

# PERFORMANCE AGREEMENT

Made and entered into by and between:

**NETSHANZHE THIATHU GODFREY  
(MUNICIPAL MANAGER)**

And

**RAMUVHUNDU PFULUWANI SAMUEL  
(MANAGER CORPORATE SERVICES)**

FOR PERIOD 1 JULY 2006 TO 30 JUNE 2007

## **1. INTRODUCTION**

- 1.1 The Municipality has entered into a contract of employment with the Manager Corporate Services for a period of 5 years, ending on 30 June 2008, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act").
- 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 Manager Corporate Services reporting to the Municipal Manager, to a set of actions that will secure local government policy goals.

## **2. PURPOSE OF THIS AGREEMENT**

The parties agree that the purposes of this Agreement are to:

- 2.1 comply with the provisions of Section 57(1)(b) of the Systems Act;
- 2.2 state objectives and targets established for the Manager Corporate Services;
- 2.3 specify accountabilities;
- 2.4 monitor and measure performance;
- 2.5 establish a transparent and accountable working relationship; and
- 2.6 Give effect to the Municipality's commitment to a performance-orientated relationship with its Manager Corporate Services in attaining equitable and improved service delivery.

## **3. COMMENCEMENT AND DURATION**

- 3.1 This Agreement will commence on the date of signature by both parties subject to paragraph 3.3 and will continue in force until a new performance agreement is concluded between the parties as contemplated in paragraph 3.2.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new performance agreement that replaces this Agreement at least once a year by not later than July each year.
- 3.3 This Agreement will terminate on the termination of the Manager Corporate Service's contract of employment for any reason.

#### **4. PERFORMANCE OBJECTIVES**

##### **4.1 Annexure “A” sets out:**

4.1.1 the performance objectives and targets that must be met by the Manager Corporate Services; 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 “An” are set by the Municipal Manager in consultation with the Manager Corporate Services, and include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Manager Corporate Service’s performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Municipality’s Integrated Development Plan.

4.5 The Municipality will make available to the Manager Corporate Services such employees as the Manager Corporate Services may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Manager Corporate Services to ensure that he complies with those performance obligations and targets.

4.6 The Manager Corporate Services will at his request be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable him to meet the performance objectives and targets established in terms of this Agreement.

4.7 The Municipal Manager will be entitled to review and make reasonable changes to the provisions of Annexure “A” from time to time for operational reasons. The Manager Corporate Services will be fully consulted before any such change is made.

4.8 The provisions of Annexure “A” may be amended by the Municipal Manager when the Municipality’s performance management system is adopted, implemented and/or amended as the case may be.

## **5. EVALUATING PERFORMANCE**

- 5.1 Annexure “A” to this Agreement sets out:
  - 5.1.1 the standards and procedures for evaluating the Manager Corporate Service’s performance; and
  - 5.1.2 The intervals for the evaluation of the Manager Corporate Service’s performance.
- 5.2 Despite the establishment of agreed intervals for evaluation, the Municipal Manager may, in addition, review the Manager Corporate Service’s performance at any stage while the contract of employment remains in force.
- 5.3 Personal growth and development needs identified during any performance review discussion must be documented and, where possible, actions agreed.
- 5.4. The performance will be assessed on quarterly bases before the end of October 2006, January 2007, April 2007 and July 2007.

## **6. PERFORMANCE MANAGEMENT SYSTEM**

- 6.1 The Manager Corporate Services agrees to participate in the Performance Management System that the Municipality adopts or introduces for the Municipality, management and municipal staff of the Municipality.
- 6.2 The Manager Corporate Services accepts that the purpose of the Performance Management System will be to provide a comprehensive system with specific performance standards to assist the Municipality, management and municipal staff to perform to the standards required.
- 6.3 The Municipal Manager will consult the Manager Corporate Services about the specific performance standards that will be included in the Performance Management System as applicable to the Manager Corporate Services.

## **7. EMPLOYER OBLIGATIONS**

The employer shall:

- 7.1 Endeavor to create a working environment, which is conducive to the employee being able to attain the standards of performance expected of him.
  - 7.1.1 In particular, the employee shall be provided with such physical, financial and human resources as are reasonably required for him to perform his functions;
  - 7.1.2 The employee shall also be empowered by way of a set of appropriate delegations to act and make relevant decisions in the course of his employment.
- 7.2 At all material times observe a duty of mutual respect and co-operate with the employee.

