

THE PERFORMANCE AGREEMENT

*Entered into by and between
The City of Ekurhuleni
"the Employer"*

Duly represented by the City Manager of City of Ekurhuleni

and
"the Employee"

Head of Department: Human Resources

*for the Financial Year:
1 August 2017 - 30 June 2018*

1/1/17

PERFORMANCE AGREEMENT ENTERED INTO BY AND BETWEEN:

The City of Ekurhuleni herein represented by Dr. Imogen Mashazi in her capacity as City Manager (hereinafter referred to as the Employer)
And

Ms. Naledi Modibedi, employee of the City of Ekurhuleni (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 56 of the Local Government: Municipal Systems Act 32 of 2000 as amended ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 56 of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with the relevant sections of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(2)(a), (3A) and (4c) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify national and local key performance areas (KPAs), key performance indicators (KPIs) and 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 (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to 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 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.

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3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 1 August 2017 and will remain in force until 30 June 2018. Thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof, if applicable.
- 3.2 The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than 31 July 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 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.
- 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 (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.
- 4.2.1 The KPA's describe the main tasks that need to be done.
- 4.2.2 The KPI's 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.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employer 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 Employer 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 Leading and Core Competency requirements (LCCs) respectively.

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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 LCCs will account for 20% of the final assessment.

5.6 The Employee's assessment will be based on his 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% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)
Municipal Infrastructure Development and Service Delivery
Municipal Institutional Development and Transformation
Local Economic Development (LED)
Municipal Financial Viability and Management
Good Governance and Public Participation

5.7 The Leading and Core Competencies (LCCs) will make up the other 20% of the Employee's assessment score. All LCCs are deemed to be essential and critical for the Employee's job and will therefore form part of the employee's performance agreement. See Annexure A.2 of this agreement for the Leading and Core Competency requirements of the HOD.

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (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 IDP.

6.5 The annual performance appraisal will involve:

6.5.1 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 ad hoc tasks that had to be performed under the KPA.

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

6.5.2 Assessment of the LCCs:

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

6.5.3 Overall rating

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

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

Terminology	Description	Rating
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.	5
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.	4
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.	3
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.	2
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.	1

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- 6.7 For purposes of evaluating the annual performance of the HoD, an evaluation panel constituted of the following persons must be established:
- 6.7.1 Municipal Manager;
 - 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.7.3 MMC for Shared and Corporate Services;
 - 6.7.4 Municipal manager from another municipality; and
 - 6.7.5 Manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulation. (Regulation 27(4)(f) of Regulation 805).

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 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 2017
Second quarter	:	October – December 2017
Third quarter	:	January – March 2018
Fourth quarter	:	April – June 2018

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.4 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.
- 7.5 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.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The **Employer** shall –
- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 Provide access to skills development and capacity building opportunities;
 - 9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

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- 9.1.4 on the request of objectives and targets
9.1.5 make available to performance objectives

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee on the following matters:
10.1.1 A direct effect on the Employee's performance
10.1.2 Commit the Employee to a substantial financial
10.2 The Employer agrees to inform the Employee as soon as is practicable to ensure that the Employee is aware of the following matters:

11. MANAGEMENT OF EVALUATION

- 11.1 The evaluation of the Employee's performance shall be carried out by the Employer.
11.2 A performance bonus of be outstanding performance to
11.2.1 A score of 130% to 149%
11.2.2 A score of 150% and above
11.3 In the case of unacceptable performance, the Employer shall provide systematic improvement in performance or incapacity.
11.3.1 Provide systematic improvement in performance or incapacity
11.3.2 After appropriate performance improvement or incapacity

12

DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the relationship between the Employer and the Employee whether it relates to key responsibilities or other matters shall be referred to the Executive Director for resolution.

In the case of managers directly involved in the performance of the Executive Director or other key personnel, any disputes shall be referred to the Executive Director for resolution.

- 12.2 Any disputes about the nature of the relationship between the Employer and the Employee must be mediated by the Executive Director.

HOD: HR Performance Agreement

- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
- 10.1.1 A direct effect on the performance of any of the **Employee's** functions;
 - 10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
 - 10.1.3 A substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
- 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 11.3 In the case of **unacceptable performance**, the **Employer** shall –
- 11.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.3.2 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.

