

Annexure A

Self-assessment checklist



**PERFORMANCE MANAGEMENT: LEGAL AND GOOD
PRACTICE COMPLIANCE CHECKLIST**

February 2007

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1. INTRODUCTION

The intension of this assessment questionnaire is to establish a baseline of compliance with legal and good practice requirements in the field of Performance Management. This baseline survey will highlight areas where the District Municipality has achieved in the field of Performance Management as well as areas that require improvement. This will in turn enable us to address the whole question of Performance Management in a systematic and methodical manner.

The questionnaire is divided into two sections, the first deals with organisational performance management and the second deals with individual performance management. Although these two aspects of performance management are linked, it is important to manage them as separate systems. Under each section the questionnaire starts with the legal requirements and then moves on to an assessment of good practices in the field. You are requested to rate the level of compliance against each requirement or criteria by using the rating scale provided below. Space is also provided for comments or suggestions on any of the issues, should you wish to provide them.

2. ASSESSMENT CRITERIA

Numerical scale	Descriptive scale	Interpretation
3	Exceeds compliance	Exceeds required level of compliance / is an acknowledged leader in the field compared to other municipalities
2	Compliant	Evidence of consistently and constantly complying with the requirement / meets all criteria
1	Partially compliant	Something has been done, but the required level of compliance has not yet been achieved, or only achieved periodically / below standard / not compliant
0	Nothing done	This issue has not yet been addressed / 0 % compliant

3. PART ONE: ORGANISATIONAL PERFORMANCE MANAGEMENT

3.1 Legal Requirements

3.1.1 Municipal Systems Act

Section of Act	Requirement	Rate of compliance (0 - 3)	Comments or suggestions
S38 – Establishment of a PMS	A municipality must establish a PMS that is:		
	<ul style="list-style-type: none"> • Commensurate with resources 		
	<ul style="list-style-type: none"> • Best suited for the circumstances 		
	<ul style="list-style-type: none"> • In line with development priorities of the IDP 		
	Must promote a culture of performance management in the political structures		
	It must promote the administration of its affairs in an economical, effective, efficient and accountable manner		
S39 – Development of a PMS	EXCO must:		
	<ul style="list-style-type: none"> • Manage the development of the PMS 		
	<ul style="list-style-type: none"> • Assign responsibilities in this regard to the MM 		
	<ul style="list-style-type: none"> • Submit the PMS to Council for adoption 		
S40 – Monitoring and review of PMS	The municipality must establish mechanisms to monitor and review its PMS		
S41 – Core components of the PMS	Core components of the PMS must consist of:		
	<ul style="list-style-type: none"> • A set of KPIs for measuring performance against development objectives contained in the IDP 		
	<ul style="list-style-type: none"> • A set of performance targets 		
	<ul style="list-style-type: none"> • Being able to monitor performance 		

Section of Act	Requirement	Rate of compliance (0 - 3)	Comments or suggestions
	<ul style="list-style-type: none"> • Being able to measure and review performance at least once a year 		
	<ul style="list-style-type: none"> • Being able to take steps to improve performance in areas where it is lagging 		
	<ul style="list-style-type: none"> • Establishing a process of regular reporting to: 		
	<ul style="list-style-type: none"> - Council 		
	<ul style="list-style-type: none"> - Other political structures and office bearers 		
	<ul style="list-style-type: none"> - Staff 		
	<ul style="list-style-type: none"> - The public 		
S42 – Community involvement	<ul style="list-style-type: none"> - Appropriate organs of State • It must provide an early warning system <p>Must ensure community participation in developing the system, in particular in the development of KPIs and performance targets</p>		
S43 – General KPIs	The general (national) KPIs must be included in scorecards to the extent that they are applicable to a municipality		
S44 – Notification of KPIs and performance targets	The municipality must publish and make known the KPIs and performance targets contained in its PMS		
S45 – Audit of performance measurements	The results of performance measurements must be audited:		
	<ul style="list-style-type: none"> • As part of the internal audit process • Annually by the Auditor-General 		
S46- Audit reports	The municipality is to prepare an annual report reflecting:		
	<ul style="list-style-type: none"> • It's performance for the year in comparison to the previous year 		

