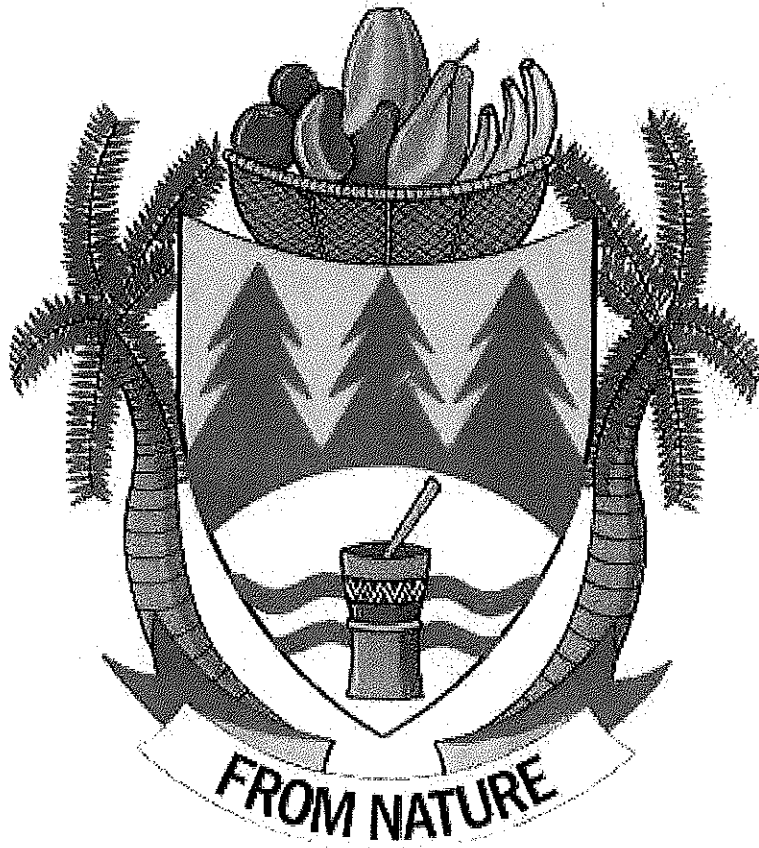


2012/13

Employee Performance Report
(ANNUAL)



Greater Tzaneen
Municipality

Office of the Municipal Manager

15/05/2014

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1. Background

The Annual Employee Assessments 2012/13 commenced on the 5th of September 2013 scheduled to be concluded by the 18th of September with the assessment of the Municipal Manager. The assessments for the Directors and the Municipal Manager were however postponed until the 21st of October 2013. All assessments took place with the assistance of a panel (constituted in line with the Regulation 805 of August 2006 as well as the PMS Policy of GTM, wherein a 360° assessment method is required). The assessment session for Directors, was chaired by the Chairperson of the relevant Cluster and for the Managers the respective Directors. The assessment for the Municipal Manager could not be concluded as planned due to the unavailability of key panel members at the time. The finalisation of this report was delayed to allow for the Municipal Manager to be assessed. However, since the Municipal Manager was suspended, the decision was taken to finalise the report without further delay.

As in the past, the performance plans for the MM, Directors and Managers consisted of two components the first consisting of Key Performance Indicators (KPIs) and Projects, contributing 80% to the total score and secondly, Core Competency Requirements (CCR) contributing 20% to the total score. As per the PMS policy a performance bonus is awarded as per the scales contained in Table 1.

| % Rating Over Performance | % Bonus |
|----------------------------------|----------------|
| 130 - 133.8 | 5% |
| 133.9 – 137.6 | 6% |
| 137.7 – 141.4 | 7% |
| 141.5 - 145.2 | 8% |
| 145.3 – 149 | 9% |

| Table 1: Performance Bonus Score Requirements | |
|---|---------|
| % Rating Over Performance | % Bonus |
| 150 – 153.4 | 10% |
| 153.5 – 156.8 | 11% |
| 156.9 – 160.2 | 12% |
| 160.2 – 163.6 | 13% |
| 163.7 – 167 | 14% |

All employees were required to submit a Portfolio of Evidence (PoE) to the Internal Audit Division prior to the commencement of the assessment process, to enable the division to present the panel with a report authenticating the contents of the scoresheet. The results of the assessment will now be presented.