12 DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **employee's performance agreement**, whether it relates to key responsibilities, priorities, methods of assessment and/ or salary increment in the agreement, must be mediated by –
- In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.
- 12.2 Any disputes about the outcome of the **employee's performance evaluation**, must be mediated by-

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In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e), within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

13. GENERAL

13.1 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.

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

Thus done and signed at Cape Town on this the 21 day of September 2017

AS WITNESSES:

1. _____



EMPLOYEE

2. _____

AS WITNESSES:

1. Paul



EMPLOYER (CITY MANAGER)

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ANNEXURE A

PERFORMANCE PLAN

FOR

Ms. Naledi Modibedi

HoD: Human Resources

Content

1. Purpose of the Agreement
2. Responsibilities of the HoD: HR
3. Flagships
4. Appraisal Outcome Summary
5. Performance Plan
 - 5.1 Key Performance Areas
 - 5.2 Core Competency Requirements/Core Managerial Competencies
6. Declaration Statement for Measurement
7. Signatories
8. Personal Development Plan

Source of information: Approved 2017/2018 SDBIP and other strategic documents.

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1. PURPOSE OF THE AGREEMENT

The performance plan defines the Council's expectations of the HoD: HR. The performance plan detailed in Section 4.1 is in response to Section 56) of the Municipal Systems Act, as amended, i.e. the performance plan is based on the municipality's Integrated Development Plan (IDP).

2. RESPONSIBILITIES OF THE HOD: HR

The Head of Department in his/her capacity as the head of the department is responsible for the following:

- Effective management of the department which includes human resources management, strategy management, operations management and governance management as it relates to all delegations.
- Political support and advice to political structures and political office bearers.
- Development of monitoring and reporting system for the department.
- Development and implementation of measures to achieve departmental results management of the interface between political offices and department.
- Facilitating participation by the local community in the affairs of the municipality.
- Provide strategic support to the office of the City Manager.
- Law making as it relates to the department and implementation of the municipality's by-laws and other legislation.
- Development and implementation of departmental strategy.

The Head of Department in his/her capacity as the Head Accounting Officer of the department is responsible for the following:

- Management of the financial administration of the department, and must for this purpose take all reasonable steps to ensure that the resources of the entity are used effectively, economically and transparently.
- Management of assets and liabilities on behalf of the municipality.
- Management of supply chain as relates to demand management, procurement of goods and services in line with relevant policies and legislation.
- Budget management which includes budget formulation and implementation in line with adopted priorities in the IDP.
- Development and implementation of departmental resource plan.
- Financial governance as related to financial report and accounting.

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3. FLAGSHIP PROJECTS

Alignment to Strategic Outcomes/Priorities			Project Details			Planned Targets (5 year and Annual)			Quarterly Targets 2017/18			
GDS Theme	DSDBP Key Performance Indicator	Priority being addressed (e.g. Mayoral priorities)	Flagship/Mega Project name	Project Description	Ward/s to benefit	5 year target (2016-2021)	Annual Target 17/18	Baseline	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Not Applicable												

3. FLAGSHIP PROJECTS

Alignment to Strategic Outcomes/Priorities			Project Details			Planned Targets (5 year and Annual)		Quarterly Targets 2017/2018					Total budget R'000
GDS Theme	DSDBIP Key Performance Indicator	Priority being addressed (e.g. Mayoral priorities)	Flagship/Mega Project name	Project Description	Ward/s to benefit	5 year target (2016-2021)	Annual Target 17/18	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target 18/19	Target 20/21
Not Applicable													