Section of Act	Requirement	Rate of compliance (0 - 3)	Comments or suggestions
	<ul style="list-style-type: none"> The service delivery priorities and targets for the following year 		
	<ul style="list-style-type: none"> Measures that are to be taken to improve performance 		
	The municipality is to prepare an audit report on the financial statements and the report by the A-G on the auditing of performance measurement		
	The municipality is to comply with the reporting requirements of any other legislation such as the MFMA		
	The municipality is to table its annual report within one month of receiving the audit report		
	The MM must: <ul style="list-style-type: none"> inform the local community of a meeting at which the municipality's annual report will be tabled and discussed 		
	<ul style="list-style-type: none"> Give written notice of such meetings to the A-G and the responsible MEC 		
	<ul style="list-style-type: none"> Submit the minutes of such meetings to the A-G and the responsible MEC 		
	<ul style="list-style-type: none"> Be available to respond to questions about the annual report 		
	The municipality must adopt its annual report and within 14 days: <ul style="list-style-type: none"> Make copies of the report accessible to the public 		
	<ul style="list-style-type: none"> Submit copies of the report to: <ul style="list-style-type: none"> - the MEC for Local Government - the A-G 		

3.1.2 Municipal Finance Management Act

Section of Act	Requirements	Rate of compliance (0 - 3)	Comments or suggestions
S53 (1) (c) Approval of SDBIPs	SDBIPs approved by Mayor within 28 days after approval of Budget		
S53 (1) (c) Alignment of Performance agreements	Mayor ensures that performance agreements:		
	<ul style="list-style-type: none"> • Promote sound financial management • Are linked to measurable performance objectives with approved budgets that are included in the SDBIPs 		
S53 (3) Documents made public	SDBIPs and Performance Agreements are made public 14 days after approval		
S54 (1) Reporting performance	The Mayor checks whether the approved budget is being implemented according to the SDBIP on a monthly basis		
	When necessary the Mayor recommends revisions to the SDBIPs to Council		
S69 Implementation of SDBIPs and submission of documents	The Accounting Officer oversees the implementation of the Budget		
	The Accounting Officer submits to the Mayor within 14 days after the approval of the Budget:		
	<ul style="list-style-type: none"> • Draft SDBIPs • Annual Performance Agreements for Section 57 employees 		

3.1.3 Local Government: Municipal Planning and Performance Management Regulations

Regulation	Requirement	Rate of compliance (0 - 3)	Comments or suggestions
Reg 7 – Nature of the PMS	A performance management framework exists that sets out how the cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed with the roles of different role players defined		
	In developing the PMS it must be ensured that the system: <ul style="list-style-type: none"> • Complies with all the requirements of the Act 		
	<ul style="list-style-type: none"> • Demonstrates how it is to operate and be managed in all its stages 		
	<ul style="list-style-type: none"> • Clarifies roles and responsibilities 		
	<ul style="list-style-type: none"> • Determines the frequency of reporting and the lines of accountability 		
	<ul style="list-style-type: none"> • Relates to the municipality's employee performance management processes 		
	<ul style="list-style-type: none"> • Is linked to the IDP 		
Reg 8 – Adoption of the PMS	The adoption of the PMS must be coordinated with the IDP and budgetary process		
Reg 9 – Setting of KPIs	The municipality must set KPIs that provide for input, output and outcome indicators		

Regulation	Requirement	Rate of compliance (0 - 3)	Comments or suggestions
	KPIs must be measurable, relevant, objective and precise		
	In setting KPIs a municipality must ensure that: <ul style="list-style-type: none"> • Communities are involved 		
	<ul style="list-style-type: none"> • The KPIs inform the indicators set for: <ul style="list-style-type: none"> - all admin units and employees 		
	<ul style="list-style-type: none"> - all entities and service providers with whom the municipality has entered in a service delivery agreement 		
Reg 10 – General KPIs	Have the following general KPIs been included in the scorecards:		
	<ul style="list-style-type: none"> • % of households with access to basic levels of: <ul style="list-style-type: none"> - water 		
	<ul style="list-style-type: none"> - sanitation 		
	<ul style="list-style-type: none"> - electricity 		
	<ul style="list-style-type: none"> - solid waste removal 		
	<ul style="list-style-type: none"> • % of households earning less than R1100 per month with access to free basic services 		
	<ul style="list-style-type: none"> • % of the municipality's capital budget actually spent on capital projects in a financial year 		
	<ul style="list-style-type: none"> • Number of jobs created through LED initiatives 		
<ul style="list-style-type: none"> • Number of people from EE target groups employed in the 3 highest levels in accordance with the approved EE Plan 			

