

## Performance Plan

Director: Management Services



**The Performance Plan sets out:**

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Handwritten signature and initials in blue ink, located in the bottom right corner of the page.

### KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graphs	Good Governance and Public Participation	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Communications	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Council & support services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Human resources	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Legal Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Strategic services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Social development	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Systems development	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Business analyst	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3
TL26	Municipal Transformation and Institutional Development	The percentage of a municipality's budget (training budget) actually spent on implementing its workplace skills plan	% of the training budget spent on implementation of the WSP	100	Expenditure reports from SAMRAS	20%	40%	60%	100%	3
TL27	Municipal Transformation and Institutional Development	Review the Municipal Organisational Staff Structure by the end of June 2016	Structure reviewed	1	New approved posts on the operational budget; LLF minutes (restructuring)	0	0	0	1	3
TL28	Municipal Transformation and Institutional Development	Revise the Section 14 Access to Information Manual by the end of June to ensure compliant and up to date policies	Manual revised	1	Letter to the Human Rights Commission	0	0	0	1	2
TL29	Municipal Transformation and Institutional Development	90% of the approved and funded organogram filled {(actual number of posts filled divided by the funded posts budgeted) x100}	% filled	92.41	HR statistics on filled and vacant posts	90%	90%	90%	90%	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL30	Municipal Transformation and Institutional Development	The number of people from employment equity target groups employed in the three highest levels of management in municipality's approved employment equity plan	The number of people from EE target groups employed	new kpi	Monthly report to Directors	54	54	54	54	3
TL31	Municipal Transformation and Institutional Development	Provide legal assistance and input on policies, contracts, agreements, legislation, by-laws and authorities within 5 working days	Number of responses to legal assistance provided within 5 working days	new kpi	Written proof response to legal assistance	30	30	30	30	2
TL32	Municipal Transformation and Institutional Development	Monthly Reports on additional court matters	Number of reports on court matters	new kpi	Monthly Report on Additional Court matters (Financial & Court process)	6	6	6	6	2
TL33	Municipal Transformation and Institutional Development	Establishment of LDAC (Local Drug Action Committee) in terms of the Prevention and Treatment of Substance abuse Act by August 2015	Established LDAC	new kpi	Minutes of meeting / Attendance Register	1	-	-	-	2
D15	Municipal Transformation and Institutional Development	Apply proper procurement practices with the adherence to the approved SCM policy to promote good governance and to be effective in delivering services	Planning schedules for procuring timeframes for the financial year submitted by end-August	100	SCM records	0%	0%	0%	0%	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D16	Municipal Transformation and Institutional Development	Departmental Annual Report prepared and submitted by the end of July Implement internal audit queries, where applicable, within the agreed upon timeframe (Actual queries implemented divided by queries received)	Report submitted by July	1	Copy of annual report inputs submitted	1	0	0	0	2
D17	Municipal Transformation and Institutional Development	Monthly SDBIP reporting to the MM on or before the indicated closure date of the SDBIP	% of queries rectified	81.67	Feedback submitted to Manager: Internal Audit	82%	82%	82%	82%	3
D18	Municipal Transformation and Institutional Development	Implement Council resolutions within the required timeframes (Actual resolutions implemented divided by resolutions assigned to the directorate)	Number of months reported	12	Monthly reports	3	3	3	3	3
D19	Municipal Transformation and Institutional Development	Report quarterly to the MM on corrective measures implemented to reduce risk areas	% of Council resolutions implemented	93.33	Council resolution register	95%	95%	95%	95%	2
D20	Municipal Transformation and Institutional Development	Co-ordinate the finalisation of annual performance agreements of Municipal Manager and section 56 managers by the end of July	Number of risk management reports submitted	4	Copies of reports submitted	1	1	1	1	3
D21	Municipal Transformation and Institutional Development		Number of performance agreements	7	Signed copies of performance agreements	6	0	0	0	3



Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D22	Municipal Transformation and Institutional Development	Verify correctness of the quarterly report on the performance of all contracts for service providers in terms of the Municipal Systems Act and submit to SCM	Number of reports verified	4	Copies of reports verified	1	1	1	1	3
D23	Municipal Transformation and Institutional Development	Submit the final Annual report and oversight report of Council before 31 March	Final Annual report and oversight report completed	1	Final annual report and minutes of Council meeting during which it was discussed	0	0	1	0	3
D24	Municipal Transformation and Institutional Development	Submit the draft the top layer SDBIP to the Mayor within 14 days after approval of the budget	Top layer SDBIP submitted to MM	1	Approved top layer SDBIP	0	0	0	1	3
D25	Municipal Transformation and Institutional Development	Prepare the final IDP for submission to Council by the end of May	Final IDP submitted	1	Approved IDP	0	0	0	0	3
D26	Municipal Transformation and Institutional Development	100% compliance with the deliverables as per Compliance Assist	% compliance	100%	Compliance assist report	0%	0%	0%	100%	3
D28	Basic Service Delivery	90% of the total approved operational budget spent (Actual expenditure divided by the total approved operational budget)	% of the operational budget spent	95	Expenditure report from SAMFRAS	20%	40%	60%	90%	3
										80

**COMPETENCIES**

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
<b>LEADING COPETENCIES</b>		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional performance management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Program and project planning and implementation</li> <li>• Service delivery management</li> <li>• Program and project monitoring and evaluation</li> </ul>	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> <li>• Budget planning and execution</li> <li>• Financial strategy and delivery</li> </ul>	1.67



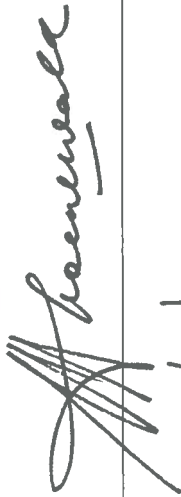
Competency	Definition	Weight
Change leadership	<ul style="list-style-type: none"> <li>Financial reporting and delivery</li> </ul> <p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> <li>Change vision and strategy</li> <li>Process design and improvement</li> <li>Change impact monitoring and evaluation</li> </ul>	1.67
Governance leadership	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> <li>Policy formulation</li> <li>Risk and compliance management</li> <li>Cooperative governance</li> </ul>	1.67
<b>CORE COMPETENCIES</b>		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20

Signed and accepted by the Employee



Date: 8/2/2016

Signed by the Municipal Manager on behalf of the Municipality



Date: 08/02/2016