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4. APPRAISAL OUTCOME SUMMARY AS PER THE 2017/2018 SDBIP

Key Results	Key Performance Indicators	KPI Weighting /50%	Annual Target	Quarter 1	Mid-Year Review/ Appraisal	Quarter 3	Year-End Appraisal
Improved compliance to occupational health and safety ACT	1. Development and % implementation of the occupational health and safety plan for COE.	5%	50%	0	20%	30%	50%
Improved employee value proposition	2. Number of HR policies reviewed and presented to COE governance structures	5%	6	0	0	0	6
Improved turnaround times on recruitment and selection processes	3. % implementation of the E-recruitment system	15%	100%	0	50%	0	100%
Improved employee relations environment	4. % of LLF items concluded	5%	30%	0	0	15%	15%
Improved employee relations environment	5. % of grievances and DC cases concluded within the specified time frame	5%	60%	15%	15%	15%	15%
Increase roll-out of PMS in phases	6. % implementation of the performance management system to targeted levels (level T15-T20)	5%	100%	50%	0	50%	0
Improved COE employees wellbeing	7. Number of awareness and education programmes on employees on health and wellness issues	5%	5	1	1	1	1
Business Partnering model implemented in COE	8. % implementation of the business partnering model	5%	100%	25%	25%	25%	25%

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5. PERFORMANCE PLAN

5.1 Key Performance Areas (only the applicable KPAs)

Key Result Area	Key Outcomes	Weights	Activities	Key Performance Indicators	Base Line	Annual Target	5-Point Rating Scale	Source of Evidence	Means of Verification
1. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
Improved human resources management	Improved effective organisational performance, sustainability and financial success.	50%	Submission of quarterly progress on implementation of activities and targets in the 2017/2018 IDP, SDBIP, budget and all other decisions and recommendations taken at Mayoral, Council and the relevant Technical Clusters ¹	1.1 % implementation of all direct outcomes in the SDBIP 2017-2018 (8 indicators and targets).	TBD	100%	1 = <60% 2 = 61%-70% 3 = 71%-80% 4 = 81%-90% 5 = 91%-100%	Quarterly progress reports	Quarterly progress reports and annual report submitted to Strategy dept.
	Improved Organisational Climate.	2%	Employee engagement.	1.2 % increase in the number of employees feeling positive about the COE.	New indicator	65%	1 = <60% 2 = 60%-64% 3 = 65% 4 = 66%-70% 5 = >70%	Job Satisfaction Survey report from an independent Source	Mayoral Committee minutes.

¹ This refers to the implementation of the activities, priorities and targets set for the HoD and department for the 2017-2018 performance period. The HoD will be required to submit quarterly progress reports that outline progress made towards the attainment performance measures.

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Rationalisation and alignment of the COE structure Institutional Review	Enhance the institutional efficiency through organisation configuration	5%	Coordinate the implementation of the Institutional Review in line with the new political term	1.3 % implementation of Rationalisation Process ²	New indicator	80%	1 = 60%-70% 2 = 71%-79% 3 = 80% 4 = 81%-85% 5 = >86%	Institutional Review Report	Mayoral Committee and Council minutes
	Enhanced Councilor capacity.	2.5%	Capacitation of municipal Councilors.	1.4 # of Chairpersons enrolled for an accredited LG competency as prescribed by the MFMMA	New indicator	5 ³	1 = 1 2 = 2 3 = 3 4 = 4 5 = >5	Proof of enrolment with an accredited institution.	Council minutes.
Councilor capacity Building	Capacitation of municipal Councilors.	2.5%	Management of the capacity building programme for elected public representatives.	1.5 % of development and implementation of the annual capacity-building programme.	New indicator	Approved Plan	1 = - 2 = Plan developed 3 = Approved Annual development plan for Councilors 4 = 20 % Implementation	Proof of registration / attendance with relevant institution / service provider	Quarterly progress reports.

² The HoD will continue to implement annual targets as per the rationalisation process of the Institutional Review.

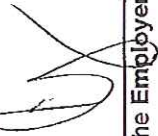
³ The HoD shall assist the CoS to ensure that the Speaker, Chief whip, MMCs, and Chairpersons of 579 Committees enroll and graduate with a relevant and prescribed LG skills capacitation