- 7.3 Respect the employee's managerial prerogative.
- 7.4 Conduct the relevant performance review by means of interviews, appraisals or administered questionnaires, etc. every quarter.
- 7.5 Conduct the performance review in a fair and transparent manner.

## **8. EMPLOYEE OBLIGATIONS**

- 8.1 The employee is obliged to perform his functions to the best of his abilities and shall as far as is practically possible endeavor to meet the standards of performance as set out in this agreement.
- 8.2 The employee shall act in the good faith and in the best interest of the department at all times.
- 8.3 The employee shall be responsible for the completion or execution of the specific programs identified in his business plans or CPA's within the timeframes agreed upon.
- 8.4 The employee shall co-operate with the employer in conducting the performance review.

## **9. EMPLOYER RIGHTS**

The employer shall be entitled to:

- 9.1 Expect the employee to perform as agreed;
- 9.2 Alter the employee's responsibilities from time to time depending on the operational requirements of organization e.g. assign him to perform a special project not envisaged in his job description or business plan. Such circumstances shall be taken into account when the employee's performance is evaluated.
- 9.3 Take such corrective action or impose such disciplinary action or award such incentives as per policy.

## **10. EMPLOYEE RIGHTS**

- 10.1 The employee shall be entitled to such co-operation and support as are reasonable required for him to perform his duties to the standard required of him.
- 10.2 In particular where individual development plans have identified a need for capacity building or training or other forms of support, the employee shall be entitled to receive same, bearing in mind relevant budgetary and other constraints.

- 10.3 The employee shall be entitled to such corrective action remedies and/ or incentives as are applicable depending on the outcome of his performance reviews.

## **11. CONSULTATION**

- 11.1 The Municipal Manager agrees to consult the Manager Corporate Services timeously where the exercising of the Municipal Manager's powers will –
- 11.1.1 have a direct effect on the performance of any of the Manager Corporate Service's functions;
- 11.1.2 commit the Manager Corporate Services to implement or to give effect to a decision made by the Municipal Manager;
- 11.1.3 Have a substantial financial effect on the Municipality.
- 11.2 The Municipal Manager agrees to inform the Manager Corporate Services of the outcome of any decisions taken as soon as is practicable to enable the Manager Corporate Services to take any necessary action without delay.

## **12. CONSEQUENCE OF SUBSTANDARD PERFORMANCE**

- 12.1 Where the Municipal Manager is, at any time during the Manager Corporate Service's employment, not satisfied with the Manager Corporate Service's performance with respect to any matter dealt with in this Agreement, the Municipal Manager will give notice to the Manager Corporate Services to attend a meeting with the Municipal Manager.
- 12.2 The Manager Corporate Services will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the Manager Corporate Service's performance becomes satisfactory and any programme, including any dates, for implementing these measures.
- 12.3 Where there is a dispute or difference as to the performance of the Manager Corporate Services under this Agreement, the parties will confer with a view to resolving the dispute or difference.
- 12.4 If at any stage thereafter the Municipal Manager holds the view that the performance of the Manager Corporate Service is not satisfactory, the Municipality will, subject to compliance with applicable labour legislation, be entitled by notice in writing to the Manager Corporate Services to terminate the Manager Corporate Service's employment in accordance with the notice period set out in the Manager Corporate Service's contract of employment.
- 12.5 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Manager Corporate Service's contract of employment with or without notice for any other breach by the Manager Corporate Services of his obligations to the Municipality or for any other valid reason in law.

