



EMADLANGENI LOCAL MUNICIPALITY



INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM (PMS) POLICY & PROCEDURES MANUAL



Performance Management System Policy & Procedures Manual

Compiled in terms of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) as amended.

Reviewed from Performance Management Policy adopted by the council on the 27 June 2019 (council resolution number A62/2019).

TITLE	eMadlangeni Local Municipality (EML): Performance Management System Policy & Procedures Manual
POLICY AND LEGISLATIVE FRAMEWORK	<ul style="list-style-type: none"> • Batho Pele (1998) • Constitution of the Republic of South Africa (1996) • Department of Cooperative Governance: Guidelines for the Development of a PMS Policy Framework in Municipalities (2010) • Government Gazette: Regulations Gazette No.7146 • Local Government: Municipal Systems Act (Act 32 of 2000) as amended • Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers (2014) • Municipal Financial Management Act (No.56 of 2003) – MFMA Circular 13: Service Delivery and Budget Implementation Plan – MFMA Circular 32: Oversight report – MFMA Circular 42: Funding of municipal budget – MFMA Circular 54: Municipal budget circular – MFMA Circular 11: Annual Reports • MFMA Guideline for Municipal Competency Levels: Finance Officials at Middle Management Level (2003) • Municipal Structures Act (Act 117 of 1998) • Municipal Planning and Performance Regulation 796 (2001) • Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (805 of 2006) • National Treasury: Framework for managing performance information (2007) • White Paper on Local Government (1998) • Remuneration Policy • Labour Relations Policy • Human Resources Development Policy • Employment Equity Policy

	<ul style="list-style-type: none">• Recruitment Policy
COUNCIL RESOLUTION	



1. DEFINITIONS

All key words and conception contained herein are as defined in the relevant legislation and in these definitions unless the context indicates otherwise.

Phrase	Definition
Competence	Having the necessary higher education qualification, work experience and knowledge to obtain at least a competent level of achievement,
Councillor	A member of a municipal council as elected in terms of Chapter 3 of the Municipal Structures Act (Act 117 of 1998)
Input Indicator	Typically cost related indicators. They measure what inputs have been made towards achieving the objective and they are most relevant to the day-to-day operations of a municipality. Examples include costs, equipment, human resources, time, etc.
Integrated Development Plan	A plan aimed at the integrated development and management of a municipal area as prescribed by Chapter 2 the MSA
Key Performance Indicator	Specific measurements that track progress towards the achievement of an objective
Mayor	The mayor of the municipality as elected in terms of Chapter 4 of the Municipal Structures Act (Act 117 of 1998)
Municipal Manager	A person appointed in terms of section 82 of the Municipal Structures Act
Outcome Indicator	These indicators measure the extent to which strategic goals or outcomes are being met. Outcomes are usually based on the results of different variables acting together, for example, increased economic activity as a result of improved water supply. They measure the effect that the goals and objectives are having on the community
Output Indicator	These indicators refer to “products” produced by processing inputs. For example, the number of houses built or the number of electricity connections made.
Performance Agreement	An annual agreement or contract entered into by two parties as contained in section 57 of the MSA
Section 79 Committee	A committee appointed by the municipal council in terms of section 79 of the Municipal Structures Act (Act 117 of 1998)
Senior Manager	A municipal manager or acting municipal manager, appointed in terms of section 54A of the MSA or a manager directly accountable to a municipal manager appointed in terms of section 56 of the MSA. A senior in terms of Circular No. 2 of 2014: Implementation of the Local Government: Regulations



Phrase	Definition
	of Appointment and Conditions of Employment of Senior Managers: Government Notice No. 21 of 17 January 2014
Service Delivery Agreement	An agreement between a municipality and an institution or person mentioned in section 76 (b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the municipality
Service Delivery and Budget Implementation Plan	The SDBIP gives effect to the IDP and budget of the municipality and shall be possible if the IDP and budget are fully aligned with each other, as required by the MFMA as contained in MFMA Circular No. 13
Strategic Objective	A translation of priority areas into a results statement which is SMART (Specific, Measurable, Achievable, Realistic and Time-bound.
Target	A performance target (usually quantitative) is a planned level of performance or milestone set for each indicator
Audit Committee	A committee of the municipality established in terms of the relevant provision of the municipality finance Management Act, No 56 of 2003
Consumer	Member of the community of eMadlangeni Local Municipality and the recipient of the municipality services
Work teams	A group of employees who are performing the same or similar functions on a continual basis
Levels/Grades	Level 1: Basic skill Grade: 1 - 3 Level 2: Discretionary skills: Grade 4 - 8 Level 3: Specialized skills: Grade 9 - 13 Level 4: Tactical skills: Grade 14 - 18 Level 5: Strategic skill : Grade 19 - 26

1. PREAMBLE

EMadlangeni Local Municipality is committed (in line with the Local Government: Municipal Systems Act No 32 of 2000) to pursuing its vision through meeting the municipal objectives framed in its IDP document. In so doing, it seeks to harvest synergies through aligning the activities and developing the relevant competencies of its employees through the setting, monitoring, assessment and rewarding of the achievement of municipal objectives. The municipality seeks to maximise, in a sustainable way, delivery in terms of these set outcomes, the growth of talent and capabilities and fairly rewarding exceptional performance while taking corrective measures where set performance standards are not met. The Municipality commits



itself to providing a fair and transparent mechanism to guide the activities of each employee, identifying and creating opportunities for staff development, and implement a seamless performance measurement structure through which performance shall be assessed at all three levels, namely, municipal, departmental as well as individual levels.

2. PURPOSE OF THE POLICY AND PROCEDURE MANUAL

eMadlangeni Local Municipality seeks to manage municipal performance towards the achievement of municipal objectives and comply with legislative imperatives. The municipal objectives shall be clearly outlined in the municipality's IDP as adopted by Council. The Departmental and Individual Key Performance Areas, Deliverables and Standards shall be formulated and aligned with IDP Objectives.

The performance of eMadlangeni Local Municipality's resources shall be managed and monitored through a system that:

- a) Is electronic to ensure efficient and streamlined reporting and encourages a paperless administration;
- b) Informs each Department and each Individual of the Key Performance Areas and the deliverables or outputs required from the relevant Department or Individual;
- c) Specifies the quality standards required for each deliverable;
- d) Specifies the Indicator for the measurement of each standard;
- e) Documents the understanding of the Individual's KPAs, deliverables and standards in the form of a Performance Agreement;
- f) Assesses the performance of each department and each Individual in terms of actual delivery using the Indicators to gauge performance against the pre-determined standards;
- g) Identifies performance gaps between the actual delivery and the required standards;
- h) Identifies competency gaps between the demonstrated competencies of the individual employee and the required level of competence as outlined in the position profile and specific job requirements;
- i) Rewards superior performance;
- j) Corrects negative performance gaps;
- k) Guides the Individual Development Plans and training interventions, document commitment to the Personal Development Plans within the Performance Agreement.



