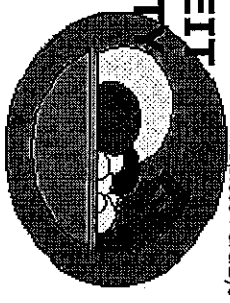


**GROTER TZANEEN MUNISIPALITEIT  
GREATER TZANEEN MUNICIPALITY**

Tel: 015 307 8000  
Fax: 015 307 8049

P.O. Box 24  
Tzaneen, 0850



Tropical Paradys

**Appendix 2**

**PERFORMANCE AGREEMENT**

**MADE AND ENTERED INTO BY AND BETWEEN**

**GREATER TZANEEN MUNICIPALITY  
AS REPRESENTED BY THE MUNICIPAL MANAGER**

**MABAKANE FRANS MANGENA**

**AND**

**ANDRE JEAN JAQUES LE GRANGE  
THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE**

**FINANCIAL YEAR: 1 JULY 2009 - 30 JUNE 2010**

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Greater Tzaneen Municipality herein represented by Mabakane Frans Mangena in his capacity as Municipal Manager (hereinafter referred to as the Employer or Supervisor)

and

Andre Jean Jaques Le Grange as the Employee of the Municipality (hereinafter referred to as the Employee).

### WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) 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 and outputs that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) 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(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties.
- 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), the Departmental Business Plan 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.
- 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 Agreement will commence on the 1 December 2009 and will remain in force until 30 June 2010; 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.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of the first month of the 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, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; targets that may include dates and weightings.
  - 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 performance areas, key objectives and key performance indicators to each other in terms of the position.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the strategic objectives and strategies set out in the **Employer's** Integrated Development Plan as developed per the Balanced Scorecard methodology.

### 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 required standards.



- 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 KPA's (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 (KPA's) and the Core Competency Requirements (CCR's) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPA's covering the main areas of work will account for 80% and CCR's 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 overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	5
Basic Service Delivery	5
Local Economic Development (LED)	5
Municipal Financial Viability and Management	60
Good Governance and Public Participation	25
<b>Total</b>	<b>100%</b>

- 5.7 In the case of managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the Municipal Manager and the relevant manager.
- 5.8 The CCR's will make up the other 20% of the **Employee's** assessment score. CCR's that 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**:

Competencies	Definition	Weight
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	5
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	5
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	30
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	5
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	5
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	5
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	5
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	5
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	10
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	10
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	15
<b>Section Total:</b>		<b>100%</b>

## 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
- 6.2 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 agreed time frames in the Personal Development.

6.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP.

6.5 The bi-annual and 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.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

**6.5.2 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 6.5.3) must then be used to add the scores and calculate a final CCR score.

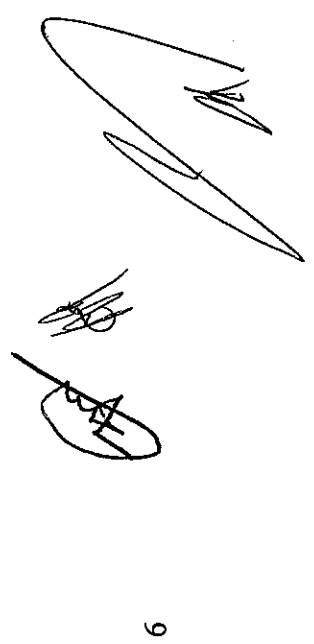
**6.5.3 Overall rating**

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 CCR's:

	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.					

6



	Terminology	Description	Rating				
			1	2	3	4	5
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.					

6.7 For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Municipal Manager;
- 6.7.2 Chairperson of the District Performance Audit Committee
- 6.7.3 Member of the Executive Committee;
- 6.7.4 Municipal Manager from another municipality; and
- 6.7.5 One Head of Division from within the department.

6.8 The manager responsible for human resources of the Municipality must provide secretariat services to the evaluation panels.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September 2009	(October 2009)
Second quarter	:	October – December 2009	(January 2010)
Third quarter	:	January – March 2010	(April 2010)
Fourth quarter	:	April – June 2010	(July 2010)

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**.
  - 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.
  - 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**.
  - 10.1.3 A substantial financial effect on the **Employee**.

