

## 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 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	100%	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	100%	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	92%	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: Labour Relations & Occupational Health & Safety	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	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	100%	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: Strategic services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	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: Risk Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	New kpi	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: Systems development	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	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	100%	Updated SDBIP and report	90%	90%	90%	90%	3
TL7	Good Governance and Public Participation	Submit progress reports on the revision of the top 10 risks as a corrective action to the Executive Management Team	Number of progress reports submitted	3	EMT minutes where item served	1	1	1	1	3
TL22	Municipal Transformation and Institutional Development	The percentage of a municipality's budget (training budget) actually spent on implementing its workplace skills plan (Actual expenditure divided by the budget allocated) (MPPMR Reg. 10 (f))	% of the training budget spent on implementation of the WSP	99.50%	Expenditure reports from SAMRAS system	20%	40%	60%	100%	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL23	Municipal Transformation and Institutional Development	Review the Municipal Organisational Staff Structure by the end of June 2019	Structure reviewed	1	LLF minutes (restructuring) and updated organogram	0	0	0	1	3
TL24	Municipal Transformation and Institutional Development	Revise the Section 14 Access to Information Manual by the end of June 2019 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	89%	HR statistics on filled and vacant posts	92%	92%	92%	92%	3
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 (MPPMR Reg. 10 (e))	The number of people from EE target groups employed	63	Monthly report to Directors	66	66	66	66	2
D14	Good Governance and Public Participation	Respond to 90% of all citizen queries/complaints/requests and memorandums within 14 days from when the request is received via the Collaborator system (Generate collaborator report - POE- not on calendar month, but from 15th of previous month to 14th of the current reporting period)	% responded to within 14 days	New kpi	Collaborator report	90%	90%	90%	90%	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D16	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 June 2019	2	SCM records	0	0	0	1	3
D17	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July 2018	Report submitted by July	1	Copy of annual report inputs submitted	1	0	0	0	2
D18	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	83.5%	Feedback submitted to Manager: Internal Audit	85%	85%	85%	85%	2
D19	Good Governance and Public Participation	Implement Council resolutions within the required Council item target date (Actual resolutions implemented divided by resolutions assigned to the directorate)	% of Council resolutions implemented	95.42%	Council minutes for the month and Council resolution feedback report from Collaborator	95%	95%	95%	95%	3
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 2018	Number of performance agreements	6	Signed copies of performance agreements	6	0	0	0	3

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D22	Municipal Financial Viability and Management	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	2
D23	Good Governance and Public Participation	Submit the final Annual report and oversight report of Council before 31 March 2019	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	Good Governance and Public Participation	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 cover page	0	0	0	1	3
D25	Good Governance and Public Participation	Prepare the final IDP for submission to Council by the end of May 2019	Final IDP submitted	1	Council resolution of the approved IDP	0	0	0	1	3
D26	Good Governance and Public Participation	100% compliance with the deliverables as per Compliance Assist	% compliance	100%	Compliance assist report	100%	100%	100%	100%	2
D27	Basic Service Delivery	95% of the total approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of the capital budget spent	99%	Expenditure report from SAMRAS	5%	20%	55%	95%	3
D28	Basic Service Delivery	95% of the total approved operational budget spent (Actual expenditure divided by the total approved operational budget)	% of the operational budget spent	90%	Expenditure report from SAMRAS	20%	40%	60%	95%	3
80										

*[Handwritten signature]*

*[Handwritten mark]*

Annexure A

---





Annexure A

**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>	1.66
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

Annexure A

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

Annexure A


---

Signed and accepted by the Employee



Date: 28 February 2019

Signed by the Municipal Manager on behalf of the Municipality



Date: 5.3.2019