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2. Outcome of the Assessment

The scores achieved by each individual are listed below including comments or recommendations on their performance as raised by the panel.

2.1 Community Services Department

All the assessment sessions of Managers were chaired by the Director, Mr. Mkhombo. The average score for Managers in the Department was 112.6%. The individual scores are as follows:

a) Manager Environmental Health Services (Ms. M Machumele)

| | |
|--------------------------------|-------------|
| Projects and KPIs: | 3.6 |
| CCR's: | 4.28 |
| Total Score (weighted): | 3.82 |
| Percentage: | 127% |

Comments by the Panel:

The panel had a reservation regarding the comments from Internal Audit that they could not find any evidence of "extra done". The role of internal audit in this regard to be clarified.

b) Manager Law Enforcement (Mr. J Malatji)

| | |
|--------------------------------|---------------|
| Projects and KPIs: | 2.43 |
| CCR's: | 2.97 |
| Total Score (weighted): | 2.54 |
| Percentage: | 84.61% |

Comments by the Panel:

The employee was advised to improve the PoE as substantiating evidence could not be found to support claimed activities. The Manager was also advised to improve on discipline and conduct management.

c) Manager Licensing and testing (Mr. A Liversage)

| | |
|--------------------------------|---------------|
| Projects and KPIs: | 3.39 |
| CCR's: | 3.76 |
| Total Score (weighted): | 3.47 |
| Percentage: | 115.5% |

Comments by the Panel:

No comments by the panel.

d) Manager Libraries (Mrs. C Nel)

| | |
|--------------------------------|----------------|
| Projects and KPIs: | 3.41 |
| CCR's: | 4 |
| Total Score (weighted): | 3.53 |
| Percentage: | 117.59% |

Comments by the Panel:

The employee was commended for good financial, project and programme management. It was emphasised that the employee is excelling in feedback to the cluster.

e) Acting Manager Parks, Recreation & Cemeteries (Mrs. X Gala)

| | |
|---------------------|----------------|
| Projects and KPIs: | 3.11 |
| CCR's: | 3.47 |
| Total Score: | 3.18 |
| Percentage: | 105.93% |

Comments by the Panel:

The employee was requested to submit a schedule for the grading of sports grounds to the Cluster for approval. Also, to re-plan the maintenance of rural cemeteries thereby

ensuring that public participation takes place at the start. The employee was further advised to improve the PoE on matters such as discipline by including reports from the EAP office.

f) Manager Waste Management (Mr. H Mienie)

| | |
|--------------------------------|----------------|
| Projects and KPIs: | 3.67 |
| CCR's: | 4.09 |
| Total Score (weighted): | 3.75 |
| Percentage: | 125.03% |

Comments by the Panel:

The employee was commended for the implementation of an effective fleet management initiative which is now copied by other divisions.

g) Director Community Services (Mr. OZ Mkhombo)

| | |
|--------------------------------|-------------|
| Projects and KPIs: | 2.84 |
| CCR's: | 3.86 |
| Total Score (weighted): | 3.05 |
| Percentage: | 102% |

Comments by the Panel:

The panel advised the Director to improve the accuracy of reporting by doing mathematical calculations on KPIs requiring a percentage response, with the actual numbers also included for easy reference. The PoE should also be improved since the panel could not verify some of the information. The Director was also requested to ensure that Departmental asset verification is done twice a year. Lastly, the Director was encouraged to closely monitor contracts to avoid irregular expenditure.

2.2 Corporate Services Department

No assessments were conducted for employees in the Corporate Services Department. The appointment of a Director was delayed and resulted in no employee signing a performance plan for the 2012/13 financial year.

