

## Performance Plan



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**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.

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## Annexure A

**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      |

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|--------------|--|---|--|----------|---|---------|-----|-----|------|--------|
|              |  |   |  |          |   | 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      |
| TL7          | Good Governance and Public Participation               | Submit quarterly progress reports on the revision of the top 10 risks as a corrective action to the Executive Management Team | Number of progress reports submitted   | 4        | EMT minutes where item served   | 1       | 1   | 1   | 1    | 2      |
| TL22         | 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      |
| TL23         | Municipal Transformation and Institutional Development | Review the Municipal Organisational Staff Structure by the end of June 2017   | Structure reviewed   | 1        | New approved posts on the operational budget; LLF minutes (restructuring) | 0       | 0   | 0   | 1    | 3      |
| TL24         | 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      |
| TL25         | Municipal Transformation and Institutional Development | 92% of the approved and funded organogram filled {(actual number of posts filled divided by the funded posts budgeted) x100}  | % filled   | 92.31    | HR statistics on filled and vacant posts                                  | 92%     | 92% | 92% | 92%  | 3      |

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| Ref No | National KPA   | Key Performance Indicator (KPI)  | Unit of Measurement   | Baseline | Portfolio of evidence  | Targets |     |     |     | Weight |
|--------|--|--|---|----------|--|---------|-----|-----|-----|--------|
|        |  |  |   |          |  | Q1      | Q2  | Q3  | Q4  |        |
| TL26   | Municipal Transformation and Institutional Development | The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan | The number of people from EE target groups employed   | 60       | Monthly report to Directors  | 59      | 59  | 59  | 59  | 2      |
| TL27   | 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                                  | 553      | Written proof response to legal assistance                             | 138     | 138 | 138 | 139 | 2      |
| TL28   | 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      |
| TL29   | Municipal Transformation and Institutional Development | Convene quarterly LDAC (Local Drug Action Committee) meetings  | Quarterly LDAC meetings   | new kpi  | Minutes of meeting / Attendance Register                               | 1       | 1   | 1   | 1   | 2      |
| D15    | Municipal Financial Viability and Management           | 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 and end June | 100      | SCM records  | 0       | 1   | 0   | 1   | 2      |

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| Ref No | National KPA   | Key Performance Indicator (KPI)  | Unit of Measurement                         | Baseline | Portfolio of evidence                         | Targets |     |     |     | Weight |
|--------|--|--|---|----------|---|---------|-----|-----|-----|--------|
|        |  |  |   |          |   | Q1      | Q2  | Q3  | Q4  |        |
| D16    | Good Governance and Public Participation               | Departmental Annual Report prepared and submitted by the end of July   | Report submitted by July                    | 1        | Copy of annual report inputs submitted        | 1       | 0   | 0   | 0   | 2      |
| D17    | Good Governance and Public Participation               | Implement internal audit queries, where applicable, within the agreed upon timeframe (Actual queries implemented divided by queries received)    | % of queries rectified                      | 85%      | Feedback submitted to Manager: Internal Audit | 82%     | 82% | 82% | 82% | 3      |
| D18    | Good Governance and Public Participation               | Monthly SDBIP reporting to the MM on or before the indicated closure date of the SDBIP   | Number of months reported                   | 12       | Monthly reports                               | 3       | 3   | 3   | 3   | 3      |
| D19    | Good Governance and Public Participation               | Implement Council resolutions within the required timeframes (Actual resolutions implemented divided by resolutions assigned to the directorate) | % of Council resolutions implemented        | 95.42%   | Council resolution register                   | 95%     | 95% | 95% | 95% | 2      |
| D20    | Good Governance and Public Participation               | Report quarterly to the MM on corrective measures implemented to reduce risk areas   | Number of risk management reports submitted | 4        | Copies of reports submitted                   | 1       | 1   | 1   | 1   | 3      |
| D21    | 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 performance agreements            | 6        | Signed copies of performance agreements       | 6       | 0   | 0   | 0   | 2      |



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| Ref No | National KPA   | Key Performance Indicator (KPI)  | Unit of Measurement                                | Baseline | Portfolio of evidence  | Targets |      |      |      | Weight |
|--------|--|--|--|----------|--|---------|------|------|------|--------|
|        |  |  |  |          |  | Q1      | Q2   | Q3   | Q4   |        |
| D22    | Good Governance and Public Participation               | 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    | 1    | 3      |
| D26    | Municipal Transformation and Institutional Development | 100% compliance with the deliverables as per Compliance Assist   | % compliance                                       | 100%     | Compliance assist report   | 100%    | 100% | 100% | 100% | 3      |
| D28    | Basic Service Delivery                                 | 98% of the total approved operational budget spent (Actual expenditure divided by the total approved operational budget)                                     | % of the operational budget spent                  | 95.65%   | Expenditure report from SAMRAS   | 20%     | 40%  | 60%  | 98%  | 3      |
| 80     |  |  |  |          |  |         |      |      |      |        |

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**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   |



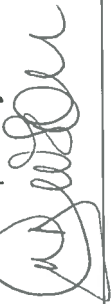
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| Competency                           | Definition   | Weight |
|--------------------------------------|--|--------|
|                                      | <ul style="list-style-type: none"> <li>Financial reporting and delivery</li> </ul>   |        |
| Change leadership                    | <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     |

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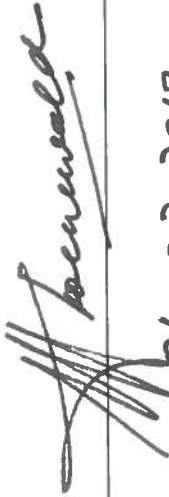
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Signed and accepted by the Employee



Date: 30/1/2017.

Signed by the Municipal Manager on behalf of the Municipality



Date: 01.02.2017