**13. DISPUTES**

- 13.1 In the event that the Manager Corporate Services is dissatisfied with any decision or action of the Municipal Manager or of the Municipality in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Manager Corporate Services has achieved the performance objectives and targets established in terms of this Agreement, the Manager Corporate Services may meet with the Municipal Manager with a view to resolving the issue. At the Manager Corporate Service's request the Municipal Manager will record the outcome of the meeting in writing.
- 13.2 In the event that the Manager Corporate Services remains dissatisfied with the outcome of that meeting, he may raise the issue in writing with the Municipality's Council by requesting that the issue be placed on the agenda of an appropriate meeting of the Council. The Council will determine a process for resolving the issue, which will involve at least providing the Manager Corporate Services with an opportunity to state his case orally or in writing. At the Manager Corporate Service's request the Council will record its decision on the issue in writing. The decision of the Council on the issue will be made within 2 weeks of the issue being raised, or as soon thereafter as possible, and will be final.

**14. GENERAL**

- 14.1 The contents of the Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential, and may be made available to the public by the Municipality, where appropriate.
- 14.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Manager Corporate Services in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Signed at \_\_\_\_\_ on this \_\_\_\_\_ day of  
\_\_\_\_\_ 2006

**AS WITNESSES:**

1. ....
2. ....

\_\_\_\_\_  
**The Municipal Manager of Mutale  
Municipality**

Signed at \_\_\_\_\_ on this \_\_\_\_\_ day of  
\_\_\_\_\_ 2006

**AS WITNESSES:**

1. ....
2. ....

\_\_\_\_\_  
**Manager Corporate Services**



# PERFORMANCE PLAN

Manager Corporate Services

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Mutale Municipality

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This plan defines the Council's expectations of the Manager in accordance with the Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act which provides that performance objectives and targets must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan.

There are 8 parts to this plan:

1. A statement about the purpose of the position
2. Score card detailing key objectives and their related performance indicators, weightings and target dates
3. Information about the knowledge, skills and behaviours required to perform the job
4. Performance review procedure
5. Consolidated score sheet
6. Link to reward
7. Individual learning plan
8. Control sheet

The period of this plan is from 1 July 2004 to 30 June 2005

Signed and accepted by the Manager Corporate  
Services :

### 3. Position Purpose

To be responsible for the overall guidance, control, planning, organizing and co-ordination of all activities within the Municipality

### 4. Scorecard

Key Objectives	Weighting	Target date	Key Performance Indicators	Performance status on date of review	Reason for deviation (if applicable)	Score
<b>NATIONAL OBJECTIVES</b>						
N1. To provide training and development and implement Skills Plan/Policy according to legal requirements	5%	Oct 06 June 07 quarterly  Aug 06	a) Determine baseline literacy levels b) 10% increase in literacy level c) 70% of the need identified should be trained each year d) Evidence to be provided of the departmental needs assessment e) Submission of Skills Development Plan to SETA			
N2. Adhere to the Municipality's Employment Equity Plan	5%	March 06 Quarterly  Monthly	a) Review of EEP b) Evidence of compliance with Employment Equity Plan c) Annual report to Municipal Manager available for inspection (monthly progress report to be provided)			
<b>GENERIC OBJECTIVES</b>						
G1. Lead, direct and manage staff within the department so that they are able to meet their objectives	10%	March 06  Oct 06	a) Budget annually for the needs of the department Compile a vision and mission statement with relevant objectives for the department in line with the municipality IDP.			

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Key objectives	Weighting	Target date	Key Performance Indicators	Performance status on date of review	Reason for deviation (if applicable)	Score
		Monthly	c) Proof to be submitted that 6 formal structured meetings took place with staff. Agenda and minutes to be kept			
G2. Monitor and control the annual Department budget so that department expenditure is in line with the Council's Budget Plan	5%	Monthly	a) Control : monthly control mechanisms to be developed and implemented e.g. monthly reports			
<b>SPECIFIC OBJECTIVES</b>						
<b>S1 Human Resources</b>						
S1.1 To establish and maintain a sound industrial relations system with special reference to the grievance procedure, disciplinary code, shop stewards forum and sexual harassment	5%	Monthly Quarterly Quarterly Quarterly	a) 100% finalization and implementation of a disciplinary code b) Proof to be submitted that disciplinary code was work-shopped with departmental managers and labour c) Policy document on sexual harassment to be work-shopped and implementation. d) HIV/AIDS Policy to be produced and implemented.			