	through accelerated capital expenditure.	2.5%		2.2 % of Operational budget spent within 1st quarter.	TBD	25%	1 = - 2 = 20-24% 3 = 25% 4 = 26%-30% 5 = 31% +	Capex Quarterly Progress Reports	Council minutes. Audited Annual Financial Statements, and Council minutes
3. GOOD GOVERNANCE AND PUBLIC PARTICIPATION (10%)									
Public Participation Strategy	A responsive, dependable service delivery regime.	2.5%	Rapid response to organisational issues raised during Council/ Oversight processes.	3.1 % response to Council / Oversight Committee resolutions on matters relating to the Department.	New indicator	100%	1 = 80% 2 = 85% 3 = 90% 4 = 95% 5 = 100%	Relevant Progress Reports.	Council Oversight Committee minutes /
	Attainment of a clean audit report	2.5%	Implementation of the Operation Clean interventions	3.2 implementation of the AG and Internal Audit recommendations specific to the Department	TBD	80%	1 = 60% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	AG's Management Letter and Internal Audit Reports.	Audit Report approved by Council
	Attainment of a clean audit report	2.5%	Management of s32 of the MFMA, 2003	3.3 % elimination of instances unauthorised, irregular, or fruitless and wasteful expenditure.	New indicator	100%	1 = - 2 = - 3 = - 4 = - 5 = 100%	AG's Management Letter and Internal Audit Reports.	Audit Report approved by Council.
An ethical, clean political leadership and administration		2.5%	Promote a culture of ethical, clean political leadership and administration	3.4 % declaration of financial interests by levels 1-4 and up to T14.	TBD	80%	1 = 60% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	Declaration Register	Compliance certificate from RISK Management Department

6. Declaration Statement for Measurement

The Head of Department hereby declares to be aware of the contents of this performance agreement and to do all that is legally possible to achieve the intended results and to be held accountable for work done in the municipality. Where baselines do not exist the second quarter results will be used as a baseline. You will also be held responsible for work done in the departments and in other inter departmental enterprise teams that you form part thereof.

7. Signatories

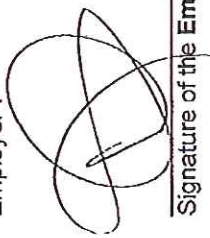


Signature of the Employer:

22/09/17

Date

Signed and accepted by (full names) DR. FUGGAS MASEKZI (position) CITY MANAGER, duly representing the City of Ekurhuleni "the Employer".



Signature of the Employee:

21/09/17

Date

Signed and accepted by (full names) Naledi Modibedi (position) HOD: Human Resources, the employee of the City of Ekurhuleni.

Note: Please initial every page.

ANNEXURE A.2 COMPETENCIES = 20% OF PERFORMANCE AGREEMENT (Regulation 21 of 2014, of the Systems Act, Act No 32 of 2000)

COMPETENCY	BEHAVIOUR INDICATOR	WEIGHT
Strategic Direction and Leadership	Impact and Influence	10%
	Institutional Performance Management	
	Strategic Planning and Management	
People Management	Organisational Awareness	10%
	Human Capital Planning and Development	
	Diversity Management	
	Employee Relations Management	
	Negotiation and Dispute Management	
Program and Project Management	Program and Project Planning and Implementation	5%
	Service Delivery and Management	
	Program and Project Monitoring and Evaluation	
Financial Management	Budget Planning and Execution	5%
	Financial Strategy and Delivery	
	Financial Reporting and Monitoring	
Change Leadership	Change Vision and Strategy	5%
	Process Design and Improvement	
	Change Impact Monitoring and Evaluation	
Governance Leadership	Policy Formulation	10%
	Risk and Compliance Management	
	Cooperative Governance	
Moral Competence	Displays trustworthiness	10%
	Models and demonstrates moral and ethical business practices	
	Takes responsibility for own actions and decisions	
	Holds others accountable for unethical and immoral behaviours and business practices	
	Stands up for what is right and moral	
Planning and Organising	Implement consequences of unethical behaviour no matter how unpleasant	5%
	Prioritises effectively	
	Completes plans and projects on time	
Analysis and Innovation	Effectively manages resources for implementation of plans	10%
	Communicates plans timeously to all stakeholders	

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	<p>Analyses and understands complex data.</p> <p>Finds links and integrates data from varying sources to establish trends.</p> <p>Critically analyses situations to identify possible problems areas and solutions.</p> <p>Analyses and reduces a problem to its root causes.</p> <p>Promotes Information Sharing in the organisation.</p> <p>Creates partnerships within the institution and other government levels to gain and share knowledge and information.</p> <p>Promotes innovative ways of sharing and storing knowledge and information.</p> <p>Communicates effectively with employees across all levels of the institution.</p> <p>Negotiates to obtain win-win outcomes.</p> <p>Communicates a shared vision and values to all.</p> <p>Persuasive and able to overcome resistance to new ideas and change.</p> <p>Expects excellence from self and other employees within the institution.</p> <p>Is deadline driven.</p> <p>Motivates team members to achieve targets and goals.</p> <p>Sets ambitious, yet attainable performance goals and challenges for self and others.</p>	
Knowledge & Information Management		5%
Communication		5%
Results and Quality Focus		10%
Customer Orientation	<p>Designs solutions with customer needs first</p> <p>Practices Bathopele Principles</p> <p>Responds promptly to customer queries</p>	10%

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ANNEXURE B: PERSONAL DEVELOPMENT PLAN

PERSONAL DEVELOPMENT PLAN (PDP)	
3 YEAR PERSONAL DEVELOPMENT PLAN (SHORT TERM & LONG TERM)	
<ul style="list-style-type: none"> There must be a PDP for every employee Copies to (1) Employee (2) Training Coordinator in the Department and (3) HR Representative For groups of lower level or illiterate employees, who have identical designations (jobs), there can be one PDP for the group, with a name list of all in the group performing the same functions attached. For every NEW employee, a PDP should be completed within the first 2 weeks of employment and copies held by (1) the employee, (2) Departmental Training Coordinator and (3) HR Representative. 	

NAME & SURNAME:	NALEDI MODIBEDI
EMPLOYEE NUMBER:	
DEPARTMENT:	HUMAN RESOURCES MANAGEMENT
DESIGNATION:	HEAD OF DEPARTMENT
DIRECT SUPERVISOR / MANAGER:	DR IMOGEN MASHAZI
FORMAL QUALIFICATIONS: GRADE 12 CERTIFICATES – 120 CREDITS DIPLOMAS DEGREES HIGHER DEGREES	
SHORT COURSES AND SKILLS PROGRAMMES FOUND COMPETENT	

6-7 NPM

LEARNING AND DEVELOPMENT REQUIRED

MUST be either (1) Inherent requirement of the Job; (2) (Linked to Strategy (GDS; IDP; SDBIP); (3) Address a CRITICAL Skill shortage; (4) Linked to an COE FLAGSHIP programme; (5) Address a SKILLS/ PERFORMANCE GAP; OR (6) In line with a future Career Plan or Succession Plan in an COE Department, which should also address the above.

Financial Year	Identify specific Learning and Development programmes or courses	Type of learning: Formal Training / Skills Programme Short Course Mentoring and / or Coaching Internship/ Learnership / Apprenticeship Guidance and Instruction Degree/ Bursary/ Exchange Program	Due date (by when)	Duration of Training
	SHORT TERM (Less than 3 months) / MEDIUM TO LONG TERM (More than 3 Months)			
2017/18	MFMA	SKILLS PROGRAM	2018	9 MONTHS
2017/18				
2018/19				
2018/19				
2019/20				
2019/20				

Authentication and agreement:

DIRECT SUPERVISOR / MANAGER:						
Are the above learning interventions inherent requirements of the employee's job?					Y	N
Do the above learning interventions address STRATEGY of the Organisation / Department (GDS / IDP / SDBIP)?					Y	N
Do the above learning interventions address CRITICAL Skills shortage?					Y	N
Do the above learning interventions address any FLAGSHIP PROGRAMME of the Organisation / Department?					Y	N
Do the above learning interventions address a SKILLS GAP between the Skills of the employee and the Job Requirements?					Y	N
Is the above training PROFESSIONAL, VOCATIONAL, TECHNICAL, or ACADEMIC Learning?		P		V	T	A

SIGNED BY SUPERVISOR ON DATE: 22/09/2017 AT: (PLACE): GERMISTON

SIGNATURE

SIGNED BY EMPLOYEE ON DATE: 21/09/17 AT: (PLACE): GERMISTON

SIGNATURE

Copies to (1) Employee (2) Training Coordinator in the Department and (3) HR Representative (4) PM Practitioner

L-r NANA