Regulation	Requirement	Rate of compliance (0 - 3)	Comments or suggestions
	<ul style="list-style-type: none"> • % of the budget spent on implementing the Workplace Skills Plan 		
	<ul style="list-style-type: none"> • Financial viability in terms of debt coverage 		
	<ul style="list-style-type: none"> • Financial viability in terms of outstanding service debtors to revenue 		
	<ul style="list-style-type: none"> • Financial viability in terms of cost coverage 		
Reg 11 – Review of KPIs	Has an annual review of the KPIs been done?		
	Were any amendments to the IDP in terms of S 34 of the Act accompanied by amendments to the related KPIs?		
Reg 12 – Setting performance targets	Each year performance targets must be set for all KPIs		
	Performance targets must: <ul style="list-style-type: none"> • Be practical and realistic 		
	<ul style="list-style-type: none"> • Measure the efficiency, effectiveness, quality and impact of the performance of the: <ul style="list-style-type: none"> - municipality 		
	<ul style="list-style-type: none"> - administrative components 		
	<ul style="list-style-type: none"> - Affiliated entities 		
	<ul style="list-style-type: none"> - persons for whom they were set 		
	<ul style="list-style-type: none"> • Be consistent with the municipality's development priorities and objectives set out in the IDP 		

Regulation	Requirement	Rate of compliance (0 - 3)	Comments or suggestions
Reg 13 – Monitoring, measurement and review of performance	In consultation with the local community the municipality must develop and implement mechanisms, systems and processes for monitoring, measurement and review of actual against planned performance		
	The mechanisms, systems and processes for monitoring must: <ul style="list-style-type: none"> • Provide for reporting to Council at least twice a year 		
	<ul style="list-style-type: none"> • Enable early detection of under performance 		
	<ul style="list-style-type: none"> • Provide for corrective measures where under performance has been identified 		
	Performance measurement must include the measurement of: <ul style="list-style-type: none"> • Costs, resources and time used to produce the outputs 		
	<ul style="list-style-type: none"> • The extent to which the municipality's activities and processes were able to deliver the required outputs 		
	<ul style="list-style-type: none"> • The effect of the outputs expressed in terms of the planned outcomes i.e. The effects on the communities 		
	The mechanisms, systems and processes for review must: <ul style="list-style-type: none"> • Identify strengths, weaknesses, opportunities and threats in meeting the performance targets 		

Regulation	Requirement	Rate of compliance (0 - 3)	Comments or suggestions
	<ul style="list-style-type: none"> Review the KPIs 		
	<ul style="list-style-type: none"> Allow the local community to participate in the review process 		
Reg 14 – Internal auditing of performance measurements	Develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of the internal auditing process		
	Any auditing must include assessments of: <ul style="list-style-type: none"> The functionality of the municipality's PMS 		
	<ul style="list-style-type: none"> Legal compliance requirements 		
	<ul style="list-style-type: none"> The extent to which performance measurements are reliable 		
	The internal auditors must: <ul style="list-style-type: none"> Audit performance measurements on a continuous basis 		
	<ul style="list-style-type: none"> Submit quarterly reports on their audits to the MM and Performance Audit Committee 		
	A municipality must annually appoint and budget for a Performance Audit Committee		
	The Performance Audit Committee must be properly constituted i. e. at least 3 members, the majority of which may not be involved in the municipality as a councillor or an employee. It must include at least one person with experience in performance management		
	A municipality must provide a secretariat service for its Performance Audit Committee		
A Performance Audit Committee must meet at least twice during a financial year			