2.3 Electrical Engineering Department

All the assessments of the Managers were chaired by the Director, Mr. P Vd Heever. The average score for Managers in the Department was 107.67%. The individual scores are as follows:

a) Manager Electrical Projects (Mr. N Fourie)

| | |
|--------------------------------|---------------|
| Projects and KPIs: | 3.3 |
| CCR's: | 3.53 |
| Total Score (weighted): | 3.35 |
| Percentage: | 111.6% |

Comments by the Panel:

The Manager was commended for being able to spend 80% in spite of the fact that the funding became available very late in the year. Also, the submission of performance information in time was appreciated. The Panel advised the Manager to include project plans and proof of field visits in the PoE.

b) Manager Operations & Maintenance Outlying areas (Mr. M Lelope)

| | |
|--------------------------------|-------------|
| Projects and KPIs: | 3.11 |
| CCR's: | 3.98 |
| Total Score (weighted): | 3.28 |
| Percentage: | 109% |

Comments by the Panel:

The Manager was commended for meaningful and productive divisional meetings and also for service delivery innovation on the Rainbow Chicken capacity project. The Manager was requested to implement a mechanism to control overtime and to be hands-on in times of crises to motivate and support staff.

c) Manager Operations & Maintenance Town (Mr. A Laubscher)

| | |
|--------------------------------|----------------|
| Projects and KPIs: | 2.96 |
| CCR's: | 3.52 |
| Total Score (weighted): | 3.07 |
| Percentage: | 102.41% |

Comments by the Panel:

The Manager was commended for his willingness to go out in the field and assist the team in times of crises.

d) Director Electrical Engineering (Mr. P Vd Heever)

| | |
|--------------------------------|-------------|
| Projects and KPIs: | 3.07 |
| CCR's: | 4 |
| Total Score (weighted): | 3.25 |
| Percentage: | 108% |

Comments by the Panel:

The Director was advised to develop a mechanism to do asset verification on a Departmental level.

2.4 Engineering Services Department

The assessment sessions were chaired by the Director, Ms. D Makoti. The initial session for ESD Managers had to be postponed since most Managers did not manage to submit their PoE's to

Internal Audit in time. The Managers in the Department scored an average of 109.3% and the individual scores are as follows:

a) Manager Building and Maintenance (Mr. L Mahayi)

| | |
|--------------------------------|-------------|
| Projects and KPIs: | 3.03 |
| CCR's: | 4.32 |
| Total Score (weighted): | 3.29 |
| Percentage: | 110% |

Comments by the Panel:

The Manager was requested to improve the monitoring of contraventions to the building regulations in Nkowankowa and Lenyenye. The Manager was further encouraged to improve project management in the division.

b) Manager Project Management Unit (Mr. A Killian)

| | |
|--------------------------------|-------------|
| Projects and KPIs: | 3.26 |
| CCR's: | 4.91 |
| Total Score (weighted): | 3.59 |
| Percentage: | 120% |

Comments by the Panel:

The Manager was advised to improve communication. Also, to put correspondence with SCM in the PoE.

c) Manager Roads and Stormwater (Mrs. O Tshitsheve)

| | |
|--------------------------------|-------------|
| Projects and KPIs: | 2.84 |
| CCR's: | 3.65 |
| Total Score (weighted): | 3 |
| Percentage: | 100% |

Comments by the Panel:

The panel indicated that the Manager must ensure that Divisional meetings are conducted. The Manager was also advised to include correspondence with Supply Chain Management Unit in the PoE as supporting evidence to reasons for delays in project implementation. The Manager was commended for the efforts towards grading funeral roads.

d) Manager Water and Sewer (Mr. P Shilowa)

| | |
|--------------------------------|-------------|
| Projects and KPIs: | 3.09 |
| CCR's: | 3.8 |
| Total Score (weighted): | 3.23 |
| Percentage: | 108% |

Comments by the Panel:

The Manager was commended for the manner in which the division manages its fleet. The Manager was however advised to communicate with stakeholders such as DWA and MDM at all times and not only in times of crises. The panel advised the Manager to include correspondence in the PoE. The Manager was commended for service delivery innovation.

e) Director Engineering Services (Ms. D Makoti)

| | |
|--------------------------------|-------------|
| Projects and KPIs: | 2.8 |
| CCR's: | 3.49 |
| Total Score (weighted): | 2.94 |
| Percentage: | 98% |

Comments by the Panel:

The initial session for the assessment was postponed to allow the Director time to correct her scoresheet. The Panel advised the Director to ensure, in future, that the

scoresheet is in order prior to the assessment. The panel also indicated that although indicators on water and sanitation should be removed, the water interruptions in Nkowankowa and Lenyenye must be monitored and reported. Therefore, an indicator on service interruptions must be included in the scoresheet. Lastly, the panel indicated that asset verification must be done on a departmental level.