- 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%.
  - 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
  - 11.2.3 Specific bonus percentages will be determined on a sliding scale, proportionately to the points scored, rounded up to the next 0.25 percentage. eg. 136% score = 6.678% = 6.75% bonus.



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 performance

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 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 any other matter provided for, shall be mediated by –


12.1.1 The MEC for local government in the Province within thirty (30) days of receipt of a formal dispute from the Employee

12.1.2 Any other person appointed by the MEC

12.1.3 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) 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.

12.2 In the event that the mediation process contemplated above fails, the dispute procedures as per the Contract of Employment shall apply.





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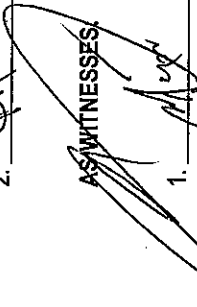

**13. GENERAL**

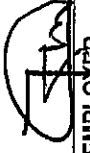
- 13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

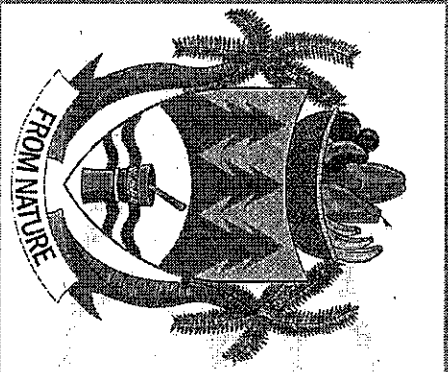
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AS WITNESSES:  
1.  \_\_\_\_\_  
2.  \_\_\_\_\_

 \_\_\_\_\_  
EMPLOYEE

AS WITNESSES:  
1.  \_\_\_\_\_  
2.  \_\_\_\_\_

 \_\_\_\_\_  
EMPLOYER



MADE AND ENTERED INTO BY  
AND BETWEEN:

GREATER TZANEEN  
MUNICIPALITY

AS REPRESENTED BY THE  
MUNICIPAL MANAGER

MABAKANE FRANS  
MANGENA

AND

ANDRE JEAN JAQUES  
LE GRANGE

Appendix 2b

PERSONAL  
DEVELOPMENT PLAN  
(PDP)



1. INTRODUCTION

The Aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet Objectives as set out in the Performance Management Agreement as prescribed by legislation. Successful career path planning ensures competent employees for current and possible future positions. It therefore identifies, prioritise and implement training needs.

Legislative needs taken into account comes from the Municipal Systems Act Guidelines. Generic senior management competency framework and occupational competency profiles. Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments. Legislated competency requirements need also be taken into consideration during the PDP process.

2. COMPETENCE MODELLING

The DPLG has decided that a competency development model will consist of both managerial and occupational competencies:

Managerial competencies should express those competencies which are generic of all management positions.

Occupational competence refers to competencies which are job/function specific.

3. COMPILING THE PERSONAL DEVELOPMENT PLAN ATTACHED AS THE APPENDIX

A manager, in consultation with his/her employee is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached as Appendix A.

Column 1: Skills/Performance GAP

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
Eg. Appraise Performer/Managers	The manager will be able to enter into performance agreements with all managers reporting to him/her against set criteria within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following relevant unit standard?	External provider in line with identified unit standard and line of exceed in R 6 000	March 2009	Appraisal of manager's reporting to him/her	Senior Manager Training

(a) The identified training needs should be entered into column one. The following should be taken into consideration:

Organisational needs

Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.

The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to



achieved competency

**5. Column 5: Suggested Time Lines**

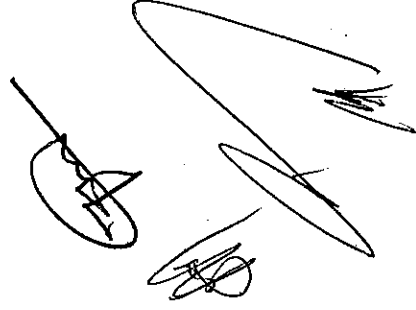
An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically

**6. Column 6: Work opportunity created to practice skill/development area**

This further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace)

**7. Column 7: Support Person**

This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.





determine the individual's competency gaps. Specific competency gaps as identified during the probation period and performance appraisal of the employee.

Individual training needs that are job /career related

Prioritisation of the training needs (1 to 3) in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan Personal Development Plans and the Workplace Skills Plan

**Column 2: Outcomes Expected**

1. Skills / Performance Gap (in order of priority)	2. Outcomes (measurable indicators, quantity, quality, and time frame)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
Eg: Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him/her, against set criteria which are relevant to the line frames	A course containing the theoretical and practical application with coaching in workplace following relevant unit standards	External provider in line with identified standard amount exceeding R60000	March 2001	Appraisal of Managers reporting to him/her	Senior Manager Training

Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed, the impact that can be measured against relevant output indicators.

**3. Column 3: Suggested Training**

Training needs must be identified with due regard to cost effectiveness and listed in column 3.

**4. Column 4: Suggested mode of delivery**

The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of amongst others, self-study, internal or external training provision, coaching and /or mentoring and exchange programmes. Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority) which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine

achieved competency

**5. Column 5: Suggested Time Lines**

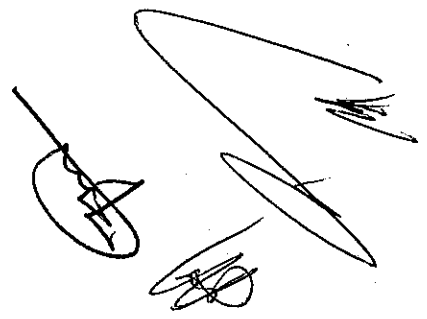
An employee should on average receive at least five days of training per financial year and not necessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

**6. Column 6: Work opportunity created to practice skill / development area**

This further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace)

**7. Column 7: Support Person**

This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.









**Appendix 2a:  
Performance Plan  
Section 57 Manager**

**Greater Tzaneen Municipality**



The *main parts* to this Performance Plan are:

1. Strategy Map
2. Purpose of the Position
3. Key deliverables - Key Performance Indicators
4. Key deliverables - Projects
5. Competencies
6. Approval of Personal Performance Plan
7. Summary Scorecard
8. Assessment Scale

Name: Mr. A. Le Grange  
Position: Chief Financial Officer  
Accountable to: Municipal Manager  
Plan Period: 01.07.09 - 30.06.10

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*To be the fastest growing economy in Limpopo where all households have access to sustainable basic services*

Results

Increased Income for all

Sustainable Quality of Life

Good Credit Rating

Themes

Economic Growth

Social, environmental sustainability and Infrastructure Development

Good Governance (Public Participation, Financial Viability, Transformation and Organisation Development)

STRATEGIC PERSPECTIVES

Community Satisfaction

Create community beneficiation and empowerment opportunities

Promote environmentally sound practices and social development

Develop effective and sustainable stakeholder relations

Finances

Create a stable and enabling economic environment by attracting suitable investors

Optimise Infrastructure Investment and services

Increase financial viability

Institutional Processes

Integrated developmental planning

Improve access to sustainable and affordable services

Maintain and upgrade municipal assets

Efficient and effective administration

Learning and Growth

Develop a high performance culture for a changed, diverse, efficient and effective local government

Develop and build skilled and knowledgeable workforce

Attract and retain best human Capital to become employer of choice

## 2. Purpose of the Position

### STRATEGIC VISION

TO BE THE FASTEST GROWING ECONOMY IN LIMPOPO WHERE ALL HOUSEHOLDS HAVE ACCESS TO BASIC SERVICES

### STRATEGIC MISSION

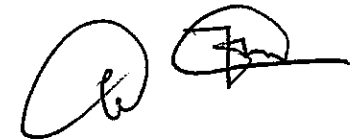
TO STIMULATE ECONOMIC GROWTH THROUGH SUSTAINABLE, INTEGRATED SERVICE DELIVERY AND PARTNERSHIPS

### Position Vision

To be the leading financial services department in Limpopo Province who is recognized as an extremely competent financial services department by supporting internal and external clients in enhancing service delivery

### Position Mission

To ensure sound and sustainable governance of the financial affairs of Greater Tzaneen Municipality by providing and managing financial, supply chain and information technology services in an effective and efficient manner as prescribed in applicable Legislation. To advise and assist the accounting officer and other senior managers in the exercising of their powers and duties.