Regulation	Requirement	Rate of compliance (0 - 3)	Comments or suggestions
	A Performance Audit Committee must: <ul style="list-style-type: none"> • Review the quarterly reports submitted to it 		
	<ul style="list-style-type: none"> • Review the municipality's PMS and make appropriate recommendations to Council 		
	<ul style="list-style-type: none"> • Submit an audit report to Council at least twice a year 		
	In reviewing the municipality's PMS the Committee must focus on economy, effectiveness and impact of the performance targets		
Reg 15 – Community participation	The municipality must establish a forum (this is the IDP Forum) that will enhance community participation in monitoring, measurement and review of the municipality's performance in relation to the set KPIs and performance targets		
	The Forum must be representative of the composition of the local community		
	Regular meetings of the forum must be convened to discuss: <ul style="list-style-type: none"> • The process, content and implementation of the IDP 		
	<ul style="list-style-type: none"> • Development, implementation and review of the PMS 		
	<ul style="list-style-type: none"> • The monitoring of performance against targets 		
	Allow members of the forum at least 14 days before any meeting to consult their respective constituencies on agenda points		

3.2 BEST PRACTICES

3.2.1 Starter Pack Model: September 2004

Best Practice	Rate of compliance (0 - 3)	Comments or suggestions
1. The PMS is integrated into the management cycle of the municipality		
2. The PMS is used as a monitoring tool for implementing the IDP		
3. Although related, organisational performance management (implementation of the IDP) and individual performance management (appraisal of officials in terms of their performance agreements / performance plans) are run separately		
4. The organisational structure is aligned to the IDP		
5. The organisational structure provides for allocating responsibility to officials or business units within the structure for the achievement of IDP deliverables		
6. The responsible officials are capacitated and able to manage their areas of responsibility and measure and report progress against performance targets		
7. The format of the IDP is such that development objectives are placed under the national KPAs		

Best Practice	Rate of compliance (0 - 3)	Comments or suggestions
<p>8. The development objectives and strategies address the national KPAs that consist of broad focus areas as indicated below:</p> <ul style="list-style-type: none"> • Infrastructure and services (basic water, sanitation, refuse, roads and elements of poverty alleviation) 		
<ul style="list-style-type: none"> • Socio and economic development (housing, health, education, welfare, HIV/Aids, ABET and elements of poverty alleviation) 		
<ul style="list-style-type: none"> • Democracy and Governance (Alignment and integration with other spheres of government, community participation and internal processes – <i>Batho Pele</i>) 		
<ul style="list-style-type: none"> • Institutional transformation (structures for meeting needs of the IDP, policies such as equity, gender, people with special needs and general management capabilities) 		
<ul style="list-style-type: none"> • Financial management (revenue generation, liability control and debt and credit management) 		
<p>9. Objectives and strategies are clearly separated into core and non-care functions. Core functions are listed in S84 of the Municipal Structures Act while non-core functions reside with National and Provincial Government e.g. Education</p>		
<p>10. Core and non-core functions are grouped into funded and non-funded functions</p>		
<p>11. Performance measures developed under the various KPAs comply with the following:</p> <ul style="list-style-type: none"> • The development objectives represent long term development issues. They start with the word “To” and are limited in number per KPA, say no more than 5 		

Best Practice	Rate of compliance (0 - 3)	Comments or suggestions
<ul style="list-style-type: none"> The KPIs are developed in order to measure progress towards achieving the development objectives. They are not quantified, e.g. Kilometres of road constructed 		
<ul style="list-style-type: none"> There is a mix of KPIs, including: <ul style="list-style-type: none"> - Input indicators: What resources are being put in to achieve the target? e.g. people, funds, material 		
<ul style="list-style-type: none"> - Output indicators: What is the result in terms of services or goods? e.g. Number of houses 		
<ul style="list-style-type: none"> - Outcome indicators: What is the medium to long-term effect of different outputs? e.g. improved level of health of the people 		
<ul style="list-style-type: none"> - Process indicators: The processes that are required to deliver such as tendering process and delegations of authority 		
<ul style="list-style-type: none"> Performance targets are set for all KPIs. The performance targets comply with the SMART principle (specific, measurable, attainable, realistic and time related) e.g. Table Mountain Housing Project: 456 low cost houses built according to specifications by 30 June 2006 		
<p>12. The consultation process will:</p> <ul style="list-style-type: none"> Limit the use of surveys to obtaining quantitative data in a cost effective manner 		
<ul style="list-style-type: none"> Combine the community consultation processes for the IDP review / drafting with that of setting performance measures 		
<ul style="list-style-type: none"> Allow for the municipality to, after consultation, finalise the performance targets in line with their resources and then publish them 		

Best Practice	Rate of compliance (0 - 3)	Comments or suggestions
13. Measurement and reporting structures must provide for: <ul style="list-style-type: none"> • Measurement and reporting to be taking place at operational, strategic level and political level 		
<ul style="list-style-type: none"> • The reporting format is aligned and incorporates the reporting requirements of different Acts and organs of state such as the MFMA and Provincial Treasury 		
<ul style="list-style-type: none"> • The right information being reported on at the right time to the right role players in the right format 		
<ul style="list-style-type: none"> • There is a regular flow of reporting up the hierarchy with an equally regular feedback flowing in the opposite direction 		
<ul style="list-style-type: none"> • Corrective action to be taken when and where required 		
14. The organisational PMS is reviewed and improved on an annual basis		

3.2.2 Some best practices in terms of good corporate governance

Best Practice	Rate of compliance (0 - 3)	Comments or suggestions
1. The municipality has a vision and mission that is driven by Council		
2. High-level outcomes that flow out of the mission have been formulated and EXCO takes responsibility for their achievement		
3. The strategic scorecard of the municipality flows out of the high-level outcomes and is linked to the MM's performance plan		
4. Departmental scorecards cascade out of the strategic scorecard and also include departmental specific IDP deliverables		

4. PART TWO: INDIVIDUAL PERFORMANCE MANAGEMENT

4.1 Legal Requirement

4.1.1 Municipal Systems Act

Section of Act	Requirement	Rate of compliance (0 - 3)	Comments of suggestions
S 57- Performance	Persons to be appointed as a MM or a manager directly accountable to the MM may be appointed to that position only: <ul style="list-style-type: none"> • In terms of a written employment contract 		
	<ul style="list-style-type: none"> • Subject to a separate performance agreement concluded annually 		
	The performance agreement must: <ul style="list-style-type: none"> • Be concluded within a reasonable time after a person has been appointed and thereafter within one month after the commencement of the new financial year 		
	<ul style="list-style-type: none"> • In the case of the MM the performance agreement is entered into with the mayor 		
	<ul style="list-style-type: none"> • In the case of the managers the performance agreements are entered into with the MM 		
	The performance agreements must include: <ul style="list-style-type: none"> • Performance objectives and targets with time frames 		
	<ul style="list-style-type: none"> • Standards and procedures for evaluating performance and intervals for evaluation 		
	<ul style="list-style-type: none"> • The consequence of substandard performance 		

Section of Act	Requirement	Rate of compliance (0 - 3)	Comments of suggestions
	The performance objectives, targets and timeframes must be met		
	The performance objectives and targets must be practical, measurable and aligned with the IDP		

4.1.2 Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers

Regulation	Requirement	Rate of compliance (0 - 3)	Comments or suggestions
Reg 24, 25 (1) and 29	Performance agreements consist of:		
	<ul style="list-style-type: none"> • A legal document signed by the employer and the employee 		
	<ul style="list-style-type: none"> • A Performance Plan • A Personal Development Plan 		
Reg 26 (5)	On the Performance Plan a total weighting of 80% is allocated to key performance areas and 20% to core competency requirements (CCRs)		
Reg 26 (8)	At least the following CCRs are included in the Performance Plans:		
	<ul style="list-style-type: none"> • Financial management 		
	<ul style="list-style-type: none"> • People management and empowerment • Client orientation and customer focus 		

Regulation	Requirement	Rate of compliance (0 - 3)	Comments or suggestions
Reg 24	Performance agreements are completed within 3 months after a Section 57 employee commences service and thereafter within one month after the commencement of a new financial year		
Reg 27 (4) (c)	Performance is evaluated by making use of a 5-point indicative scale		
Reg 28 (1)	Performance evaluation is done once a quarter on dates agreed to upon by the employer and employee		
Reg 28 (2)	Records are kept of the midterm review and the end of the year evaluation		
Reg 27 (4) (d) and (e)	Prescribed Evaluation Committees are used for the end of the year evaluations of Section 57 employees		
Reg 32	Performance bonuses of 5 – 14 % of the all inclusive remuneration packages of Section 57 employees, provided:		
	<ul style="list-style-type: none"> • A score of 70 – 80 % is awarded a performance bonus ranging from 5 -9 %; and • A score of 81 % and above is awarded a performance bonus of 10 – 14 %. 		
Reg 32 (3) (a)	Unacceptable performance is addressed by providing systematic remedial support to assist the employee to improve performance		
Reg 32 (3) (b)	When performance of an employee remains unacceptable after receiving systematic remedial support the employee is dismissed on grounds of unfitness or incapacity		