2.5 Office of the Chief Financial Officer

No assessments took place for employees in the Office of the Chief Financial Officer. The signing of the Performance Agreement for the CFO was delayed, resulting in the delay in signing of Performance Plans for Managers in the CFO's office. Performance plans for the Managers Budget, Revenue and Expenditure was signed only in April of 2013.

a) Manager Expenditure (Mrs. M Sono)

Projects and KPIs: No Score

CCR's: No Score

Total Score (weighted): No Score

Percentage: No Score

Comments by the Panel:

The Manager did not avail herself for the assessment. The scoresheet was not completed and the PoE was not submitted to Internal Audit. It is advised that the employee be requested to submit a written explanation why this was not done as a Performance Plan was concluded with the CFO.

b) Manager Financial Services and Reporting (Mr. J Biewenga)

No assessment took place as CFO did not conclude a Performance Plan with the Manager, for the Financial year under review.

Comments by the Panel:

None

c) Manager Revenue (Mrs. R Viljoen)

Projects and KPIs: No Score

CCR's: No Score

Total Score (weighted): No Score

Percentage: No Score

Comments by the Panel:

The Manager did not avail herself for the assessment. The scoresheet was not completed and the PoE was not submitted to Internal Audit. It is advised that the employee be requested to submit a written explanation why this was not done as a Performance Plan was concluded with the CFO.

d) Acting Manager Supply Chain Management (Mr. L Mashao)

No assessment took place as CFO did not conclude a Performance Plan with the Manager, for the Financial year under review.

Comments by the Panel:

None

e) Chief Financial Officer (Ms. N Lion)

Projects and KPIs: 3

CCR's: 3.39

Total Score (weighted): 2.43

Percentage: 81%

Comments by the Panel:

The panel dismissed the first session to allow Internal Audit sufficient time to audit the PoE, since it was submitted late. The employee did not provide information on the actual performance on the projects as required by the scoresheet but in spite of this the panel decided to score the projects based on the self-score and the discussions. It was also resolved that the panel should score the competencies in spite of the fact that the employee did not wish to motive the self-score. The employee was advised to ensure that departmental asset verifications take place twice a year, as a separate initiative from the institutional asset verification. The employee was advised to, in future, complete the scoresheet and submit the PoE on time.

2.6 Planning and Economic Development Department

All the assessment sessions were chaired by the Acting Director for Planning and Economic Development, Mr. L Mugari since the Director PED (Mr. J. Nkuna) resigned in July and was not available for the assessment. The average score for Managers in the Department was 105.6%. The individual scores are as follows:

a) Manager Land Property and Housing (Mr. H Phakula)

| | |
|--------------------------------|----------------|
| Projects and KPIs: | 3.17 |
| CCR's: | 4.15 |
| Total Score (weighted): | 3.36 |
| Percentage: | 112.09% |

Comments by the Panel:

The panel advised that the housing beneficiaries must reflect the number. The employee was advised to, in future, include reasons for deviation on the scoresheet. Also, that communiqués with the Supply Chain Management Unit must be included in the PoE as proof of attempts to facilitate the SCM process.

b) Manager Local Economic and Social development (Mr. F Rammalo)

| | |
|--------------------------------|-------------|
| Projects and KPIs: | 3.01 |
| CCR's: | 3.13 |
| Total Score (weighted): | 3.03 |
| Percentage: | 101% |

Comments by the Panel:

The employee was advised to establish a LED Forum (involving all stakeholders, including the Economic Cluster chairperson) as a matter of urgency. The panel also indicated that the indicators on job creation must be improved and that the impact of networking meetings and tourism events must be measured.

c) Manager Town Planning (Mr. M Mathye)

| | |
|---------------------|----------------|
| Projects and KPIs: | 3 |
| CCR's: | 3.42 |
| Total Score: | 3.11 |
| Percentage: | 103.63% |

Comments by the Panel:

The panel advised that the measurements on the demarcation of rural sites must be improved to monitor the process and also that indicators should be developed to measure the turn-around time on town planning applications such as rezoning. The Manager was requested to improve on the monitoring of the implementation of the Town Planning Scheme, since many complaints are received in this regard.

d) Director Planning and Economic Development (Mr. J Nkuna)

The Director resigned, he declined an invitation to be assessed.

2.7 Office of the Municipal Manager

The assessment session was chaired by the acting Municipal Manager, Mr. ME Mankabidi. The PoE for the Internal Audit Manager was audited with the assistance of the Internal Audit office at Mopani District Municipality. The scores are as follows:

a) Manager Internal Audit (Mr. R Shingange)

| | |
|--------------------------------|---------------|
| Projects and KPIs: | 2.61 |
| CCR's: | 3.15 |
| Total Score (weighted): | 2.72 |
| Percentage: | 90.67% |

Comments by the Panel:

The panel requested the Manager to, in future, verify that the contents of the PoE align to the information provided in the scoresheet.

b) Municipal Manager (Mrs. TC Mametja)

The contract of the Municipal was not renewed and she declined an invitation to be assessed.

2.8 Summary of scores

A summary of scores for Managers for the 2012/13 Annual Assessment is provided in Table 2, with those that achieved beyond the 130% (eligible for a cash bonus) highlighted. Those that improved their scores with at least 5% during 2012/13 have been underlined.

| Table 2: Comparison of Scores – 2010/11 & 2012/14 Annual Scores for Managers | | | | | |
|---|--------------------------------|-------------------|---|---|---|
| | Manager | Department | 2010/11 Annual Score (%) | 2011/12 Annual Score (%) | 2012/13 Annual Score (%) |
| 1 | Environmental Health | CSD | 135.48 | 135.86 | 127 |
| 2 | Waste Management | CSD | 106.59 | 134.75 | 125.03 |
| 3 | Project Management Unit | ESD | 106.67 | 109.6 | <u>120</u> |
| 4 | Library Services | CSD | 126.87 | 139.47 | 117.59 |
| 5 | Licensing and Testing | CSD | 115.55 | 141.72 | 115.5 |
| 6 | Land, Property and Housing | PED | 137.74 | 115.18 | 112.09 |
| 7 | Electrical Projects | EED | 108.48 | 106.83 | <u>111.6</u> |
| 8 | Building & Maintenance | ESD | 120.99 | 108.17 | 110 |
| 9 | O&M Outlying areas | EED | 112.59 | 106.19 | 109 |
| 10 | Water & Sewer | ESD | 116.14 | 113.78 | 108 |
| 11 | Parks, Recreation & Cemeteries | CSD | 101.44 | 100.7 | <u>105.93</u> |
| 12 | Town Planning | PED | 107.98 | 111.02 | 103.63 |
| 13 | O&M Town | EED | 105.92 | 115.62 | 102.41 |
| 14 | LED | PED | 126.01 | 109.81 | 101 |
| 15 | Roads and Stormwater | ESD | n/a | 103.78 | 100 |
| 16 | Law Enforcement | CSD | <u>88.89</u> | <u>83.57</u> | <u>84.61</u> |
| 17 | Internal Audit | MM | 102.47 | 90.67 | n/a |
| 18 | Expenditure | CFO | n/a | 99.73 | n/a |
| 19 | Supply Chain Management | CFO | 109.46 | n/a | n/a |
| 20 | Financial Services & Reporting | CFO | 136.64 | 134.82 | n/a |
| 21 | Revenue | CFO | 110.2 | 114.21 | n/a |
| 22 | Human Resource Development | CORP | 118.49 | 115.82 | n/a |
| 23 | Administrative Support | CORP | 112.96 | 96.46 | n/a |
| 24 | Public Participation | CORP | 106.26 | 108.4 | n/a |
| 25 | Communications & Marketing | CORP | 120.66 | n/a | n/a |
| 26 | Legal Services | CORP | 99.61 | n/a | n/a |
| | Average Score: Managers | | 113.92 | 109.3 | 104.4 |

As can be seen in Table 2, the average performance score for Managers declined from the 113.92%, achieved during the 2010/11 Annual Assessment, to 104.4% during the 2012/13 Annual assessment. As in the past, there was instances where score sheets were not completed fully and sessions had to be postponed to allow this to be corrected. Also, once again, not all employees managed to submit their Portfolio of Evidence to Internal Audit within the prescribed timeframes. The increased emphasis by the Auditor General (AG) on the auditing of performance information will require all employees to improve the content of their PoE's and to utilise the Internal Audit Unit to ensure that claimed performance is accurate and verifiable by the AG.