Key Objectives	Weighting	Target date	Key Performance Indicators	Performance status on date of review	Reason for deviation (if applicable)	Score
S1.2 To establish and maintain a sound Personnel Administration System	10%	June 06 June 06 Monthly Quarterly Monthly	a) Submission of a personnel administration system to Municipal Manager for his approval b) 100% adherence to approved personnel administration system c) monthly reports to be provided reflecting progress d) 100% finalization of a recruitment plan which Council must adopt. e) Monthly progress report to be provided.			
S1.3 To establish and maintain quality improvement programmes, productivity measures, organograms and safety and health related matters	5%	Six month base Oct 06 Dec 06	a) Presentation of a report on quality and productivity measures for consideration b) 100% finalization of implementation of organogramme c) Presentation of a health and safety plan to Council for consideration			
S1.4 To establish, maintain and enhance a communication process	5%	April 07	a) Presentation of a Communication Plan to Councilors for consideration			
S1.5 To design and implement a Performance Evaluation System	5%	June 07 June 07	a) 100% completion of Performance Management System and ready for implementation. b) Evidence to be provided of one performance evaluations during the year of all employees.			

S1.6 To establish and maintain a Training, Development and Succession Plan	5%	quarterly quarterly	a) 100% finalization of the conducting of a training needs analysis b) 100% adherence to pro-rata implementation of the training plan			
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Key Objectives	Weighting	Target date	Key Performance Indicators	Performance status on date of review	Reason for deviation (if applicable)	Score
<b>S2 Legal Services</b>						
S2.1 To establish and maintain a comprehensive legal services function so as to ensure all legal requirements are met	5%	March 06 Ongoing Ongoing Ongoing Ongoing Ongoing	a) Refinement of standing orders 100% finalized b) Drafting of new by-laws or amendments when required – 100% finalized c) Checking of all draft by-laws and ensuring legislative compliance – 100% finalized d) To interpret and implement new legislation – zero% outstanding e) To comment on draft legislation – 100% finalized f) To hold information session where necessary. g) Reports to be provided monthly			
S2.2 To ensure all service agreements and other contracts are still applicable and in force	5%	Quarterly Quarterly	a) Determine which contracts/agreements are in place b) Check adherence and relevance of these contracts/ agreements c) A register and a file for contracts/agreements to be maintained and updated.			

<b>S3 Administration</b>						
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<b>Key Objectives</b>	<b>Weighting</b>	<b>Target date</b>	<b>Key Performance Indicators</b>	<b>Performance status on date of review</b>	<b>Reason for deviation (if applicable)</b>	<b>Score</b>
S3.1 Ensure effective and efficient keeping of minutes and compilation of Council agenda's so that all deadlines are met and all agenda's are a true reflection of decisions taken	5%	Ongoing till June 07 Ongoing till June 07 Ongoing till June 07	a) 99% accuracy in the compilation of Council and Exco reports and minutes. b) Facilitation on implementation of Council resolutions. c) Agendas delivered to Councilors and Managers at least 7days prior to due date			
S3.2 Administer, control and manage all admin activities so that relevant and up to date advice and information are continuously available and to ensure timeous implementation of Council resolutions and all other relevant legislative requirements	10%	Ongoing till June 07  6 months  Monthly	a) 99% of incoming correspondence and Council resolutions are timeously sent out to relevant Managers within 2 days b) Record keeping system is updated at least once a year. Proof thereof to be submitted c) Keeping and updating declaration register of staff and councilors.			
S3.3 Provide an organized system to manage the arrangements regarding Council's meetings and venues to ensure that all Councilors attend meetings	10%	March 07  Monthly  Monthly	a) Develop a schedule for council meetings with dates and venues and distribute such to all Councilors and Managers b) Notice of meetings are sent out at least 7 days prior to the council sitting c) Provide proper secretarial work to Council, EXCO and Management. ( proof to be submitted)			
S3.4 To evaluate, establish and	5%	April 07	a) 100% finalization of Immovable			

integrate all facilities		April 07 April 07	Property analysis with regards to facilities and the presentation of report to Municipal manager for consideration b) Develop and implement property maintenance plan/policy d) Develop and implement fleet Management plan in accordance to transport policy.			
S3.5 To establish maintain and enhance registry system to allow speedy flow of information and filling	5%	April 07 June 07 Monthly	a) Presentation of a reviewed filing system. B) Make an analysis on the performance of the registry in the municipality C) Ensure that customer receives acknowledgement letters immediately after sending their correspondence. D) Evidence to this effect to be provided			

**NB: To be signed during quarterly and final assessment.**

Municipal Manager's Signature: \_\_\_\_\_

Corporate Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

### 3. Knowledge, Skills and Behaviours

The ratings attached to this section will not impact on the final performance score but will assist in identifying areas of development for inclusion in the individual learning plan.

