

GROTER TZANEEN MUNISIPALITEIT GREATER TZANEEN MUNICIPALITY

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Tropiese Paradys

Tropical Paradise

Appendix A

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

GREATER TZANEEN MUNICIPALITY AS REPRESENTED BY THE MUNICIPAL MANAGER

MABAKANE FRANS MANGENA

AND

PIERRE VAN DEN HEEVER THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2009 - 30 JUNE 2010

1 NOF/

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

Pierre van den Heever 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.
- 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.
- Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to her 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

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3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 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.
- 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.
- 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.
- 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

- 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.
- 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.

- 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.
- 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.
 - 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.
- The Employee's assessment will be based on her 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) | Weighting |
|--|-----------|
| Municipal Institutional Development and Transformation | 10 |
| Basic Service Delivery | 60 |
| Local Economic Development (LED) | 10 |
| Municipal Financial Viability and Management | . 10 |
| Good Governance and Public Participation | 10 |
| | |
| Total | 100% |

- 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**:

Most

| 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 | 15 |
| 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 | · 20 |
| Financial Management | Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003. | 10 |
| 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 | 15 |
| Problem Solving and Analysis | Must be able o 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 an concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes | 5 |
| 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 | 5 |
| Section Total: | · | 100% |

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
- 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.

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

| | Terminology | Description | | 1 | Ratin | ıg | |
|---|-------------------------|--|---|---|-------|----|---|
| , | | | 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. | | | | | |



| | Terminology | Description | | | Ratin | g | |
|---|--|---|----|---|-------|---|--|
| 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. | _1 | 2 | 3 | 4 | |
| 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 her 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.

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- 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 her 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 her 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 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.
- 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 In the

- 11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve her 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 her duties.

12. DISPUTE RESOLUTION

- 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**.
- Nothing in this Agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the 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.

| Thus done and signed at\Zavccv | e |
|--------------------------------|----------|
| AS WITNESSES: | |
| 1 | EMPEOYEE |
| 2 | |
| AS WITNESSES: | |
| 1 | EMPLOYER |
| | |

| Section 57 Manager Section 57 Manager Greater Tzaneen Municipality Arabitation Heever Arabitation Heever Study Services Arabitation Conference Study Conference Stud |
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. Purpose of the Position

STRATEGIC VISION

OBE THE FASTIEST GROWING ECONOMY IN LIMPOROWHERE ALL HOUSEHOLDS HAVE ACCESS TO BA

STRATEGIC MISSION

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

osition Vision

To be the leader in electricity distribution by striving towards continuous, high quality supply to consumers, in support of growth and development through participation in RED 6.

iilion Missior

To ensure that the service delivery requirements as set out in the IDP, NRS licensing conditions and OHS act are met through purposeful management, operation, maintenance, planning, expansion and administration of the electricity network. You W

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

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|--|--|--------------------------------------|---------------------|---------------------------|---------------------------------------|---|---|-----------|---------------------------------|----------------------------------|----------------|--------------------------------|--|-------------------|---|---|-----------------------------|---------------------------------------|--|-------------------------|--|
| | | | | | administration | Ellective and Ellicient | THE COLUMN TWO IS NOT | | | Increase financial viability | | ou riuca | sustainable and affordable | Improve access to | government | and effective local | changed, diverse, efficient | performance culture for a | Develop a high | の対象が、ためがはいるのでは、 | Strategic Objective Obj |
| | | | | Mahana. | | %001. | 1 | | • | 100% | | | 190% | 1000/ | | | | | 100% | weight | <u>6</u> |
| Meeting Management | ee ment | James | 1 | | | Customer care | l lig | Budgeting | Management and | Financial | Infrastructure | Electricity | Deculoity | Reports | Management | Performance | Management | Performance | Institutional | | Programmes |
| # of departmental meetings | # of Cluster committee meetings attended | % of Council resolutions implemented | | | create awareness on services rendered | Number of departmental visits to Thusong centres to | % of departmental Queries arising from previous audit report attended to by the end of the financial year | | | % of departmental budget spent | | MVA increase of urban capacity | R-value sourced to implement electricity recovery plan | | ٠ | % Quarterly performance reports submitted on time | | • | % of HOD's with signed performance plans | | Denarfmental KDI |
| 25% | 25% | 25% | | | | 25% | 50% | | | 50% | | 40% | 60% | | | 50% | | | 50% | weight | וסא |
| 0 | 2 | 100% | | | | | Not applicable lhis quarter | | | | this quarter | Not applicable | Not applicable this quarter | | | 100% | | | 100% | . 60. Idae Jahrer | |
| | 4 | 100% | | | | | Not applicable this quarter | | | 50% | this quarter | Not applicable | R100m . | | | 100% | | | 100% | 109 con Jague | |
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| 2 | 8 | 100% | | | | 4 | 100% | | 100/0 | 100% | | 10 | R100m | | | 100% | | i tor applicable | Not applicable | unr səBar | |
| Minutes and Attendance registers of Departmental meetings | Cluster and other committee minutes & attendance registers | Departmental Resolution register | Awareness Programme | Visits to Thusong Centres | Services and Functions. Proof of | Detailed Handout on Departmental | Records of Audit queries | | worthly involved backet reports | Monthly financial hudget reports | | Monthly reports | Monthly reports | | annual reports. Proof of submission | Monthly quarterly half yearly and | | wordphicane Officer engillation ratio | Signed Performance Plans | EVIDENCE | The state of the s |

