 12/6/2016
 DATE

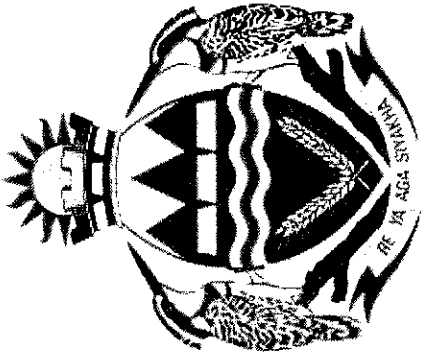
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CORE COMPETENCY REQUIREMENTS(CCR)

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Sekhukhune District Municipality

CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL MANAGER

NAME OF INCUMBENT: MR PHAHLAMOHLAKA P.
POSITION HELD: Director; CORPORATE SERVICES
DATE _____ SIGNATURE _____

NAME OF SUPERVISOR: MS MAPULE MOKOKO
POSITION HELD: MUNICIPAL MANAGER
DATE 04/07/2011. SIGNATURE _____

CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES	CHOICE	WEIGHT
Core Managerial Competencies		
Strategic Capability and leadership		
Programme and Project Management		
Financial Management(Compulsory)		
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment(Compulsory)		
Client Orientation and Customer Focus(Compulsory)		
Communication		
Honesty and Integrity		
Core Occupational Competencies		
Competence in Self-Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field/discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
TOTAL		

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