3. APPLICATION OF THIS POLICY

- 3.1 This policy shall apply to all employees of the municipality except casual employees and employees hired for less than three months;
- 3.2 This policy shall be applicable from the date of adoption by the Council;
- 3.3 There shall be no special exemptions from compliance with this policy

4. KEY DOCUMENTS FOR INDIVIDUAL PERFORMANCE MANAGEMENT

- 4.1 Once organisational objectives have been set, it is possible to cascade these down to the relevant departments and individuals. In turn, the individuals and departments, in achieving their targets and standards will contribute towards the municipality achieving its objectives as stated in the IDP and as operationalised in its SDBIP.
- 4.2 In local government, municipal employees fall into three broad categories,
 - (a) Senior managers (Municipal Manager including managers reporting directly to the Municipal Manager);
 - (b) Sectional Managers; and
 - (c) Non-senior managers/ permanent employee/ fixed term contract employees
- 4.3 Senior managers must enter into Employment Contracts and Performance agreements with the municipality on assumption of duties and the regulations give a detailed guide on the elements of an employment contract;
- 4.4 Sectional Managers enter into performance agreements with the institutional accountable head of departments;
- 4.5 Non-senior employees are employed on a permanent basis/ Fixed term Contracts and are governed by the provisions of the Local Government Bargaining Council.
- 4.6 Individual performance plans are developed for both Senior and Non-Senior managers. These plans include indicators and targets which shall be measured over a financial period.



5. KEY ACTIVITIES AND OUTPUTS WITHIN THE PM CYCLE / PHASES

The following cycles forms part of the PM process:



5.1. Phase 1: Performance Planning

This table summarises the key activities and outputs associated with the planning phase: Planning	Dimension	Key Activity	Key Output	Timeframes	Responsibility
	Individual Level	<p>Compile the Performance Agreements of the Municipal manager; senior managers and sectional managers</p> <p>The KPIs developed above, need to be cascaded into the Performance agreements & Performance Plans of the Municipal Manager; Senior Managers and Sectional Managers</p> <p>Compile Performance Plans for non-senior managers</p> <p>The Performance Plans for non-senior managers are compiled from the Departmental SDBIP and Job Descriptions.</p> <p>(A newly appointed employee for a period of not less than 12 months shall be required to serve a six month - probation period prior to confirmation of employment and must have a signed performance contract/plan within a month from the date of assumption of duty.)</p>	<ul style="list-style-type: none"> • Performance Agreements • Performance Plans • Development Plans 	<ul style="list-style-type: none"> • First draft: 1 May • Final Draft: Within 14 days after approval of budget; • To be made public by 30 July (sec. 57's) 	<ul style="list-style-type: none"> • Mayor, MM and IDP/PMS& Manager

5.1.1 Upon approval of all the strategic documents, the Mayor and the Municipal Manager must sign the Municipal Manager's Performance Agreement before 31 July of every year;

- 5.1.2 The Municipal Manager must do the same and sign the Performance Agreements with all the Managers directly accountable to the Municipal Manager before 31 July of every year;
- 5.1.3 The heads of departments must do the same by signing Performance agreements for Managers accountable to them/sectional Managers before the 31 July of every year;
- 5.1.4 Performance Plans should be developed for each employee within the ELM. These agreements shall be discussed in detail below under employee performance management;
- 5.1.5 The performance plans for Managers shall be submitted with Performance agreements not later than the 31 July of every year;
- 5.1.6 Performance plans for staff shall be developed by the employee and the manager of the section/supervisor. These shall be submitted to Human Resources Section by not later than the 31 July of every year;
- 5.1.7 The Mayor shall also publicise the SDBIP, the organisational scorecard and the Municipal Manager's Performance Agreement as per the provisions of Section 53(3) of the Municipal Finance Management Act.;
- 5.1.8 The Performance Agreements for Sec 57/56 Managers are required to be submitted to the MEC for Co-operative Governance and Traditional Affairs within **60 days/ July every year.**

5.2. Phase 2: Performance Monitoring

- 5.2.1 Monitoring is a continuous process of measuring, assessing, analysing and evaluating performance information. The aim of the monitoring process is to act as an early warning system and to thereafter take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due;
- 5.2.2 The ELM has the necessary and appropriate mechanisms, systems and processes in place for performance monitoring in order to assist with the timeous detection of underperformance.



The table below describes the key activities and outputs within this process.

	Dimension	Key Activity	Key Output	Timeframes	Responsibility
Monitoring	Individual Level	<p>Conduct quarterly performance evaluations on organisational & Individual performance</p> <p>Monthly (financial) and quarterly performance evaluations need to be conducted to monitor and measure actual performance against targets.</p> <p>The Quarterly SDBIP Evaluations need to be completed within one (1) month after each Quarter.</p>	<ul style="list-style-type: none"> Monthly Departmental meetings Quarterly Evaluations 	<ul style="list-style-type: none"> Within 30 days following the quarter under review 	<ul style="list-style-type: none"> MM, HODs, IDP, HR/, PMS Officer

5.3 Phase 3: Performance Measurement

5.3.1 Performance measurement allows the Municipality to compare their actual performance in relation to backlog and current performance.

	Dimension	Key Activity	Key Output	Timeframes	Responsibility
Measurement	Individual Level	<ul style="list-style-type: none"> Quarterly, Mid-year and Annual Measurement Customer surveys Employee satisfaction surveys 	<ul style="list-style-type: none"> Personal Evaluation Reports Training requirements 	<ul style="list-style-type: none"> Bi-annually Quarterly 	<ul style="list-style-type: none"> HOD: Corporate Services IDP and HR/ PMS

5.3.2 Performance Measurement is essentially the process of analysing the data provided by the Performance Monitoring System in order to assess performance. At organisational level, Performance Measurement shall be formally executed on a monthly and quarterly basis. Performance Measurement on individual level shall be done quarterly.

5.3.3 The table below describes the rating scales to be used when measuring performance.

Rating	Level	Description
Outstanding performance	5	Performance far exceeds the standard expected Above fully effective results obtained against all performance criteria in this area
Performance significantly above expectations	4	Performance is significantly higher than the standard expected Above fully effective results obtained against more than half of the performance criteria and fully effective results achieved all others
Fully effective	3	Performance fully meets the standards expected Fully achieved effective results against all significant performance criteria
Performance not fully effective	2	Performance is below the standard required Performance meets some of the standards expected Achieved below fully effective results against more than half the key performance criteria
Unacceptable performance	1	Performance does not meet the standard expected Achieved below fully effective results against almost all of the performance criteria

5.4 Phase 4: Performance Analysis

5.4.1 As with underperformance (targets not met), targets which have been met or exceeded should also be expanded upon so that the key factors that resulted in such success can be documented and shared so as to ensure organisational learning;

5.4.2 The table below describes the key activities and outputs within this process:



Analysis	Dimension	Key Activity	Key Output	Timeframes	Responsibility
	Individual Level	<ul style="list-style-type: none"> Analyse performance results for all staff based on agreed performance plans; Analyse Development needs assessments 	<ul style="list-style-type: none"> Personal Performance Plan – evaluations; Personal Development Plans indicating training requirements 	<ul style="list-style-type: none"> Bi-annually Quarterly 	<ul style="list-style-type: none"> HODs, IDP/HR /PMS Officer

5.5 Phase 5: Performance Review

5.5.1 Review includes the assessment of the system itself, the framework, targets, and performance targets of departments and performance measurement of employees. It identifies the strengths, weaknesses, opportunities and threats of the municipality in meeting KPIs and performance targets.

Review	Dimension	Key Activity	Key Output	Timeframes	Responsibility
	Individual Level	<p>Review of Individual performance</p> <p>Quarterly and annual review of individual performance</p>	<ul style="list-style-type: none"> Personal Performance Plan – evaluations; Training needs analysis to be included into Workplace skills plan (WSP) and training plans 	<ul style="list-style-type: none"> Quarterly 	<ul style="list-style-type: none"> HOD: Corporate Services and IDP/PMS

6. PROBATION MANAGEMENT SYSTEM.

- 6.1 A newly appointed employee for a period of not less than 12 months shall be required to serve a six month - probation period prior to confirmation of employment and must have a signed performance contract/plan within a month from the date of assumption of duty.
- 6.2 Probation shall apply to contract employees as well, including performance contract employees, but the probation period for performance contract employees shall be six (6) months and will be dealt with as per the conditions of employment in their contracts of employment;

- 6.3 Employees hired for a period of less than 12 months shall be required to serve a probationary period of three months prior to confirmation of Employment;
- 6.4 Employees hired for a period of less than three months shall not be required to serve probation;
- 6.5 During probation, employees shall be given an opportunity to demonstrate performance up to the standards expected of them and be provided with appropriate feedback, assistance and support to achieve them;
- 6.6 The new employee and his or her supervisor shall discuss formally or informally the required performance levels within the first month of employment in an effort to lay a sound foundation for tracking performance;
- 6.7 Performance of employees on probation for a six month-period shall be assessed on a bi-monthly basis;
- 6.8 Performance assessment of an employee on a less than six month-probation period shall be conducted on a monthly basis;
- 6.9 Probation monitoring shall encompass both conduct and performance of an employee;
- 6.10 The Municipal Manager shall be responsible for approval and confirmation of satisfactory completion of probation by each employee of the Municipality;
- 6.11 Upon successful completion of probation, the employee shall be issued with a letter of confirmation of employment from the Corporate Services Department;
- 6.12 An employee who demonstrates unsatisfactory performance at the end his/her probationary term of six – months, may be put on an extended probation of not more than three or six month, respectively, or have his or her services terminated;
- 6.13 An employee shall be afforded a poor performance/conduct hearing prior to the extension of probation or termination of services as contemplated in clause 6.12 above;
- 6.14 An employee afforded a poor performance/conduct hearing during the probation process shall be entitled to representation by a shop steward or a fellow employee of his or her choice;
- 6.15 An employee put on extended probation shall be assessed on a monthly basis;
- 6.16 Notwithstanding the contents of clause 6.12 above, termination of services on grounds of misconduct shall be preceded by disciplinary proceedings.

7. PERFORMANCE MANAGEMENT CYCLE AND RESPONSIBILITY FOR CONDUCTING PERFORMANCE REVIEWS

- 7.1 As in the monitoring and measurement stages, reviews shall be conducted according to the lines of accountability within the municipality's organisational structure.
- 7.2 Reviews at all levels on organisational indicators and targets shall be conducted quarterly, preceded by coaching sessions by the municipal managers to her/his direct reports;
- 7.3 On considering the quarterly reports from each department and the results of the measurement revealing the level of performance in each department, the Municipal Manager must conduct one-on-one coaching sessions with Managers directly accountable to him / her, to ascertain the level of comfort and confidence in achieving set targets, and to understand the challenges that the Manager might be facing in achieving results. The coaching session must be recorded and the coaching notes be kept in the department's evidence file for individual performance evaluation purposes.

[a] Supervisors:

Supervisors shall review the performance of employees reporting directly to them. These reviews shall be conducted on a quarterly basis and any deviations can be recommended by the supervisor to their section managers, only if they affect indicators and targets that are at their levels, not organisational or departmental indicators.

[b] Section Managers:

These managers review performance of their respective areas on a quarterly basis, as they are monitoring, analysing and measuring performance as against their departmental scorecards. The review shall cover all organisational KPAs and indicators with respect to their functional areas and any deviations from original targets can be recommended to their respective senior managers and can be authorised if it is not organisational or departmental targets.

[c] Section 79 Committees:

These committees manage the performance of sectors and functions respective to their portfolios. In order to build the role played by Section 79 Committees, while ensuring that their role remains strategic and not operational, it is recommended that they review performance as often as monthly. However, the committees can only approve deviations on targets related to their service areas, after receiving recommendations from the management team.

[d] Executive Management Team:

The municipal manager and his management team shall review performance prior to, and more often than, the Mayor or Section 79 Committees, as follows:

- [i] Firstly, they shall need to review performance more often, such that they can intervene promptly on operational matters where poor performance or the risks thereof occur;
- [ii] Secondly, they shall need to review performance before reporting to politicians so that they can prepare and control the quality of performance reports submitted to the councillors and the public; and ensure that adequate response strategies are proposed in cases of poor performance;
- [iii] It is strongly recommended that the executive management team review performance monthly, prior to reviews being conducted by the Executive Committee or the Section 79 Committees. At these reviews, relevant functional managers shall be required to report on respective priority areas.

[e] Mayor:

- [i] The PMS of the ELM is designed in such a way that it allows the Mayor to strategically drive and manage performance in the organisation.
- [ii] Reviews at this level shall remain strategic so that the Mayor is not restrained by operational discussions.
- [iii] In order for this review to be strategic, it is recommended that the Mayor reviews performance quarterly, with the final quarterly review taking the form of an annual review.
- [iv] The content of the review should be confined to the adopted 5 key performance areas (KPAs) and objectives.
- [v] The Municipal Manager shall remain accountable for reporting on performance at this level.

[f] Council:

Council shall review the performance of the municipal council, its committees and the administration, annually, in the form of a tabled annual report at the end of the financial year.

[g] The Public:

- [i] The public shall be involved in reviewing municipal performance at least annually, in the form of the annual report and the annual customer surveys.
- [ii] While good and excellent performance must also be constantly improved to meet the needs of citizens and improve their quality of life, it is poor performance that needs to be improved as a priority.



[iii] Poor performance may arise out of one or more of the following:

- 1] Poor systems and processes;
- 2] Inappropriate structure;
- 3] Lack of skills and capacity;
- 4] Inappropriate organisational culture; and
- 5] Absence of an appropriate strategy and departmental business plans that lay the foundation for optimum performance.

[h] Internal Audit:

The internal audit unit of the ELM must audit performance measures as well as conduct compliance based audits. The unit is also responsible for assessing the functioning of the Performance Management System to ensure that it complies with the Municipal Systems Act.

8. CONSEQUENCE MANAGEMENT

8.1 Improving Performance

In order to improve performance, ELM, throughout the performance management phases, shall analyse the causal and contributory reasons for poor performance through coaching sessions from top to lower levels of the administration and appropriate response strategies shall be developed. These shall include, inter alia:

- (a) Restructuring as a possible solution for an inappropriate structure;
- (b) Process and system improvement strategies to remedy poor systems and processes;
- (c) Training and sourcing additional capacity where skills and capacity shortages are identified;
- (d) Change management and diversity management education programmes can address organisational culture;
- (e) Review of the IDP by councillors to address shortcomings in strategy;
- (f) Development of appropriate departmental business plans and operational plans to guide performance in each department; and
- (g) Where results show no chance of improvement through internal measures, alternative service delivery mechanisms shall be considered.

8.2 Incapacity proceedings on grounds of poor performance

8.1.1 After probation or during normal work performance an employee should not be dismissed unless the following has happened:

- (a) The employee has been given appropriate evaluation, instruction, training, guidance and counselling;



- (b) The employee should be given a reasonable time for improvement.
- 8.1.2 The Procedure to be followed prior to instituting dismissal proceedings shall include an investigation into the real causes of poor/unsatisfactory performance;
- 8.1.3 After establishment of the real causes for unsatisfactory performance, an appropriate response to the problem shall then be developed and implemented;
- 8.1.4 Where necessary charges for incapacity on grounds of poor performance shall be formulated and preferred against the employee subject to proof of failure of all other required and taken steps towards assisting an employee;
- 8.1.5 In case of disciplinary proceedings, the employee shall have to be heard and assisted by a Trade Union Representative or fellow employee.

8.3 Dismissal on grounds of poor performance

The person determining whether a dismissal for poor performance is unfair should consider the following:

- (a) The performance standards set for the employee in terms of whatever accountability arrangement;
- (b) Whether or not the employee failed to meet the performance standard set;
- (c) The employee was aware or could have reasonably be expected to have been aware of the required performance;
- (d) The employee was given a fair opportunity to meet the required performance standard;
- (e) The employee was given adequate support in terms all resources required to perform up to the required standard including training, guidance, coaching, mentoring where necessary and counselling;
- (f) The dismissal is a fair sanction for not meeting the required performance standard.



8.4 Phase 6: Performance Reporting

The table below describes the key activities within this process.

	Dimension	Key Activity	Key Output	Submission Date	Responsibility
Reporting	Individual Level	Compilation of: <ul style="list-style-type: none"> Individual performance results Rewards and recognition for good performance Analysis of training needs analysis 	<ul style="list-style-type: none"> Reports on individual performance Recognition for performance; Training needs analysis report 	Bi-annually	[a] The Municipal Manager and HOD: Corporate Services

9. PROCESSES AND PROCEDURES FOR INDIVIDUAL PERFORMANCE MANAGEMENT

- 9.1 Individual Performance Management is a strategic human resources process aimed at attaining organisational objectives. It is a vital process of enhancing the contribution levels of individuals to be in line with priorities, objectives, indicators and targets contained in the ELM's IDP;
- 9.2 The performance of a municipality is integrally linked to that of staff. It is therefore important to link organisational performance to individual performance and to manage both at the same time, but separately. The legislative mandate for measuring individual performance is found in section 57 of the MSA, which requires that the Municipal Manager and Managers who report directly to the Municipal Manager, should sign performance contracts, which must include performance objectives and targets. These must be practical, measurable and based on KPIs as set out on the IDP;
- 9.3 Effectively, the organisational scorecard is executed by the employees of the municipality;
- 9.4 The heads of departments' individual performance plans shall flow from the municipal manager's performance plan;
- 9.5 This process is then cascaded down throughout the hierarchy of each of the departments in the ELM. Although legislation requires that the municipal manager, and

managers directly accountable to the municipal manager, sign formal performance contracts, it is also a requirement that all employees have job descriptions. These must be aligned with the individual performance plan of the head of the department. In this way, all employees are working towards a common goal;

- 9.6 The successful alignment of employee performance with organisational performance is not just about the linking individual goals to organisational goals. It also requires an all-inclusive and integrated approach involving all elements important to the management of human resources in an organisation;
- 9.7 The following elements support the successful alignment of individual and organisational performance:
- [a] Good communication;
 - [b] Ensuring that learning and recruiting processes do not contribute to poor performance by recruiting unsuitable persons;
 - [c] Creating an environment through reward and recognition and managing poor performance;
 - [d] Identify core competencies and behaviours that staff need to exhibit to ensure the achievement of organisational goals; and
 - [e] The roles of each stakeholder in ensuring that the performance of individuals in the organisation is linked to and contributing to organisational performance should be identified and clearly defined.
- 9.8 This section outlines the processes to be followed for individual performance Management.

10. PHASES FOR MANAGING PERFORMANCE

Management of individual performance reviews are outlined in phases as below:

10.1 Phase 1: Planning for Employee Performance

- [a] The IDP yields a set of indicators and targets. These become an undertaking of the municipality to the community. The IDP informs the development of the SDBIP and the organisational scorecard. The components of the organisational scorecard shall be cascaded to the municipal manager's performance scorecard and performance agreement as he is responsible for the implementation of the IDP;
- [b] The municipal manager shall then extract relevant indicators to inform scorecards of the different departments. These indicators would then become the indicators and targets of the heads of departments to be incorporated in their performance scorecards and



agreements. The heads of departments shall in turn cascade the indicators and targets to lower levels in line with the scope of responsibilities at that level. Therefore, this policy framework establishes a system of individual performance management linked to the organisational performance through the scorecard model.

10.2 Effecting Weighting and Rating on Employee Scorecards

- [a] The adopted weighting approach to show the relative importance of one indicator against another indicator;
- [b] Every indicator in an employee's performance scorecard/plan shall be assigned as weighting;
- [c] The total of the weightings on the performance scorecard must add up to 100 points;
- [d] An important indicator may, for example, be assigned a weighting of 50 out of the total of 100, whereas a less important KPI may be assigned a weighting of 15 out of 100;
- [e] The purpose of the weightings is to show employees what the key focus areas are in their work and for them to be appraised accordingly;
- [f] The weighting of indicators in the scorecard of the Section 57 employees shall follow the line of the provisions of the 2006 Performance Regulations;
- [g] The weighting of 80% shall be allocated to KPA-related indicators and 20% of the weighting shall be allocated to Core Competency Requirements (CCRs);
- [h] The five-point rating shall apply in evaluation process of all employee performance. The 2006 Performance Regulations sets out the rating as shown in the table below;
- [i] The Municipal Performance Regulations for the Municipal Managers and Managers accountable to the Municipal Manager, 2006 requires the following rating scale to be applied for KPAs and CCRs.

Terminology	Level & Colour Code	Description
Outstanding performance	5 BLUE	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.
Performance significantly above expectations	4 DARK GREEN	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.

Terminology	Level & Colour Code	Description
Fully effective	3 GREEN	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.
Performance not fully effective	2 ORANGE	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.
Unacceptable performance	1 RED	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.

- [j] The outcome of the planning phase in the individual performance management shall result in all employees having signed performance agreements and scorecards at the beginning of every financial year.

10.3 Phase 2: Implementation, Monitoring, Data Analysis and Measurement

When projects and programmes are implemented, the monitoring system as proposed in the organisational performance phases shall apply. All the reporting timelines and information management responsibilities shall be carried out as detailed in these phases.

10.4 Phase 3: Coaching

- [a] Should an employee not be achieving the agreed indicators in his/her performance scorecard, the manager/supervisor must assist the employee by managing his/her performance more closely.
- [b] It is not appropriate that the first time an employee hears about his/her non-performance is at the formal performance review. Employees must be coached and given feedback at least monthly before review by their respective supervisors.



- [c] The 1st and 3rd Quarterly evaluation will be utilised as formal coaching sessions which will be recorded on the system as moderation function.

10.5 Phase 4: Employee Performance Review

This phase involves jointly assessing actual performance against expectations at the end of the performance cycle so as to review and document planned vs. actual performance. The following guidelines shall be applicable for conducting individual performance reviews:

- [a] A manager/supervisor shall prepare ratings of employee's performance against KPIs. The rating shall be done by considering the year end actual cumulative as well, the evidence which was documented during the coaching cycle, as well as any other relevant input;
- [b] The manager/supervisor shall request the employee to prepare for formal appraisal by rating him/herself against the agreed KPIs on their scorecards;
- [c] The manager/supervisor and the employee shall meet to conduct a formal performance rating with a view to conclude a final rating. The employee may request time to consider the rating. A second meeting shall then take place. In the event of a disagreement, the manager/supervisor has the final say with regard to the final rating that is given,
- [d] After the ratings have been agreed upon the scores are calculated;
- [e] The manager/supervisor must make own notes during the formal review meeting. All the criteria that have been specified must be taken into consideration;
- [f] Only those KPIs relevant for the review period in question should be rated according to the five-point scale as shown above;
- [g] After the year-end review, the manager/supervisor and the employee prepare and agree on a personal development plan;
- [h] The total score is determined once all the indicators have been rated and scored. This is done with a view to establish if an employee is entitled to a cash bonus. Annual inflation related increments shall not be affected by the implementation of the performance management system and cascading it down to all employees.

10.6 Phase 5: Rewarding Performance

- [a] This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees;
- [b] The performance reward system applied to Section 56/7 Employees is different from the performance reward system applied to permanent employees who are not Section 56/7 Employees. Section 56/7 employees reward system is clearly spelt out in the 2006



Performance Regulations and these rewards will be allocated after the tabling of the audit report and tabling of the annual report, i.e. in February of each year.

11. SENIOR MANAGERS

[a] The MSA, Sec 57 (a) requires that a person appointed as the municipal manager or a manager directly accountable to the municipal manager must be appointed in terms of a written employment contract and an annual performance agreement.

[b] The Performance Agreement consists of three parts:

ij] Performance Agreement:

This is an agreement between the senior manager and the municipality, which regulates the performance required for a particular position and the consequences of the performance. This agreement must be reviewed and renewed annually, subject to the individual's annual performance.

ii] Performance Plan:

The performance plan is an Annexure to the performance agreement and stipulates in detail the performance requirements for a financial year.

iii] Personal Development Plan:

The plan is an Annexure to the performance agreement and addresses the developmental needs of the individual indicating actions and timeframes.

12. PERFORMANCE AGREEMENTS

Performance agreements must be signed for each financial year or part thereof. A new performance agreement must be concluded within one month after the commencement of the new financial year, i.e. by 31 July of every year.

13. PERFORMANCE PLANS

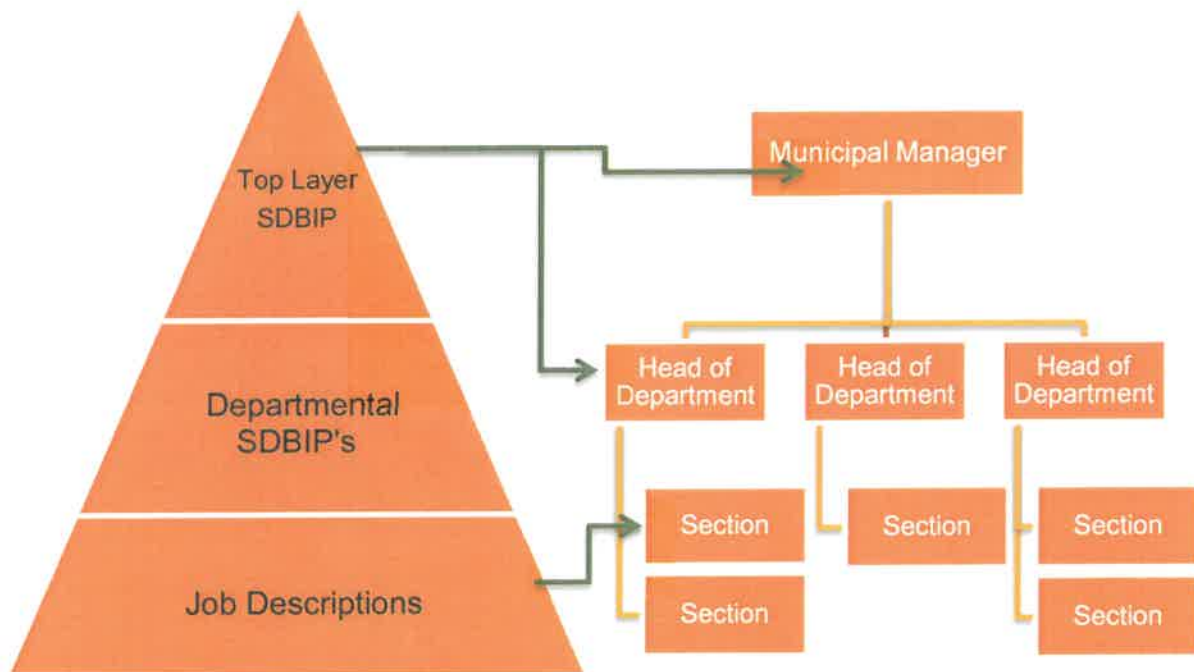
The employee's performance must be assessed against two components:

- Key Performance Areas (KPAs) at (80%); and
- Core Competency Requirements (CCRs) at (20%).

14. KEY PERFORMANCE INDICATORS

The performance plans of the senior managers must be directly linked to the SDBIP. Each indicator in the top layer SDBIP should be cascaded from the municipal scorecard or municipal manager's performance plan, to the performance plans of the managers reporting directly to the municipal manager. Managers directly reporting to the municipal manager shall have

further departmental indicators on which their performance would be assessed. Refer to the table below.



15. COMPETENCY FRAMEWORK

- 15.1. The Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers contains the competency framework (Government Notice No. 21) as published in Government Gazette No. 37245 of 17 January 2014.
- 15.2. A person appointed as a senior manager must have the competencies as set out in this framework. Focus must also be placed on the following key factors:
- [a] **Critical leading competencies** that drive the strategic intent and direction of local government;
 - [b] **Core competencies** which senior managers are expected to possess, and which drive the execution of the leading competencies; and
 - [c] The eight Batho Pele principles.
- 15.3. The competency framework consists of **six (6) leading competencies** which comprise of **twenty (20) driving competencies** that communicate what is expected for effective performance in local government.

15.4. The competency framework further involves **six (6) core competencies** that act as drivers to ensure that the leading competencies are executed at an optimal level.

Leading Competencies	
1. Strategic Direction and Leadership	<ul style="list-style-type: none"> * Impact and Influence * Institutional Performance Management * Strategic Planning and Management * Organisational Awareness
2. People Management	<ul style="list-style-type: none"> * Human Capital Planning and Development; * Diversity Management; * Employee Relations Management; * Negotiation and Dispute Management
3. Program and Project Management	<ul style="list-style-type: none"> * Program and Project Planning and Implementation * Service Delivery Management * Program and Project Monitoring and Evaluation
4. Financial Management	<ul style="list-style-type: none"> * Budget Planning and Execution * Financial Strategy and Delivery * Financial Reporting and Monitoring
5. Change Leadership	<ul style="list-style-type: none"> * Change Vision and Strategy * Process Design and Improvement * Change Impact Monitoring and Evaluation
6. Governance Leadership	<ul style="list-style-type: none"> * Policy Formulation * Risk and Compliance Management * Cooperative Governance

15.5. The Core Competency Requirements are deemed to be the most critical for Senior Managers and Sectional Manager's specific jobs and only 10 of them shall be selected from the list above for Performance Agreement's construction. The total weight for all the CCR's should be equal to 100%.

15.6. The rating scale prescribed is as follows:

Achievement level	Description of Achievement level
BASIC	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
COMPETENT	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis
ADVANCED	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis
SUPERIOR	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods

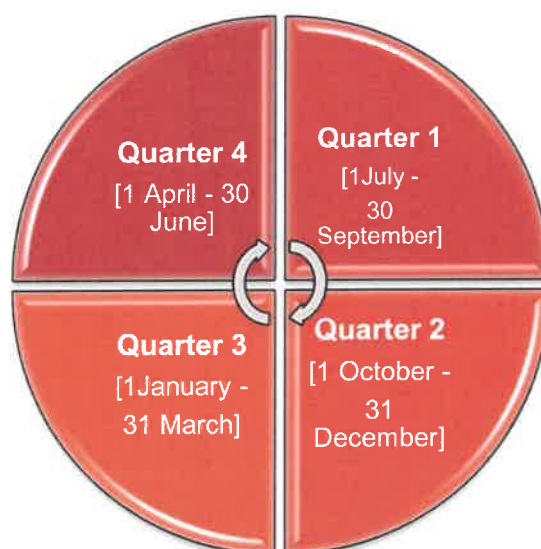
16. PERSONAL DEVELOPMENT PLAN

The personal growth and development needs identified during any performance review discussion must be documented in a personal development plan. This plan should also include the actions agreed to and implementation must take place within set time frames.

17. SCHEDULE OF PERFORMANCE EVALUATIONS (Reviews)

17.1. Individual performance reviews shall, similarly as the SDBIP evaluations be conducted quarterly within 30 days after each quarter.

17.2. The Quarterly evaluations shall be conducted using the provided Automated PMS with Quarter 2 and Quarter 4 providing the midterm and annual Performance monitoring and reporting.



18. THE EVALUATION PANEL: MUNICIPAL MANAGER AND SENIOR MANAGERS

18.1. The following table outlines the structure of the evaluation panel for the Municipal manager and Employees reporting directly to the Municipal Manager.

18.2. The evaluation panel shall only sit, based on the structure below, for the annual evaluations.

Evaluation of the Municipal Manager	Evaluation of Employees reporting directly to the Municipal Manager
<ul style="list-style-type: none"> 1] Mayor 2] Chairperson of the Audit committee <i>(for mid-term and final year reviews)</i> 3] Elected performance management member from the Council 1] Mayor (and/or Municipal Manager) from another municipality. <i>(for mid-term and final year reviews)</i> 1] Member of a ward committee as nominated by the Mayor or Speaker. <i>(for mid-term and final year reviews)</i> 	<ul style="list-style-type: none"> 1] Municipal Manager 2] Member for Audit committee <i>(for mid-term and final year reviews)</i> 3] Elected performance management members from council 1] Mayor (and/or Municipal Manager) from another municipality <i>(for mid-term and final year reviews)</i>
Evaluation for sectional Managers TASK Grade 14-18	Evaluations for permanent employees TASK Grade 13 and below
<ul style="list-style-type: none"> 1. Immediate Senior Manager of the assessed Manager Corporate Services 2. Audit Committee member <i>(mid-term and final year reviews)</i> 	<ul style="list-style-type: none"> 1. Immediate Superior of the assessee, 2. Corporate Services Representative

The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.



19. PERFORMANCE REWARDS

19.1. A performance bonus may be granted to an employee in recognition of performance based on the Performance Management Regulations of 2006. Section 8 of the regulations state that a performance bonus, based on affordability, may be paid to the employee, only after:

- a] An evaluation of performance in accordance with the provisions of Regulation 23;
- b] The approval of such evaluation by the municipal council, and
- c] The annual report for the financial year under review has been tabled and adopted through an oversight report by the municipal council.

19.2. As per the Performance Regulations, the s57 Managers shall be able to qualify for performance bonuses according to the following score:

- a] A score of 130% to 149% is awarded a performance bonus ranging from 5 – 9%, and
- b] A score of 150 and above is awarded a performance bonus ranging from 10% - 14%.

FINAL SCORE	BONUS/REWARD
150 and above	10% to 14% of the annual total remuneration package
130 to 149%	5% to 9% of the annual total remuneration package
100% to 129%	1% to 4% of the annual total remuneration package
99% and below	Compulsory Performance Counselling

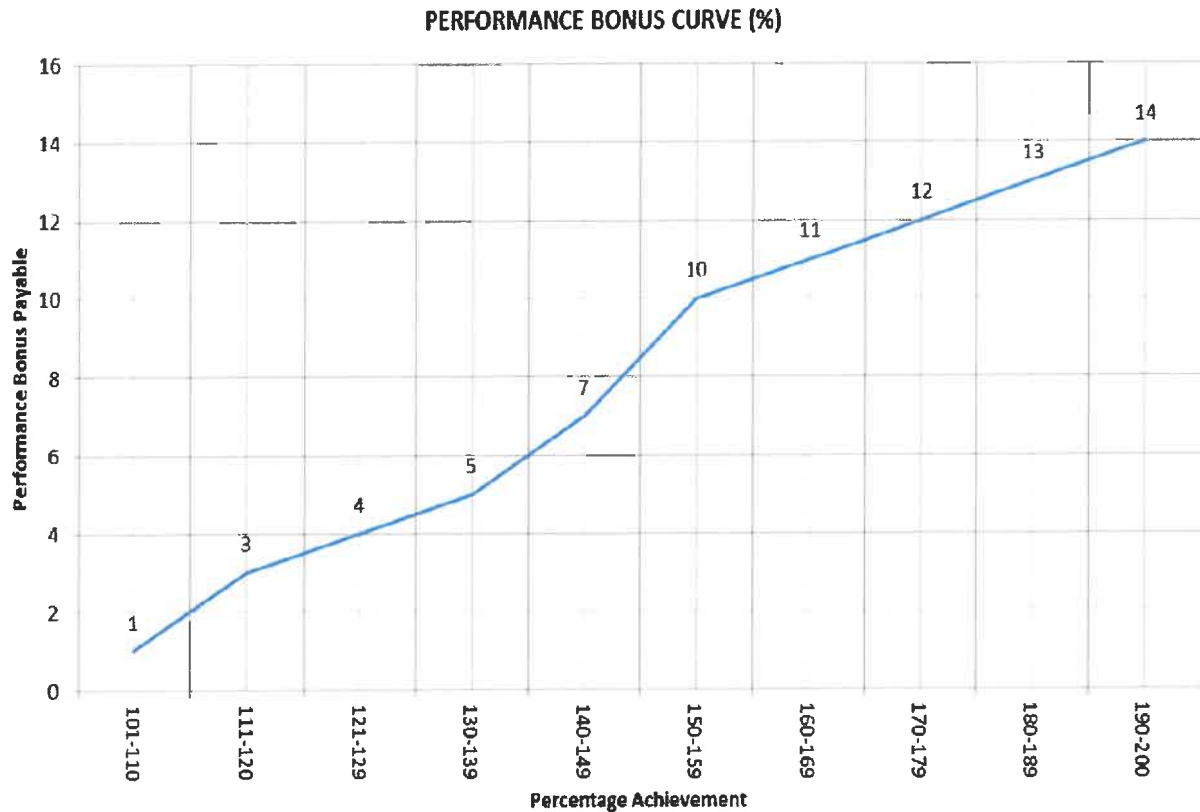


Figure 1: Performance Bonus Pay Curve for s56/57 Managers

20. CALCULATION OF PERFORMANCE BONUS

- 20.1. Performance bonus will be calculated as the regulation per performance management of senior managers. The rating and scoring mechanism shall apply to all performance Senior, Sectional and non-senior Managers employees;
- 20.2. The final rating and scoring payment the performance bonus/reward will be based on the annual performance review and assessment;
- 20.3. Such final rating and scoring will be verified and ratified by the respective performance review panel as set out in this policy;
- 20.4. The performance rating calculator shall be used to calculate total scores for awarding performance to the performance bonus:
 - (a) $\text{Weight} \times \text{Final score per KPA} = V \times 80\%$ (for KPA) = score for each KPA;
 - (b) Add up all KPA scores to get a total sum = W
 - (c) $\text{Sum total } (W) / 400 \times 100 = Y$
- 20.5.
 - (a) $\text{Weight} \times \text{Final score per CMC} = Y \times 20\%$ (for CMC) = score for each CCR

(b) Add up all CCR scores to get a total sum = Z

20.6.

Y + Z = Total score (percentage)

20.7 The final rating score after calculation shall be calculated as per mathematical rules.

21. NON-SENIOR MANAGERS/ PERMANENT EMPLOYEES

21.1. All permanently employed personnel must participate in the PMS adopted by the ELM.

21.2. The requirements for non-senior managers are similar to that of the senior managers, however

(a) the core competency requirements differ and are as follows:

CCR Requirements	Descriptions
As required by the MFMA Guidelines for Municipal Competency Levels: Finance Officials at Middle Management Level (2007)	
[1] Strategic leadership and management	Within the area of responsibility, the ability to contribute to service delivery systems of a complex nature and to implement and ensure achievement of municipal strategies and goals. Within the area of responsibility, the ability to implement and influence short, medium and long-term service delivery plans to deliver on municipal strategies and goals. The ability to support the chief financial officer and other senior managers. Within the area of responsibility, the ability to support and maintain strategic alliances with various stakeholders.
[2] Strategic financial management	Within the area of responsibility, the ability to support an effective, economic and efficient finance function. The ability to support the chief financial officer and other senior managers with the forecasting of revenue and expenditure.
[3] Operational financial management	Within the area of responsibility, the ability to implement financial systems. The ability to understand the importance of maintaining sufficient working capital (cash flow/short-term liquidity) to meet the requirements of the area of responsibility. The ability to contribute to the budget preparation and implementation process and provide technical expertise in this regard.
[4] Governance, ethics and values in	The ability to support and implement good governance in the area of responsibility.



CCR Requirements	Descriptions
financial management	
[5] Financial and performance reporting	The ability to implement the financial reporting process of the municipality. The ability to implement the performance reporting process of the municipality.
[6] Risk and change management	The ability to understand risk and implement risk management within the area of responsibility. The ability to implement change management within the area of responsibility.
[7] Project management	The ability to work as part of a project team and contribute to project management within the area of responsibility
[8] Legislation, policy and implementation	Within the area of responsibility, the ability to support and contribute to the formulation of policy and in the case of a municipality also By-laws. The ability to implement and manage the implementation of legislation and policy within the area of responsibility.
[9] Stakeholder relations	Within the area of responsibility, the ability to establish and maintain appropriate stakeholder relations.
[10] Supply chain management	The ability to contribute to the supply chain management function
[11] Audit and assurance	The ability to support the audit process, in order to obtain the optimum level of assurance from the Auditor-General
[12] General Core Competencies	
[13] Job Knowledge	Knowledge and application for all relevant policies, procedures, processes and practices
[14] Quality	The ability to accomplish the key tasks most of the time in a competent, accurate and acceptable way
[15] Initiative	Taking the first step, or organising new ideas or methods
[16] Interpersonal skills / Human relations	Knowledge and ability to interact and communicate effectively with others and establish good relationships with people of diverse backgrounds and culture
[17] Problem Solving	Anticipates problems, gathers all necessary information before making a decision, notifies supervisor of problems in a timely manner, remains calm under pressure
[18] Communication	Managing the flow of information up and down the organisational structure to keep everyone informed about what is happening and what is expected of them



CCR Requirements	Descriptions
[19] External Customer Contact /	Listens and responds effectively to customer questions; resolves customer problems to the customer's satisfaction. Committed to understanding and meeting the needs of external and internal customers.
[20] Supervisory Ability	Delegates work to employees according to their level of skill and experience. Empowers team members. Is available to assist employees when needed. Can direct and motivate team.

- (b) Non-senior managers should select the core competencies which are relevant to their job function when developing their performance plan. Financial officials at middle management level are required to utilise the core competencies included in the MFMA Guidelines for Municipal Competency Levels: Finance Officials at Middle Management Level (2007);
- (c) Non-senior managers have job descriptions instead of performance agreements. The KPAs contained in the job descriptions together with the CCRs above forms the basis for evaluation of their performance plans.

22. THE EVALUATION PANEL: NON-SENIOR MANAGERS

The following table outlines the structure of the evaluation panel for employees below senior managers. The evaluation panel as outlined below shall only sit for the annual evaluations.

Evaluation of the employees Task Grade 12-13	Evaluation of the employees Task Grade 1-11
1. Immediate Supervisor/ Sectional Manager	1. Immediate Supervisor/ Sectional Manager
2. Human Resources Manager/delegate of the same level	2. Human Resources Manager / Performance Management Officer

23. PERFORMANCE REWARDS OF PERMANENT EMPLOYEES

A permanent employee of the municipality is covered by the conditions of service of the municipality, performance cash bonus will be rewarded as follows:

CONVERSION TABLE

RATING	FORMULA	PERCENTAGE	RANGE	PERFORMANCE BONUS	ACTION TO BE TAKEN
5	$(5 \div 3) \times 100$	167	167+	14%	
4	$(4 \div 3) \times 100$	133	133-166	7-13%	
3	$(3 \div 3) \times 100$	100	100-132	1-6%	
2	$(2 \div 3) \times 100$	67	67-99	0%	
1	$(1 \div 3) \times 100$	33	0-66	0%	

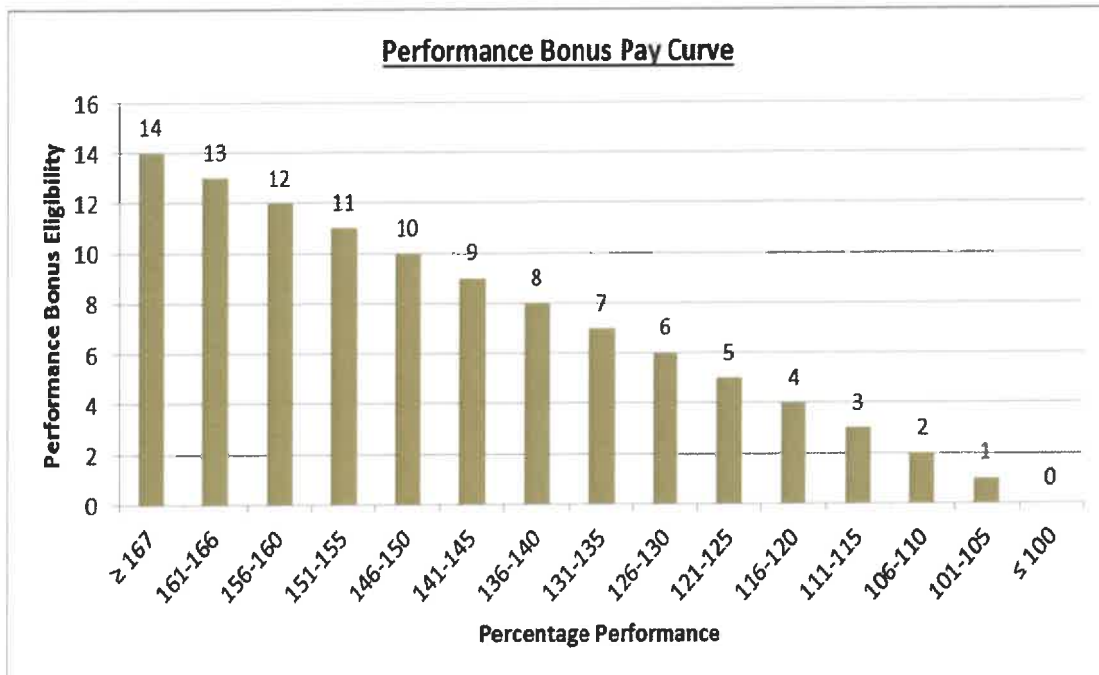


Figure 2: Performance Bonus Pay Curve for Non-Section 56/57 Employees

24. DISPUTE MECHANISM

In the event of a dispute or grievance on performance reviews results the following shall be adhered to:

- 24.1. A performance dispute shall be declared in writing by the affected employee within 21 working days after receiving a written confirmation of the performance assessments results if the need to do so;



- 24.2. A Performance dispute resolution tribunal shall be appointed by the Municipal Manager within 10 working days after a receipt of such complaint. And it shall be made up of not less than three members and not more than five members;
- 24.3. The members of the performance dispute resolution tribunal shall be drawn from municipal officials serving in the managerial and supervisory positions, whose post level are above that of the applicant for dispute;
- 24.4. The chairperson of the dispute shall be appointed by the Municipal Manager, either from internal and external, not outside the jurisdiction of the district municipality and could be done in the spirit of intergovernmental relations;
- 24.5. The performance dispute chairperson shall convene the meeting within 14 working days of receipt of dispute, to hear the dispute;
- 24.6. The employee shall be afforded a representation right and other rights accorded in the disciplinary procedure;
- 24.7. The proceeding of the dispute hearing shall be recorded in writing or by recording device;
- 24.8. The employee shall lead evidence in chief and the supervisor or manager of the employee shall reply in stating the employer's side of the story;
- 24.9. The employee and his/her representative shall cross-examine the manager or supervisor;
- 24.10. The tribunal shall deliver its verdict within 10 working days after completion of the proceedings to the Municipal Manager.
- 24.11. The employee shall be advised about the decision of the tribunal within five working days of receipt of the verdict of the tribunal by the Municipal Manager;
- 24.12. If the employee is not satisfied with the outcome of the performance dispute resolution, the matter can then be treated in terms of the grievance procedure of the Municipality;
- 24.13. If the matter is not resolved in terms of the grievance procedure, the matter may be referred to the Bargaining Council for resolution by the employee or dealt with in terms of the other applicable law;
- 24.14. If the Municipal Manager has a dispute with his/her performance, the matter must be taken to Council.

25. INCAPACITY PROCEEDINGS OF POOR PERFORMANCE

- 25.1. All endeavours shall be made to provide support in the form of coaching, guidance, mentoring, training and counselling to any employee displaying signs of sub-standard performance.



- 25.2. These employees shall be given adequate period ranging from four months to eight months to improve performance;
- 25.3. Unequivocal performance targets with a succinct action plan shall be drawn up for an employee with clear results to be achieved.
- 25.4. The time needed for an employee to improve his performance shall be dictated by the nature and level of the job;
- 25.5. Any form of adversarial reaction to the employee's poor performance shall be preceded by a comprehensive package of assistance within a reasonable time frame;
- 25.6. After probation or during normal work performance an employee should not be dismissed unless the following has happened;
- 25.7. The employee has been given appropriate evaluation, instruction, training, guidance and counselling;
- 25.8. The employee should be given a reasonable time for improvement.;
- 25.9. The Procedure to be followed prior to instituting dismissal proceedings shall include an investigation into the real causes of poor/unsatisfactory performance;
- 25.10. After establishment of the real causes for unsatisfactory performance the, an appropriate response to the problem shall then be implemented;
- 25.11. Where necessary charges for incapacity on grounds of poor performance shall be formulated and preferred against the employee subject to proof of failure of all other required and taken steps towards assisting an employee;
- 25.12. In case of disciplinary proceedings, the employee shall have to be heard and assisted by a Trade Union Representative or fellow employee.

26. THE ELECTRONIC PERFORMANCE MANAGEMENT SYSTEM

- 26.1. The ELM does not have an electronic performance management system to manage its performance, namely **Action Assist**. This system is used when capturing, reviewing and reporting on performance information;
- 26.2. The Electronic PMS shall be in line with the ELM IT Policy.

27. REVIEW OF THE PERFORMANCE MANAGEMENT SYSTEM

The ELM shall review its performance management system annually alongside the review of the IDP.



28. GENERAL

Nothing in this Policy and Procedure Manual diminishes the obligations, duties or accountabilities of the employee in terms of his or her employment contract, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

29. CONCLUSION

This Policy and Procedure Manual seeks to provide the basis for a structured approach to performance management within the ELM. As indicated earlier, proper implementation of performance management lies heavily on commitment and dedicated leadership.

30. COMMENCEMENT

This policy shall come into effect on the date of adoption by Council.

31. INTERPRETATION OF THIS POLICY

- [a] All words contained in this policy shall have an ordinary meaning attached thereto, unless the definition or context indicates otherwise;
- [b] Any dispute on interpretation of this policy shall be declared in writing by any party concerned;
- [c] The Municipal Manager shall give a final interpretation of this policy in case of a written dispute;
- [d] If the party concerned is not satisfied with the interpretation, a dispute may then be pursued with the South African Local Government Bargaining Council/ Arbitration.

32. PERMANENT/TEMPORARY WAIVER OR SUSPENSION OF THIS POLICY

- [a] This policy may be partly or wholly waived or suspended by the Municipal Council on a temporary or permanent basis, after consultation with Management and Trade Unions;
- [b] Notwithstanding clause No. 32.1 the Municipal Manager may under circumstances of emergency temporarily waive or suspend this policy subject to reporting of such waiver or suspension to Council and Trade Unions.

33. AMENDMENT AND/OR ABOLITION OF THIS POLICY

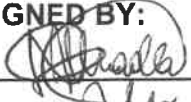
This policy may be partly amended or repealed by the Council after consultation and interaction with Management and Trade Unions.



34. COMPLIANCE AND ENFORCEMENT

- 34.1. Violation of or non-compliance with this policy shall give a just cause for disciplinary steps to be taken;
- 34.2. It shall be the responsibility of all Managers, Supervisors, Executive Committee and Council to enforce compliance with this policy.

SIGNED BY:



Mrs G.N Mavundla

Acting Municipal manager

28 February 2022