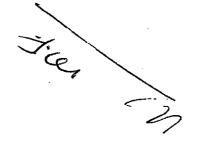
| | Evidence | 1st & 3rd Quarter informal Dept essessment report | Monthly, querterly, hall yearly and annual reports. Proof of submission | Proof of HIV/AIDS Issues raised | Infrestricture revival BP Capacity Increase BP | Monthly reports | Monthly reports | Electrified form labour housing, Quarterly report. | Adopted Repairs and Maintenance Plan | Arcon Maintenance Schedule | | Electrical maintenance programms | Consolidated monthly feet report. Records of submission to ESD | Monthly reports | Records of silknissions |
|--------------------------------|----------------------------------|--|---|--|---|---|---|--|--|--|---|--|---|---|--|
| | Qtr target Jun.10 | Conduct 3rd Quarter informel assessment With HOTs by 17 April. Consolidate departmental performance report and coward to the MM by 24 April. | Submit monthly departments reports to council within transferanse. Consolidate departmental 3rd Counter SDBIP report for 2005/10 and submit to the MM (PMS offselby 17 April. | Ensure that It/W/Add issues are relead at Departmental Modulos and sectoral responsibilities included in contracts and Seniore level agreements. | 8 8 | Ensure that electrication projects are implemented according to Implementation blans and specifications | Monitor be construction of the G6 IV free fand building of Substation and report progress to Council. | Not applicable this quarter | Assist with the development of a Repairs and mainlen ance plan by planning for mainlen ance on the electrical network. Mainlain infrastructure in accordance to the new mainlens in trastructure in accordance to the new mainlens in the machine. | re that air conditioners within municipal ngs are maintained | Ensure that suitable capital tools and equipment (testing, supply monitoring and the building environment) is according | frical Auto and | | Nonlor job creation through departmental Copital projects and report monthly in terms of Jobs created for women, youth and first-bot | the SDBIP and Scorecard for |
|) | Qirtarget Mar'10 | Manage and co-ordinate completion and finalisation of departmental score sheets by 23 January in proparation for the mid yearly assessment. | Submit monthly depertional imports to submit monthly depertional imports to departmental Znd Cacetter SOBIP mountle 2003/10 and authorit to the MAIN (MAS office) price of 2003/10 mid-epertmental impuls for the 2003/10 mid-eper 21 Cit report to the MAIN (PMS office) by 16 January. | Engre that HTMMs issues are rised at Departmental Meetings and sector at responsibilities included in contracts and Service lavel agreements | | 1 | Monifor the construction of line 66 KV line and building of Substation and report progress to Council. | Monitor the electrification of farm labour tousing and villages done by ESKOM, and about to Council on progress. | Assist with the development of a Repairs and maintenance plan by planning for maintenance on the electrical network. Maintain infrastructure in accordance to the | e that ar conditioners within municipal 19s are maintained | Ensure that suitable capital boos and equipment (testing, supply monitoring and the hallding equipment) is secured. | Monitor the mantenance of the electrical distribution system and ensure that Auto Redictors, unless boxes, substations and lines are maintained. | Marago verticate allocated to department by Marago verticate allocated to department by marago verticate allocated to department by discretes transfer of departmental consolidade anomary of departmental vertica is the Engineering verticate by allocate by the Engineering verticate by allocate by the Engineering verticate by allocate by the Engineering verticate by allocate within one week of month sent. | | in the statement of the |
| | Otrtarget Dec '09 | Conduct Ist Quarter informal assessment with at HOTs by 17 October. Consolidate departmental performance report and forward to the MM 24 October. | Subrait monthly departmental topote to be considered with hardware. Consolidate departmental st Quarter SDBP report for 2000 for an establish to be MAP 17. 2000 for the stability departmental inputs for the Consolidate SDBP report for the Consolidate SDBP report for 2000 for subrain departmental inputs for the Consolidate Report to the MAM (PMS office) by 10 November. | Ensue that IT/IX/Aid states are related at Department of the IT/IX/Aid states are related at Departmental Meetings and sectoral greyonsubities included in controls and Service level agreements | Ord the intestructure revival business plan | Cinstra that electrification projects are implemented according to implementation plans and specifications | Monitor the construction of the 65 kV line and building of Subsidion and report progress to Council. | Monitor the electrification of farm labour yousing and villages done by ESKOM and propress. | Assist with the development of a Repairs and mainleneaves plan by planning for mahleneaves on the electrical network. Manien infrastructure in accordance to the blan of the control of th | Ensure that ar conditioners within municipal buildings are maintained | Ensure that suitable capital foots and equipment (asting, supply monitoring and the building environment) is econived. | Monifor the maintenance of the electional distribution system and ensure that Auto Rectosers, meter boxes, substations and thes are maintained | Manage vehicles alcoaled to department by and starting platelopoles are compelled and blumers is reselled vehicles. Solvini consolidated summary of departmental whiches for alchests in the Engineering Services Manager within one week of month and. | Monitor po creation through departmental Cepital projects and report monthly in terms of lobs created for women, youth and disabled. | Coordinate departmental trouts for the angest place of the DP, cost projects and such til to IPO office for parallesien on the reservant template by 16 Nevember |
| | Qirtarget Sept '09 | Manage and on ordinate completion and finitiselyon of departmental score sheels in preparation for the annual assessment. | Submit monthly department of poort is to Submit monthly department of poorting departmental 4ft Quarter SDBP report 2008/09 and submit to the MM (PMS office) by 30 August. | Ensure fait HVMAkis issues are reised et. Departmental Meelings and sectoral responstibilities included in contracts and Service level agreements | Update the capacity incresse business plan | R 5,000,000 Ensure that electrification projects are implemented excorrding to implementation finds and specifications. | R 30,000,000 Mortlar the construction of the 65 kV time and topol that building of Substation and report progress to Council. | R 20,829,000; Monitor the electrication of farm Labour housing and villages done by ESKOM and report to Council on progress. | Assist with the development of a Repairs and mainlennance plan by planning for mainlennance on the electrical network. Mainlein infrastructure in accordance to the plan. | Ensure that ar conditioners within municipal buildings are maintained | Ensure that suitable capital twois and equipment (lesting, supply monitoring and fine building equipment) is accurred. | Monitor to maintenence of the electrical distribution system and ensure that Auto Rectosers, meter boxes, substations and lines are maintained | Manage vehicles allocated to department by the control that opposes are completed and planners a transfer vehicles. Solumi consolidated aumnary of departmental wickbas log alsets to the Engineering Saxivers Manager within one week of month end. | Monitor for creation transportering Monitor for creation transportering Capital projects and report monthly in terms of jobs created for women, youth and desailed. | Estabish beseive information for programment conductions of departmental informations of departmental inputs in the analysis pleas of the IDP, ensuring compliance to all the IDP, ensuring compliance to all office, investigate community meets retor from the conduction as projects frough CBP and concider as projects. |
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| 50% 0 | ₫ ፮ | | %0 | ii. |) ILIMONOMO IN INCIDENCE | James | | 25% | nico:elicoioneucoucoucouc | | | | state this is the street of the street of the street | 2007 700% | 366 |
| - Projects (50% of KPA Weighti | Institut.onal Project | Performance monitoring end evaluation | Performance Reporting | HIV awareness | Electricity Busin | Rural electrification | Purchasa transformer (1x20Mva 65/11kv) | Form labour housing electrification | Repairs and Maintenance Plan | Repairs and mainlenance on air conditioners within municipal buildings | Capital Tools | Repairs and maintenance on electrical network | Fleet management | Job creation | IDP review |
| | er . | Employee Performance Management and assessment | Performance Management Reports | Heall well being | Accessible services Dietricity Business plans | Electricity | 2 | 1 | Meintenance of municipal assets | | Electricity network upgrade and maintenance | Electricity network upgrade and mainlenance | Ficot Management | Inction erment | Integrated Development Planning |
| Key deliverables | Obj weight | , 100% 100% | | žį. | % % | naturantaka Terrenatikan | | ä | | | | | | 8 8 | ###################################### |
| 4. Key d | Strategic Objective | Develop a high Performance culture for a changed, diverse, afficient and affective local government | | Promote envronmentally sound practices and social development | improve access to sustainable and affordable services | | | | Maintain and upgrade municipal assets | | | | | Create community beneficiation and empowement opportunities | Integraled developmental glanning |