4.2 SALGA Guidelines

Requirements / Resolutions	Rate of compliance (0 - 3)	Comments of suggestions
At the SALGA Human Resources Development Conference on 10 to 14 March 2003 the following resolutions, amongst others, were taken: <ul style="list-style-type: none"> • Organisational performance management must be linked to individual performance management 		
<ul style="list-style-type: none"> • The IDP constitutes the performance plan for the municipality 		
<ul style="list-style-type: none"> • The Balanced Scorecard is the methodology for municipalities to use in implementing a PMS 		
<ul style="list-style-type: none"> • Business planning must be seamlessly linked to performance management 		
<ul style="list-style-type: none"> • The PMS should be rolled out to all employees in a municipality 		
<ul style="list-style-type: none"> • A standard performance agreement and scorecard limited to five key objectives and totalling 100 points will be used 		
<ul style="list-style-type: none"> • Performance bonuses, increments and financial rewards must be signed off as a Council policy 		
<ul style="list-style-type: none"> • Performance agreements must generate individual learning plans and contribute to the overall development of skills in the municipality 		

4.3 Some Best Practices suggested by SALGA and the Department of Public Service and Administration

Best Practice	Rate of compliance (0 - 3)	Comments or suggestions
1. An individual PMS is in place for Section 57 employees		
2. An individual PMS is in place for all the other employees		
3. Performance management at employee level is an ongoing interactive process between employer and employee with face-to-face communication that provides for the full performance cycle of: <ul style="list-style-type: none"> • Performance planning and agreement at the beginning of the financial year that requires: <ul style="list-style-type: none"> - The manager / supervisor to schedule a meeting with the employee to agree to performance objectives for the year 		
<ul style="list-style-type: none"> - Both the manager / supervisor and the employee prepare for this meeting 		
<ul style="list-style-type: none"> • Performance monitoring, development and control on an ongoing basis that requires: <ul style="list-style-type: none"> - The manager / supervisor to provide feedback to the employee on performance against agreed performance targets 		
<ul style="list-style-type: none"> - Employees ask for feedback and assistance where required 		
<ul style="list-style-type: none"> • Performance review and appraisal – mid year review and an end of the year appraisal is carried out that requires: <ul style="list-style-type: none"> - At the mid year review the employer and employee assesses the relevance of performance targets and make adjustments where necessary 		

Best Practice	Rate of compliance (0 - 3)	Comments or suggestions
<ul style="list-style-type: none"> - The parties to agree on a date for the final appraisal at the end of the year 		
<ul style="list-style-type: none"> - The manager / supervisor is to obtain inputs from “customers” on the employee’s performance 		
<ul style="list-style-type: none"> - The manager / supervisor prepares suggested scores against the employee’s agreed performance targets 		
<ul style="list-style-type: none"> - The employee prepares suggested scores against his / her agreed performance targets 		
<ul style="list-style-type: none"> - The employer and employee meet to discuss and agree on scores 		
<ul style="list-style-type: none"> - The two parties prepare and agree on a learning plan - personal development plan based on the outcome of the review / appraisal process 		
<ul style="list-style-type: none"> • Managing the outcomes of assessment at the end of the year that requires: <ul style="list-style-type: none"> - The manager / supervisor to review the results of his / her department’s performance reviews and decide on the appropriate next steps - The manager / supervisor sets-up meetings with employees to give feedback 		

ASSESSMENT RESULTS

Criteria category	Points achieved	Max Possible Points for Compliance	% Score for Compliance	Max Possible Points for Best Practice	% Score against Best Practice
1. PART ONE: ORG PERFORMANCE MANAGEMENT					
1.1 Legal requirements					
▪ Municipal Systems Act					
▪ Municipal Finance Management Act					
▪ Local Gov: Municipal Planning & PM Regs					
1.2 Best practices					
▪ Starter Pack Model					
▪ Corporate Good Governance					
2. PART TWO: INDIV PERFORMANCE MANAGEMENT					
2.1 Legal requirements					
▪ Municipal Systems Act					
▪ Local Gov: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers					
2.2 SALGA Guidelines					
2.3 Best practices					
TOTAL					