1	2	3	4	5
Performance clearly below acceptable level.	Performance is competent in some aspects, but shows need for improvement in other aspects.	<b>Fully competent performance.</b>	Noticeably better than competent performance.	Distinguished performance, obvious to all.

Knowledge, Skills and Behaviours	Description / Définition	Comments / Observations	Rating				
			1	2	3	4	5
KNOWLEDGE							
Local Government environment and legal requirements	This includes a working knowledge of Council Regulations, By Laws and Policies, National, Provincial and Local Government Structures and applicable legislation including the Finance Management Act, Municipal Structures Act and Municipal Systems Act, Administrative Justice Act and Access to Information Act.						
General Management Principles	This includes knowledge concerned with the overall running of an organization such as Finance, Marketing, Public Relations and Communications, Information Technology, Human Resources, Organizational Development, Operations and the Environment in which the organization operates.						
SKILLS							
Computer Literacy	Skills required to use office based computer equipment (terminals, printers, PCs) in order to do one's job. This may include word processing, developing and working with spreadsheets and creating reports.						



Knowledge, Skills and Behaviours	Description / Définition	Comments / Observations	Rating				
			1	2	3	4	5
Finance & Business Planning	Skills required to measure the general performance of processes within one's department or area of responsibility. This includes planning documents, budgets, research, delegations and authorizations. It involves being able to apply limits stipulated in budgets. It requires reporting when things do not go according to plan and then requires the appropriate corrective action to be taken.						
Planning & Organizing	Skills required to plan and organize an activity so that a specific goal is achieved. This requires setting priorities and allocating time and resources. It involves being aware of the interrelationships among activities in a project and then planning tasks and resource allocation accordingly. It requires being able to work effectively under short deadlines.						
<b>BEHAVIOURS</b>							
Customer Service	Whether providing a service to an internal or external customer this means trying to find out what the needs of the customer are and then meeting these needs. At a minimum employees are required to react to customer needs by following up on queries, keeping promises, keeping the customer up to date, being friendly and helpful and solving problems quickly and without argument. Ideally all employees, especially those at a management level are required to be proactive by trying to understand the underlying needs of the customer and providing an appropriate service based on these underlying needs.						
Teamwork	In order to be successful and to meet our service delivery requirements it is essential that all employees co-operate and communicate with each other. This is measured by the extent to which an employee does his/her share of the work; helps out in times of crisis, supports decisions taken by the municipality, makes an effort to communicate with team members so that he/she knows what is going on in other areas besides his/her own and provides information to others on what he/she is doing. At a management level employees are required to facilitate a friendly working environment where co-operation is encouraged, where conflicts are resolved quickly and amicably and where information is communicated so that there is a common knowledge and understanding of municipality activities.						

Knowledge, Skills and Behaviours	Description / Définition	Comments / Observations	Rating				
			1	2	3	4	5
Service Delivery	All employees are required to set goals and to achieve these goals so that the overall objectives of the municipality can be met. They are also required to look for new and better ways of doing things in order to improve speed, efficiency, quality, service and/or cost effectiveness. This involves setting goals, preparing plans to achieve these goals, implementing the plans and monitoring progress against these plans.						

Knowledge, Skills and Behaviours	Description / Définition	Comments / Observations	Rating				
			1	2	3	4	5
Ethics	This is about being open, transparent and honest in all dealings. It is about keeping promises that you make and about working within the policies, procedures and authorised delegations of Council.						
Leading Teams	This is about how a manager leads a group of people so that they work well together as a team. This means holding regular meetings (that have set agendas and objectives) with his/her team so that information can be shared and so that the team is aware of decisions that may affect them. It involves sharing out the workload so that team members' skills are used appropriately and so that the work is evenly spread amongst team members. It involves making sure that the team has the necessary tools and resources in order to do their work. It involves motivating the team so that they are committed to achieving the goals of the department and ultimately the municipality.						