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| field Obj. Protrames Shettisfical Spoket T Spoket | Projects (50% of KPA Weightin |
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| 4. Key KPA Strategic | delive | rables - P | / ₹ | 0% of | KPA V | Veighting Operational | Capital | Otr target | | DOI: Taront | Oftiarost |
|---|--|--|--|--|--|--|---|--|--|--|--|
| | weight | e de la companya de l | | weight Data | Date | Budget 2009 10 | | Otr target Sept '09 | Our target Dec '09 | Otr target Mar '10 | |
| umumuhdiruminingung | and the second s | Integraled Development Planning | Shalogic Thrust Team | 33% 34% | 30004/10 | - | MANUFACTOR OF THE STATE OF THE | Participate in Strategic Titrust Team meetings as pur the approved TOR and submit minutes to MM (PMS office) for movilaring. | Perfolpate in Shallagic Thrust Team meetings as par the approved TOR and submit nimities to MM (PMS office) for monitoring. | Participate in Shategic Thrust Team meetings as per the approved TOR and submit metutes to MM (PMS office) for monitoring. | m Participate in Strategic Thrust Team. R and meetings as per the approved TOR and of Strategic thrust submit minutes to MM (PMS office) for monitaring. |
| | | Integrated Spatial Development | Serviced siles for allenation | 33% | | anconomica de | | Plan and budget for the provision of electricity connections to newly demarcated sites as submitted by PED. | Plan and budget for the provision of electricity convections to newly demarcated sites as submitted by PED. | Pan and budget for the provision of electricity connections to newly demorcated the pass submitted by DEID. | of Plan and budget for the provision of electricity connections to newly demarcated |
| FIN Sporosse financial viability | 100% | Financial Management and Budgeting | EBudgel dræfing | 25% | 31/05/10 | MAUGEAT DE TANK | eministration of the contract | Advantage and co-ordinate the string of the Department's budget to ensure that the Department's budget to ensure that the Funded within legislative framework. Conduct bi-lateral discussions with CFD in finates hundred when | Manage and co-ordinate the drafting of the Department's budget to ensure that the budget is drafted within legislative transvork. Conduct heleral discussions with TCC in face. | Managa and co-ordinals the drafting of the cepartment's budget to ensure that the budget is drafted within tegislative framework. Conduct bi-latest discussions | š. 5 |
| хосочавах | nipiaiataiaia | Financial Management and Budgeting | Budget management | 25% | 30/06/10 | ****** | | Manage and Control Departmental Budget to avoid overspending in accordance with the Financial Recovery plan | Manage and Control Departmental Budget to avoid overspending in accordance with the Firstockal Recovery ries. | Intil CFO or Italias Budget Anend to the Manage and Control Departmental Budget be avoid overspending in accordance with the Francial Bosonomia. | ental Budget Manage and Control Departmental Budget ental Budget Manage and Control Departmental Budget ental Budget of announce with the avoid overspending in accordance with |
| en Didektaralian egenen medere i prode | RKIRIKIRINIYIIIII (Malancoox | Financial Menagement and Budgeting | Fundreising | | 30,06410 | ATTATEMENT (LA TRE TATA COLOR | organizarini mani mani mani mani mani mani mani m | Identify possible accrease of funding and uncessfully negation with stakeholders for acquiring necessary funds for the implementation of the Elechtary recovery plan, infracturation or enviral business plan, for the planting to the funding the fun | identify possible outside for the control for | lderiffy possible sources of funding and lderiffy possible sources of the gradual probable with a tabel-produce for equiving necessary funds for the implementation of the Exercity processary funds for the implementation of the Exercity processary glant, for each under nervival Business plan, Streigh Light map business plan and the Capacity fundamentations are substituted in the capacity fundamentation and the capacity fundamentations are substituted in the capacity fundamentation and the capacity fundamen | unting and ideality possible corrects of funding and deleter possible corrects of funding and deleter possible corrects of funding and deleter possible corrects of funding and country responsible funding funding funding funding and the possible funding f |
| J i | | Municipal Assets | Asset management system and administration | | 3006/10 | | | Manage Departmental assets by mollicing movement of assets and verify find new equipment is captured an departmental asset register | Manage Departmental assets by monitoring movement of assets and verify that new equipment is captured on departmental asset register. | Manage Departmental essets by monitoring movement of essets and verify that new equipment is captured on departmental esset fregister | by monitoring Manage Departmental assets by monitoring by that new movement of assets and verify that new movement is explained on departmental asset register. Co-ordinate departmental annual assets well-fashin process |
| orr Levelop circome and sustainable stakeholder relations | <u>2</u> | inter-governmenta relations | illo-governmenza iGK management | ************************************** | 10000000000000000000000000000000000000 | TA T | | Munitor progress with premier IGR resolutions (Forwarded by the MM) implementation plane and submit quarterly progress reports to Carporate Services for consolidation. Alland district IGR technical working group meetings | Monitor progress with premier (GR resolutions (Forwarded by the MM) implementation of the monitor of the monito | Worlder progress with premain IGR resolutions if Covarded by the MM) might mentation plans and submit quarterly progress reports to Corporate Services for conceditation. Attend district IGR technical working group meetings | r IGR Wonter progress with penular IGR |
| | H. | inergovernmental | diaminini | Connections | 30/06/10 | | lationaudins 1 | identify possible departmental stakeholders | Eslabilish pertherships for service delivery pleaning and implementation with stakenolders | Establish partnerships for service delivery planning and implementation with stakeholders | Establish partnerships for service delivery th plauving and implementation with |
| Efficient administration | ************************************** | Customer care | Servico Awareness | ************************************** | 30/06/10 | C CORPORATION OF THE STATE OF T | | Visil Thusong centres to create examness of services rendered within the department on a quarterly basis | Ved Thusong centes to create awareness of services candered within the department on a quarterly basis. Develop a detailed heroduli on all departmental services by 30 Movember 199 | Still Thusing centres to create awareness of services rendered within the department on a quarterly basis | awareness Wall Thursing contres to create swareness compared within the department on a quarterly basis |
| | SIRIRIRINININD | Egel support | and implementation | | 30/06/10 | | | Ensure that the department review or develop relevant policies. Monitor the implementation of relevant policies and by- | Ensure that the department review or develop relevant policies. Monitor the implementation of relevant policies and by-laws. | Ensure that the department rewere or develop relevant policies. Monitor the implementation of relevant policies and by- | A. |
| CERNINAMENTS | erie dramenanan | Information Management | Updala Websila Information | | 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 | | iputs, Compile and submit queferly inputs, finals, articles from the department to the Municipal Corporate services to update the Municipal for Municipal Corporate services to update the Municipal for Municipal Corporate services to update the Municipal for Municipal |
| rainir in | | Council Structures | Council end committee management | | 3000410 | ACCIONATION TO ECONO ESTRESIONALE | иниминиминани. Статова | 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. Handor and report progress on implementation of council resolutions. | submit deperments extensions functory. Submit deportment describes in measure functions functory. Submit deportment describes in mously for Council and committee meetings. Altered Council and committee meetings. Monitor Council and committee meetings. Monitor Council and committee meetings. Monitor and report progress on implementation of and report progress on implementation of council resolutions. | na thrously abund deportmental submissions innously infings. Altand for Council and committee meetings. Attend ge, Moritor Council and committee meetings. Moritor council committee meetings. Moritor and report progress on implementation of council resolutions |
| HUMAH MANANAN | | Meeting Management | | 10% | 30/06/10 | | | Arranga end conduct departmental meetings twice a year. Monitor divisional meetings. | Arrange and conduct departmental meetings twice a year. Monitor divisional meetings. | Arrange and conduct departmental meetings twice a year. Monitor divisional meetings | |
| OROCOSECO PERSONAL | | Sound Governence | | ii ii | 30/06/10 | | | Manage and improve labour relations in the Department through HR management & claims a staff compowerment end treating influence from powerment end treating influences | d improve labour relations in the I strough HR management & management. Manage staff ent and training initiatives | Manage and improve labour relations in the Cepertment through HR management & relationship management. Manage staff empowerment and training initiatives | flors in the Manage and improve labour relations in the ment & Copartment through HR management & relationship management, Manage staff relationship management, Manage staff compowerment and training initiatives |
| ESEXULUQUARQUARQUARQUARQUARQUARQUARQUARQUARQUA | | Sound Governance | (Risk Management (Audit plan) | 15% | 30/06/10 | penantra sebahanang apa | - | Ensure the identification and evaluation of audit risks within the department. Co- operate in the implementation of the Audit Plan. Respond to audit queies within 14 deer of receipt. | Ensure the identification and evaluation of audit issa within the department. Co- operate in the implementation of the Audit Pan, Respond to audit queries within 14 days of regards. | name the Menification 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. | Mation of Ensure the dentification and evaluation of Co- eurit risks within the department, Co- the Audit operate in the implementation of the Audit thin 14 Plan. Respond to audit queries within 14 days of receipt. |