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### 3. Key deliverables - Key Performance Indicator's (50% of KPA Weighting)

KPA	Strategic Objective	Obj Weight	Programmes	Departmental KPI	KPI Weight	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10	Evidence
TOD	Develop a high performance culture for a changed, diverse, efficient and effective local government	100%	Institutional Performance Management	% of HOD's with signed performance plans	50%	100%	100%	Not applicable	Not applicable	Signed Performance Plans
			Performance Management Reports	% Quarterly performance reports submitted on time	50%	100%	100%	100%	100%	Monthly, quarterly, half yearly and annual reports
FIN	Increase financial viability	100%	Financial viability	Cost coverage Ratio	10%			target awaited	target awaited	Financial reports Financial viability calculations
			Financial viability	Debt coverage Ratio	10%	6.91	6.91	6.91	6.91	Financial reports Financial viability calculations
			Revenue Management	% reduction in rates and services billed, not recovered	10%			target awaited	target awaited	Quarterly Revenue reports
			Revenue Management	% equitable share received	10%	42%	74.9%	100%	100%	Financial reports Correspondence
			Debt management	% of Loan amount utilised for capital projects	10%	0%	0%	50%	100%	Correspondence, Capital project payment records
			Financial Management and Budgeting	% variance from annual Budget process plan	10%	10%	10%	10%	10%	Approved budget 31 May 2010
			Financial reporting	% Financial statements audited by AG by Nov every year	10%	0%	100%	100%	100%	Monthly financial reports Financial statements
			Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial year	10%				100%	Records of Audit queries
			Municipal Assets	% GRAP compliance (asset register)	10%				90%	Updated Asset register Departmental Asset Verification report
			Supply chain management	% of tenders recommended to MM within 60 days after closing date of tender	5%	90%	90%	90%	90%	Monthly SCM report
			Supply chain management	% of SCM reports submitted to council and national treasury	5%	100%	100%	100%	100%	Proof of submission Council Minutes
GPP	Effective and Efficient administration	100%	Council Structures	% of Council resolutions implemented	25%	100%	100%	100%	100%	Departmental Resolution register
			Committee Management	# of Cluster committee meetings attended	25%	3	6	9	12	Cluster and other committee minutes & attendance registers

### 3. Key deliverables - Key Performance Indicator's (50% of KPA Weighting)

KPA	Strategic Objective	Obj Weight	Programmes	Departmental KPI	KPI Weight	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10	Evidence
			Meeting Management	# of departmental meetings	25%	1	2	3	4	Minutes and Attendance registers of Departmental meetings

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#### 4. Key deliverables - Projects (50% of KPA Weighting)

KPA	Strategic Objective	Obj Weight	Programmes	Institutional Project	Project Weight	Target Date	Opex Budget 2009/10	Capital Budget 2009/10	Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Evidence
TOD	Develop a high performance culture for a changed, diverse, efficient and effective local government	100%	Employee Performance Management and assessment	Performance monitoring and evaluation	50%	30/06/10			Manage and co-ordinate completion and finalisation of departmental score sheets in preparation for the annual assessment.	Conduct 1st Quarter informal assessment with all HOD's by 17 October. Consolidate departmental performance report and forward to the MM 24 October	Manage and co-ordinate completion and finalisation of departmental score sheets by 23 January in preparation for the mid yearly assessment.	Conduct 3rd Quarter informal assessment with HOD's by 17 April. Consolidate departmental performance report and forward to the MM by 24 April.	1st & 3rd Quarter Informal Dept assessment report
			Performance Management Reports	Performance Reporting	50%	30/06/10			Submit monthly departmental reports to council within timeframes. Consolidate departmental 4th Quarter SDBIP report for 2008/09 and submit to the MM (PMS office) by 30 August.	Submit monthly departmental reports to council within timeframes. Consolidate departmental 1st Quarter SDBIP report for 2009/10 and submit to the MM by 17 October. Submit departmental inputs for the 2008/09 Annual Report to the MM (PMS office) by 10 November.	Submit monthly departmental reports to council within timeframes. Consolidate departmental 2nd Quarter SDBIP report for 2009/10 and submit to the MM (PMS office) by 16 January. Submit departmental inputs for the 2009/10 mid-year DLGH report to the MM (PMS office) by 16 January.	Submit monthly departmental reports to council within timeframes. Consolidate departmental 3rd Quarter SDBIP report for 2009/10 and submit to the MM (PMS office) by 17 April.	Monthly, quarterly, half yearly and annual reports
BSD	Promote environmentally sound practices and social development	50%	Health well- being	HIV awareness	100%	30/06/10			Ensure that HIV/Aids issues are raised at Departmental Meetings and sectoral responsibilities included in contracts and Service level agreements	Ensure that HIV/Aids issues are raised at Departmental Meetings and sectoral responsibilities included in contracts and Service level agreements	Ensure that HIV/Aids issues are raised at Departmental Meetings and sectoral responsibilities included in contracts and Service level agreements	Ensure that HIV/Aids issues are raised at Departmental Meetings and sectoral responsibilities included in contracts and Service level agreements	Proof of HIV/AIDS issues raised
	Improve access to sustainable and affordable services	50%	Accessible services	5 Year capital investment plan	100%	30/06/10			Assist with the development of a 5-year Capital Investment plan by providing guidance in terms of the availability of funds to the MTEF, MIG and DORA	Assist with the development of a 5-year Capital Investment plan by providing guidance in terms of the availability of funds to the MTEF, MIG and DORA	Assist with the development of a 5-year Capital Investment plan by providing guidance in terms of the availability of funds to the MTEF, MIG and DORA	Assist with the development of a 5-year Capital Investment plan by providing guidance in terms of the availability of funds to the MTEF, MIG and DORA	5 Year Capital Investment plan
LED	Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	50%	Business Development support	Business Diversification and Trade development	100%	30/06/10			Monitor the number and amount of tenders and bids allocated to SMMEs, CBO's & NGO's and report to Management	Monitor the number and amount of tenders and bids allocated to SMMEs, CBO's & NGO's and report to Management	Monitor the number and amount of tenders and bids allocated to SMMEs, CBO's & NGO's and report to Management	Monitor the number and amount of tenders and bids allocated to SMMEs, CBO's & NGO's and report to Management	Monthly SC reports
	Integrated developmental planning	50%	Integrated Development Planning	IDP review	50%	30/06/10			Establish baseline information for departmental functions. Coordinate departmental inputs into the analysis phase of the IDP, ensuring compliance to all statutory requirements, and submit to IDP office. Investigate community needs raised through CBP and consider as projects	Coordinate departmental inputs for the strategy phase of the IDP, cost projects and submit to IDP office for prioritisation on the relevant template by 16 November	Coordinate the review and development of sector related plans and programmes as per the approved projects to be submitted for inclusion in the draft IDP by 15 March '10. Coordinate departmental inputs into the drafting of the SDBIP and Scorecard for 2010/11	Coordinate departmental inputs into the drafting of the SDBIP and Scorecard for 2010/11.	Records of submissions
			Integrated Development Planning	Strategic Thrust Team	50%	30/06/10			Arrange Strategic Thrust Team meetings as per the approved TOR and submit minutes to MM (PMS office) for monitoring.	Arrange Strategic Thrust Team meetings as per the approved TOR and submit minutes to MM (PMS office) for monitoring.	Arrange Strategic Thrust Team meetings as per the approved TOR and submit minutes to MM (PMS office) for monitoring.	Arrange Strategic Thrust Team meetings as per the approved TOR and submit minutes to MM (PMS office) for monitoring.	Minutes and Attendance Registers
FIN	Increase financial viability	100%	Financial viability	Financial recovery plan	10%	30/06/10			Monitor and report financial viability position of the municipality on a monthly basis.	Monitor and report financial viability position of the municipality on a monthly basis	Monitor and report financial viability position of the municipality on a monthly basis	Monitor and report financial viability position of the municipality on a monthly basis	Financial reports Financial viability calculations



#### 4. Key deliverables - Projects (50% of KPA Weighting)

KPA	Strategic Objective	Obj Weight	Programmes	Institutional Project	Project Weight	Target Date	Opex Budget 2009/10	Capital Budget 2009/10	Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Evidence	
			Revenue Management	Revenue enhancement strategy	10%	30/06/10			Manage and co-ordinate the implementation of the Revenue enhancement strategy.	Manage and co-ordinate the implementation of the Revenue enhancement strategy.	Manage and co-ordinate the implementation of the Revenue enhancement strategy.	Manage and co-ordinate the implementation of the Revenue enhancement strategy.	Report on revenue generated	
			Revenue Management	Revenue collection	10%	30/06/10			Monitor the collection of revenue to ensure that the existing revenue base is maintained. Ensure that billing system is cleaned and customers billed correctly.	Monitor the collection of revenue to ensure that the existing revenue base is maintained. Ensure that billing system is cleaned and customers billed correctly.	Monitor the collection of revenue to ensure that the existing revenue base is maintained. Ensure that billing system is cleaned and customers billed correctly.	Monitor the collection of revenue to ensure that the existing revenue base is maintained. Ensure that billing system is cleaned and customers billed correctly.	Monthly and Quarterly financial reports Updated Tariff Structure.	
			Revenue Management	NPRA Implementation & maintenance	10%	30/06/10			Monitor the process to finalise the updating of the valuation roll . Manage and monitor the capturing and updating of supplementary valuations on the ProMIs.	Monitor the process to finalise the updating of the valuation roll . Manage and monitor the capturing and updating of supplementary valuations on the ProMIs.	Monitor the process to finalise the updating of the valuation roll . Manage and monitor the capturing and updating of supplementary valuations on the ProMIs.	Monitor the process to finalise the updating of the valuation roll . Manage and monitor the capturing and updating of supplementary valuations on the ProMIs.	Updated valuation roll Published property rates Property rates policy	
			Financial Management and Budgeting	5-Year Financial Plan	15%	30/03/10			Revise 5-year Financial plan and submit for inclusion in the IDP	Revise 5-year Financial plan and submit for inclusion in the IDP	Revise 5-year Financial plan and submit for inclusion in the IDP by 30 March 2010		Revised 5-year Financial plan	
			Financial Management and Budgeting	Cash flow management	10%	30/06/10			Monitor and manage cash flow to ensure a positive cash flow is maintained. Conduct monthly Cash flow trends analysis and forecasting. Ensure that emergency cash reserve is available	Monitor and manage cash flow to ensure a positive cash flow is maintained. Conduct monthly Cash flow trends analysis and forecasting. Ensure that emergency cash reserve is available	Monitor and manage cash flow to ensure a positive cash flow is maintained. Conduct monthly Cash flow trends analysis and forecasting. Ensure that emergency cash reserve is available	Monitor and manage cash flow to ensure a positive cash flow is maintained. Conduct monthly Cash flow trends analysis and forecasting. Ensure that emergency cash reserve is available	Cash flow reports	
			Financial Management and Budgeting	Adjustment budget drafting	10%	31/05/10					Manage and co-ordinate the drafting of the adjustment budget and submit to council for approval within legislative timeframes. Assist with the drafting of the adjustment budget for the department. Identify savings votes to accommodate overspending within the department.			Approved Adjustment budget
			Financial Management and Budgeting	Budget management	15%	30/06/10			Ensure financial administration and provide financial system for budget control. Manage and Control Departmental Budget to avoid overspending, in accordance with the Financial Recovery plan	Ensure financial administration and provide financial system for budget control. Manage and Control Departmental Budget to avoid overspending, in accordance with the Financial Recovery plan	Ensure financial administration and provide financial system for budget control. Manage and Control Departmental Budget to avoid overspending, in accordance with the Financial Recovery plan	Ensure financial administration and provide financial system for budget control. Manage and Control Departmental Budget to avoid overspending, in accordance with the Financial Recovery plan	Monthly financial budget reports	
			Financial reporting	Financial Reporting	10%	30/06/10			Develop measures to improve financial reporting capabilities of the municipality. Submit monthly reports to Finance Cluster, Mayor and Council within 14 days after month end on financial position of municipality. Oversee and monitor development of financial statements and ensure statements are submitted to AG by 11 August	Develop measures to improve financial reporting capabilities of the municipality. Submit monthly reports to Finance Cluster, Mayor and Council within 14 days after month end on financial position of municipality.	Develop measures to improve financial reporting capabilities of the municipality. Submit monthly reports to Finance Cluster, Mayor and Council within 14 days after month end on financial position of municipality.	Develop measures to improve financial reporting capabilities of the municipality. Submit monthly reports to Finance Cluster, Mayor and Council within 14 days after month end on financial position of municipality.	Acknowledgement of receipt	

4. Key deliverables - Projects (50% of KPA Weighting)

KPA	Strategic Objective	Obj Weight	Programmes	Institutional Project	Project Weight	Target Date	Opex Budget 2009/10	Capital Budget 2009/10	Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Evidence
GPP	Develop effective and sustainable stakeholder relations	10%	Inter-governmental relations	IGR management	100%	30/06/10			Monitor progress with premier IGR resolutions (Forwarded by the MM) implementation plans and submit quarterly progress reports to Corporate Services for consolidation. Attend district IGR technical working group meetings.	Monitor progress with premier IGR resolutions (Forwarded by the MM) implementation plans and submit quarterly progress reports to Corporate Services for consolidation. Attend district IGR technical working group meetings.	Monitor progress with premier IGR resolutions (Forwarded by the MM) implementation plans and submit quarterly progress reports to Corporate Services for consolidation. Attend district IGR technical working group meetings.	Monitor progress with premier IGR resolutions (Forwarded by the MM) implementation plans and submit quarterly progress reports to Corporate Services for consolidation. Attend district IGR technical working group meetings.	Quarterly report with regard to implementation of IGR resolutions Minutes of district IGR meetings
	Effective and Efficient administration	90%	Legal support	Policy development and implementation	10%	30/06/10			Ensure that the department review or develop relevant policies. Monitor the implementation of relevant policies and by-laws	Ensure that the department review or develop relevant policies. Monitor the implementation of relevant policies and by-laws	Ensure that the department review or develop relevant policies. Monitor the implementation of relevant policies and by-laws	Ensure that the department review or develop relevant policies. Monitor the implementation of relevant policies and by-laws	Approved policies
			Information Management	Information Technology and systems	10%	30/06/10			Ensure that IT Infrastructure and network are 98% operational	Ensure that IT Infrastructure and network are 98% operational	Ensure that IT Infrastructure and network are 98% operational	Ensure that IT Infrastructure and network are 98% operational	Monthly IT reports
			Information Management	IT Upgrade	10%	30/06/10		R 1,000,000	Ensure that the IT system is upgraded by installing the fibre optic backbone in the Council Buildings, Rightsizing Microsoft licensing, replacing the finance server and purchasing laptops and desktops as and when required	Ensure that the IT system is upgraded by installing the fibre optic backbone in the Council Buildings, Rightsizing Microsoft licensing, replacing the finance server and purchasing laptops and desktops as and when required	Ensure that the IT system is upgraded by installing the fibre optic backbone in the Council Buildings, Rightsizing Microsoft licensing, replacing the finance server and purchasing laptops and desktops as and when required	Ensure that the IT system is upgraded by installing the fibre optic backbone in the Council Buildings, Rightsizing Microsoft licensing, replacing the finance server and purchasing laptops and desktops as and when required	
			Information Management	Update Website information	10%	30/06/10			Compile and submit quarterly inputs, reports, articles from the department to Corporate services to update the Municipal website on a quarterly basis	Compile and submit quarterly inputs, reports, articles from the department to Corporate services to update the Municipal website on a quarterly basis	Compile and submit quarterly inputs, reports, articles from the department to Corporate services to update the Municipal website on a quarterly basis	Compile and submit quarterly inputs, reports, articles from the department to Corporate services to update the Municipal website on a quarterly basis	Quarterly Departmental Reports/Inputs for Website
			Council Structures	Council and committee management	10%	30/06/10			Submit departmental submissions timeously for Council and committee meetings. Attend Council and committee meetings. Monitor and report progress on implementation of council resolutions.	Submit departmental submissions timeously for Council and committee meetings. Attend Council and committee meetings. Monitor and report progress on implementation of council resolutions.	Submit departmental submissions timeously for Council and committee meetings. Attend Council and committee meetings. Monitor and report progress on implementation of council resolutions.	Submit departmental submissions timeously for Council and committee meetings. Attend Council and committee meetings. Monitor and report progress on implementation of council resolutions.	Council agendas and minutes Resolution register
			Sound Governance	Labour relations management	10%	30/06/10			Manage and improve labour relations in the Department through HR management & relationship management. Manage staff empowerment and training initiatives.	Manage and improve labour relations in the Department through HR management & relationship management. Manage staff empowerment and training initiatives.	Manage and improve labour relations in the Department through HR management & relationship management. Manage staff empowerment and training initiatives.	Manage and improve labour relations in the Department through HR management & relationship management. Manage staff empowerment and training initiatives.	Records of disciplinary hearings & disputes
			Sound Governance	Audit Plan	10%	30/06/10			Ensure the identification and evaluation of audit risks within the department. Co-operate in the implementation of the Audit Plan. Respond to audit queries within 14 days of receipt.	Ensure the identification and evaluation of audit risks within the department. Co-operate in the implementation of the Audit Plan. Respond to audit queries within 14 days of receipt.	Ensure the identification and evaluation of audit risks within the department. Co-operate in the implementation of the Audit Plan. Respond to audit queries within 14 days of receipt.	Ensure the identification and evaluation of audit risks within the department. Co-operate in the implementation of the Audit Plan. Respond to audit queries within 14 days of receipt.	Risk report Records of response to and actions taken on audit queries
			Sound Governance	Clean Audit	10%	30/06/10			Draft an action plan to address the audit queries from the Auditor General	Draft an action plan to address the audit queries from the Auditor General	Submit Audit Action plan to Council by January and Implement	Implement Audit Action plan	Audit Action Plan

#### 4. Key deliverables - Projects (50% of KPA Weighting)

KPA	Strategic Objective	Obj Weight	Programmes	Institutional Project	Project Weight	Target Date	Opex Budget 2009/10	Capital Budget 2009/10	Qtr target Sept '09	Qtr target Dec '09	Qtr target Mar '10	Qtr target Jun '10	Evidence
	Develop a high performance culture for a changed, diverse, efficient and effective local government	10%	Institutional Culture	Instilling Values and Culture of Discipline	100%	30/06/10			Support the MM in the development of a strategy on improving the discipline within the municipality and specifically within the Financial department	Manage and co-ordinate the roll-out and implementation of the projects that will instill new values and a culture of discipline within the Financial department	Manage and co-ordinate the roll-out and implementation of the projects that will instill new values and a culture of discipline within the Financial department	Manage and co-ordinate the roll-out and implementation of the projects that will instill new values and a culture of discipline within the Financial department	Instilling values and culture of discipline strategy

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## 5. Competency Requirements (20% of Performance Plan weighting)


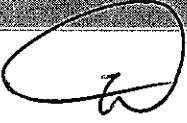
		Weighting
Competencies		
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	5
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	5
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	30
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	5
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	5
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	5
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	5
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	5
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	10
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	10
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	15
<b>Section Total:</b>		<b>100%</b>

\* As published and defined within the Draft Competency Guidelines; Government Gazette 23 March 2007

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## 6. Approval of the Personal Performance Plan

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

Undertaking of the employer / superior	Undertaking of the employee
<p>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.</p>	<p>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 my 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, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.</p>
Signed and accepted by the Supervisor on behalf of Council:	Signed and accepted by the Employee
	
<b>DATE:</b> 0 - 04 - 2010	<b>DATE:</b> 1 - 04 - 10

## 7. Summary Scorecard

Position Outcomes/Outputs	Assess Weighting	1st Assessment	2nd Assessment	Total Score	Comment
<b>Key Performance Areas</b>	80				
Municipal Institutional Development and Transformation	10				
Basic Service Delivery	10				
Local Economic Development (LED)	10				
Municipal Financial Viability and Management	40				
Good Governance and Public Participation	30				
<b>Competencies</b>	20				
<b>Overall Rating = 100</b>					

## 8. Assessment Scale

The assessment of the performance of the Employee will be based on the following rating scale:

5 (167%)	4 (133-166%)	3 (100-132%)	2 (67-99%)	1 (0-66%)
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>