A comparison of scores for the MM and Directors are provided in Table 3.

| Table 3: Comparison of Scores –2010/11 & 2011/12 Annual Assessment (Section 56) | | | | |
|--|--|---------------------------------|---------------------------------|---------------------------------|
| | Position | 2010/11 Annual Score (%) | 2011/12 Annual Score (%) | 2012/13 Annual Score (%) |
| 1 | Municipal Manager | 131.45 | n/a | n/a |
| 2 | Chief Financial Officer | 124.16 | n/a | 81% |
| 3 | Community Services Director | 123.98 | 101.30 | 102% |
| 4 | Corporate Services Director | n/a | n/a | n/a |
| 5 | Electrical Engineering Director | 119.56 | 94.17 | 108% |
| 6 | Engineering Services Director | n/a | n/a | 98% |
| 7 | Planning & Economic Development Director | 126.75 | n/a | n/a |
| | Average Score | 125.18 | n/a | 97% |

As can be seen in Table 3, only 4 of the 7 position could be assessed, with an average score of 97%. The assessments for the other 3 postisions could not be concluded due to the following reasons:

- Corporate Services Director: The position was vacant and no Performance Agreement was concluded with the Acting Director.
- PED Director: The Director (Mr. J Nkuna) resigned and declined an invitation to attend the assessments.

- *Municipal Manager:* The Municipal Manager's assessment could initially not take place on the planned date due to the unavailability of mayor stakeholders. However, since then the MM has been suspended and a decision was taken to complete the report to avoid further delay in releasing of the results.

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3. Assessment of the process

To improve the employee performance assessment process the following aspects will have to be improved on:

3.1 Adherence to submission timeframes

The effectiveness of the PMS is dependant on adherence to submission timeframes. Delays in the assessments causes performance reports to become ineffective in providing feedback to improve future performance. As in the past, very few scoresheets and PoEs were submitted on the expected date.

3.2 Adherence to PMS requirements

Each employee was expected to complete their scoresheet and submit to the PMS office to check whether all the necessary requirements have been met to avoid delays in the assessments. As in the past some employees still submitted incomplete scoresheets. Directors & Managers should take responsibility for their scoresheets and ensure that the document is completed accurately and in full.

3.3 Auditing of the Portfolio of Evidence (PoE)

It is the role of Internal Audit to verify the information contained in the scoresheet. Therefore the actual activities must be substantiated in the PoEs. The late submission of PoE's made it impossible for internal audit to conduct a thorough audit. The Internal Audit unit must be capacitated to conduct a performance audit, while disciplinary action should be taken in instances where submission timeframes are not adhered to.

3.4 Issues raised for Management to consider

- i. *Supply Chain Management Processes*: Once again, continued poor performance on project implementation was attributed to slow Supply Chain Management Processes. From a Performance Management perspective it is very important that the cause of

these delays be identified and resolved as both parties (SCM & implementing departments) are blaming each other while service delivery is being compromised.

- ii. *Filling of vacancies:* The delay in the filling of critical posts in service delivery departments was raised as a concern. HR to facilitate the development of a priority list for the filling of vacancies, which must be developed in consultation with Management, on an annual basis.
- iii. *HR Capacity to implement (cascade PMS):* Employee Performance Management specialist to be appointed in HR to manage the cascading of the PMS from level 3 down.
- iv. *Paperless PMS:* most employees raised a concern regarding the time and resources (paper etc) going into producing the PoE's. The implementation of an Electronic Performance Management System would greatly assist in this regard, since reporting and the submission of evidence could be done electronically and auditing will also be done online. The system should be integrated with the Organisational PMS to allow the same PoE to be utilised for auditing the SDBIP.

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4. Recommendations

- a) That the Human Resource Division provide support to Directors in taking corrective steps where employees are not performing as expected.
- b) That the administrative support surrounding the PMS be improved to ensure that sufficient human resource capacity is made available to facilitate, cascade and audit the system.
- c) That the procurement of an electronic system for PMS be prioritised
- d) That performance Incentives be paid to those employees that qualify in line with the PMS Policy

Approval:

Date:



Mr. OZ Mkhombo

Acting MM

06/05/2014