#### **4. Performance Review Procedure**

1. A formal performance review occurs once a year in June, before the end of the financial year.
2. Municipal Manager to request input from “customers” on the Manager’s performance throughout the review period. This may be done through discussion or by asking “customers” to complete a rating form to submit to the Municipal Manager for consideration. Customers are people who are able to comment on the Manager’s performance since they have worked closely with him/her on some or all aspects of his job.
3. Municipal Manager to prepare ratings of Manager’s performance against agreed objectives as a result of his/her evidence and “customer” input.
4. Municipal Manager to ask Manager to prepare for formal appraisal by rating himself against the agreed objectives.
5. Municipal Manager and Manager to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i.e. give Manager scores and allow him time to consider them before final agreement. In the event of a disagreement, the Municipal Manager has the final say with regard to the final score that is given.
6. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.
7. Deadline dates that have been met should be marked alongside with a4.
8. Deadline dates that have not been met should be marked alongside with a6.
9. Performance Indicators that have been supplied as evidence of achieving an objective should be marked alongside with a4.
10. Performance Indicators that have not been supplied as evidence of achieving an objective should be marked alongside with a6.
11. Any reasons for non-compliance should be recorded during the review session in the column marked “reason for deviation”.
12. The Municipal Manager should make his own notes during the formal review meeting and should assign a score in relation to the weighting assigned to a specific objective. E.g. should a specific objective have been assigned a weighting of 20 points and the objective was achieved then the score allocated would be 20. However, should the objective not have been achieved at all or no

satisfactory evidence is provided then a score of 0 would be allocated. Should only a portion of the evidence have been provided, or only a portion of the objective have been achieved, with no valid reason for non-achievement, then a part score would be allocated e.g. 12 out of 20. It should be noted that many performance indicators do not allow for a partial score i.e. it either has or has not been achieved.

13. Only those items relevant for the review period in question should be scored.
14. Municipal Manager and Manager to prepare and agree individual learning plan.
15. Municipal Manager and Manager to set new objectives, targets, performance indicators, weightings and dates etc for the following financial year.
16. Poor work performance will be dealt with in terms of the incapacity procedure as outlined in the applicable Labour Legislation.

## 5. Consolidated Score Sheet

Key Objective	Weighting	Municipal manager Rating	Manager Rating	Final / Consolidated Score	Reason for Final Score
1					
2					
3					
4					
5					
Total:	100	Final Score			

## **6. Link to Reward**

The Manager's performance will be rewarded according to the Remuneration Policy of the Municipality.

## 7. INDIVIDUAL LEARNING PLAN (ILP)

Manager's Name: \_\_\_\_\_ Manager's  
Employee Number: \_\_\_\_\_

Job Title : \_\_\_\_\_ Department : \_\_\_\_\_

Municipal Manager : \_\_\_\_\_ Date: \_\_\_\_\_

Skills / Performance Gap	Outcomes Expected	Suggested training and / or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill / development area	Support Person
1.						
2.						
3.						
4.						
5.						

Manager's Signature: \_\_\_\_\_ Municipal Manager's Signature: \_\_\_\_\_

**8. PERFORMANCE PLAN**  
**CONTROL SHEET - TO BE UPDATED BY MUNICIPAL MANAGER**

**PLANNING PHASE**

Date of 1 <sup>st</sup> planning meeting: _____	Date of 2 <sup>nd</sup> Planning meeting: (if applicable) _____
Date copy of performance plan handed to employee: _____	Municipal Manager's name: _____

**COACHING PHASE**

Keep a record of meetings held to give feedback to the Manager on performance related issues.	
Date of Feedback Meeting	Performance Issue Discussed And Corrective Action To Be Taken
Date of formal half year review:	

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### REVIEWING PHASE

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Date Manager notified of formal  
review meeting:

Date of 1<sup>st</sup> review meeting:

Date of 2<sup>nd</sup> Review meeting: (if  
applicable)

Municipal Manager's name: