

Performance Plan

Municipal Manager



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.



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 & Public Participation	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Internal Audit	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	60%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the Infrastructure and Planning Directorate	80% of the KPI's of the Directorate have been met	79%	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the Management Services Directorate	80% of the KPI's of the Directorate have been met	95%	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Local Economic Development	Effective Management and supervision of the Economic Development Directorate	80% of the KPI's of the Directorate have been met	89%	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Municipal Financial Management and Viability	Effective Management and supervision of the Finance Directorate	80% of the KPI's of the Directorate have been met	94%	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the Protection Services Directorate	80% of the KPI's of the Directorate have been met	96%	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the Community Services Directorate	80% of the KPI's of the Directorate have been met	77%	Updated SDBIP and report	80%	80%	80%	80%	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL37	Basic Service Delivery	Percentage of a municipality's capital budget actually spent on capital projects identified for 2017/18 in terms of the municipality's IDP {(Actual amount spent and commitments on projects as identified for the year in the IDP/Total amount budgeted on capital projects)X100}	% of the capital budget spent	92%	Expenditure report from SAMRAS	5%	20%	55%	95%	3
TL43	Municipal Transformation and Institutional Development	Sign section 56 performance agreements with all directors by the end of July 2017	Number of agreements signed	New kpi	Cover page and signature section of the performance agreements	6	-	-	-	5
TL44	Good Governance and Public Participation	Monitor the implementation of the action plan developed to address all the issues raised in the management letter of the Auditor General and submit quarterly progress reports to Executive Mayor	Number of progress reports monitored and submitted to Executive Mayor	New kpi	EMT minutes where item served	1	1	1	1	8

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL 45	Municipal Transformation and Institutional Development	Bi-annual formal performance appraisals of the section 56 appointees for the previous financial period April to June 2017 to be completed by Sept 2017 and the current period October to December 2017 to be completed by February 2018.	Number of appraisals	New kpi	Notice of formal appraisals to Panel and Top Management Team	6	0	6	0	4
TL 46	Good Governance and Public Participation	Submit the final Annual report and oversight report of Council before 31 March	Final Annual report and oversight report completed	New kpi	Final annual report and minutes of Council meeting during which it was discussed	0	0	1	0	5
TL 47	Good Governance and Public Participation	Prepare the final IDP for submission to Council by the end of May	Final IDP submitted	New kpi	Approved IDP	0	0	0	1	5
TL 48	Good Governance and Public Participation	Draft the annual report and submit to the Auditor-General by the end of August	Draft Annual report completed	New kpi	Confirmation of receipt of the report	1	0	0	0	5
TL 49	Municipal Financial Viability and Management	Submit the Final MTREF budget by the end of May	Budget submitted	New kpi	Agenda of the Council meeting	0	0	0	1	9
Dept. SDBIP	Basic Service Delivery	Respond to 90% of all citizen queries/complaints/requests within 14 days from when the request is received via the Collaborator system	% responded to within 14 days	New kpi	Collaborator 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	
Dept. SDBIP	Good Governance and Public Participation	Approve the departmental SDBIP with the Directors to approve the KPI's and targets within 28 days after the approval of the main budget by Council to ensure the implementation of the municipal budget	Departmental SDBIP approved	1	Signature section of the approved departmental SDBIP	0	0	0	1	4
Dept. SDBIP	Good Governance and Public Participation	100% compliance with the deliverables as per Compliance Assist	% compliance	99.17%	Compliance assist report	100%	100%	100%	100%	2
Dept. SDBIP	Municipal Transformation and Institutional Development	Bi-annual workshop with top management to promote sound municipal administration	Number of workshops	2	Notice of workshop to TMT	0	1	0	1	2
Dept. SDBIP	Municipal Transformation and Institutional Development	Bi-annual informal performance appraisals of Section 56 appointees to be completed by October 2017 (1st informal review: July to September 2017) and April 2018 (2nd informal review: January to March 2018)	Number of appraisals	12	Notice of informal evaluations to top management team	0	6	0	6	2
Dept. SDBIP	Good Governance and Public Participation	Risk based audit plan approved by the joint Audit and Performance Audit Committee by the end of June 2018	Plan approved	1	Minutes of the Joint Audit and Performance Audit Committee meeting during which RBAP was approved	0	0	0	1	2
										80

COMPETENCIES

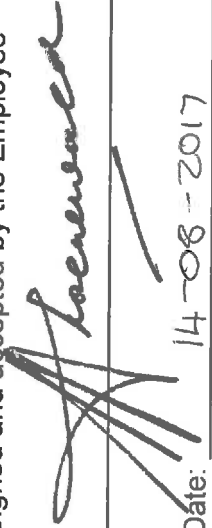
The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

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
LEADING COPETENCIES		
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"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	3
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"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	2
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"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	2
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"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	2

Competency	Definition	Weight
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"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation 	2
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"> • Policy formulation • Risk and compliance management • Cooperative governance 	2
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1
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
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
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	2
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
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
TOTAL		20

Signed and accepted by the Employee


Date: 14-08-2017

Signed by the Executive Mayor on behalf of the Municipality


ALD. R. SMITH: EXECUTIVE MAYOR
Date: 15/8/2017