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

| Evidence | unturmentraliernets eiteinog Business plan | g Agines and a discipline |
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| Evid | Substitution of the control of the c | he roll-out and castling etc. the twill recommend of discipling within crategory |
| Qurtarget Vun'10 | | Elementarion of the project of the p |
| | | Support the MMI in the development of a Manage and co-ordinate bared-cut and Manage and co-ordinate the not-out and Manage and co-ordinate the not-out and Manage and co-ordinate the not-out and State of the Support the MMI in the development of the projects that will stall implementation of the projects that will be projected that will b |
| Oir target | en and ·· 2010 for · | If and Manage and co-ordinale is with soil implementation of the projection with the wides and a culture the Electrical department. |
| Curtarget Dec '09 | By means of the Electricity recovery plan, finestigate and stumit business plan and investigate ways and means of recaling the proposal to Councit by 31 October 2010 for plot planed and side beginnents due to fine unblocking of development factority and selections. | Manage and co-ordinate for rel-or implementation of the projects that new values and a culture of disciple the Electrical department |
| Dec | ly recovery plan, investi ans of recalling the propor pments due to the un | welopment of a Mana discipline within the snew v. |
| Operational Copital Qirtarget Budget Sert (9 2009 10 2009 11 | By means of the Electricity recovery plan, investigate ways and means of recaling the hold placed on all developments due to make the three perfections. | Support the Main the development of a stategy on improving the discipline within the municipality and specifically within the Electrical department. |
| Capital Budget 2009 10 | ्रक्ता स्थापना | |
| get Operational Budget 2009 10 | a-unimonimia: | Environment de Université de La Company de L |
| Dat O | 3000/10 | 3006/10 |
| stitutional <i>Project</i> roject weight | | s and 1003 |
| Institutions Project | Funding for unblocking development | Instilling Value Culture of Disc |
| Programmes | Sound Governance | Dewick a high 109% Institutional Culture Institute value and 1009% Control Culture of Discipline 1009% Control Culture 1009% Control Cul |
| Ob) . | | 20 20 20 20 20 20 20 20 20 20 20 20 20 2 |
| Strategic Objective | | Develop a high performance culture for a changed, Gweze, efficient and effective local povernment |



| 100% | Section local: | Section Total: |
|-----------|--|--|
| ڻ ن | and trust in the municipality | COST TOTAL |
| 51 | Jorder to explain, persuade, convince and influence others to achieve the desired outcomes | Accountability and Ethical Conduct |
| | Must be able to exchange information and ideas in a clear an concise manner appropriate for the audience in | Communication |
| 10 | Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) | Cilent Chentation and Customer Focus |
| OJ . | What be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals | List District in the management is some management in the manageme |
| ហ | optimum solutions in a timely manner | Dong Man |
| 10 | | Problem Solving and Analysis |
| י אַ | 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 | service Delivery Innovation |
| Ö | with the able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality | Niomede Manahellelli |
| 5 | initiatives and deliver on service delivery commitments | Could do Monagan |
| | Must be able to initiate and support municipal transformation and change in order to successfully implement new | Change Management |
| 10 | Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003. | Inancial Management |
| 20 | 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 | r logidilitle and Project Management |
| 15 | Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate | Sualegic Capability and Leadership |
| | | Competencies : |
| Weighting | | |
| | Competency Requirements (20% of Performance Plan weighting) | 3. Competency Requireme |
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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 The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved hrough a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the support of the other

| | Iperior | that a work If herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the with best of purpose of my position, as well as the criteria on which my performance ower managers and 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 colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan. | Council. Signed and accepted by the Employee. | Hand M | DATE: 6 / 11 / 09 | |
|------------------------|--|--|--|--------|-------------------|--|
| Support of the office. | n handertaking of the employer/superio | On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan. | Signed and accepted by the Supervisor on behalf of Council | | DC/11/2002 | |

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|--|---------------------|--|----------------------------|---------------|---------|
| 7. Summary Scorecard | | | | | |
| Position Outcomes/Outputs | Assess Weighting | 1st Assessment | 2nd Assessment Total Score | ilotali Score | Comment |
| Key Performance Areas | 80 | | 化二苯基苯基甲基甲基苯甲基 | | |
| Municipal Institutional Development and Transformation | 10 | | | | |
| Basic Service Delivery | 60 | Section (Associated Section Control of Contr | | | |
| Local Economic Development (LED) | 10 | | | | |
| Municipal Financial Viability and Management | . 10 | | | | |
| Good Governance and Public Participation | 10 | | | | |
| Competencies | 20 | | | | |
| Overall Rating = 100 | | | | | |
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| (167%) (133- Enformance Signification Standard expected of an employee at this level. The appraisal indicates that the Employee has | | d a second | 2 (67-99%) Not Fully Effective Performance is below the | (0-66 %) Unacceptable Performance |
|--|--|--------------------------------|---|---|
| | | d) | (67-99%) Not Fully Effective Performance is below the | (0-66 %) Unacceptable Performance |
| # # # # # # # # # # # # # # # # # # # | | o o | Not Fully Effective | Unacceptable Performance |
| i t | | _O | Performance is below the | Performance |
| +- | | _O | Performance is below the | |
| 4-1 | | | | Performance does not meet |
| + | | - | standard | the standard |
| | | in all areas of the | required for the job in key | expected for the job. The |
| | | job. The | areas. | review/assessment indicates |
| | ates that the | appraisal indicates that the | Performance meets some of | that the |
| **** | ************************************** | | the standards | employee has achieved |
| fully | fully | ective | expected for the job. The | below fully |
| | | results against all | review/assessment indicates | effective results against |
| erformance | than half of the | oerformance | that the | almost all of the |
| | | criteria and | employee has achieved | performance criteria and |
| rs as specified in the | dicators and | indicators as specified in the | below fully | indicators as |
| - | | | effective results against | specified in the PA and |
| Performance plan and all others throughout the | | Performance Plan. | more than half the | Performance Plan. |
| maintained this in | erecha et al constantino de la constantino della | | key performance criteria and | The employee has failed to |
| all areas of responsibility | | | indicators as | demonstrate |
| throughout the | | | specified in the PA and | the commitment or ability to |
| lyear. | | | Performance Plan. | bring |
| | | | | performance up to the level |
| | - | | | expected in |
| | | | | the job despite management |
| | | | | efforts to |
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Assessment Scale

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