

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	N/A	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the Infrastructure and Planning Department	80% of the KPI's of the Department have been met	N/A	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the Management Services Department	80% of the KPI's of the Department have been met	N/A	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Local Economic Development	Effective Management and supervision of the Economic Development Department	80% of the KPI's of the Department have been met	N/A	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Municipal Financial Management and Viability	Effective Management and supervision of the Finance Department	80% of the KPI's of the Department have been met	N/A	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the Protection Services Department	80% of the KPI's of the Department have been met	N/A	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the Community Services Department	80% of the KPI's of the Department have been met	N/A	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	
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	4
TL8	Good Governance and Public Participation	Quarterly report to the Mayor, Auditor-General and Audit Committee on progress with implementation of key controls as identified in key control deficiencies	Quarterly reports submitted	3	Minutes of the Audit Committee	1	1	1	1	4
TL9	Good Governance and Public Participation	Risk based audit plan approved by the Audit Committee by the end of June 2016	Plan approved	1	Minutes of Audit Committee meeting during which RBAP was approved	1	0	0	0	2
TL45	Basic Service Delivery	Percentage of a municipality's capital budget actually spent on capital projects identified for 2015/16 in terms of the municipality's IDP {(Actual amount spent on projects as identified for the year in the IDP/Total amount spent on capital projects)X100}	% of the capital budget spent	93.77	Expenditure from SAMRAS	5%	25%	55%	98%	4
D1	Good Governance and Public Participation	Oversight of annual report established and completed by March	Oversight report on annual report tabled to Council	1	Minutes of the Council meeting held	0	0	1	0	6
D2	Municipal Transformation and	Sign section 56 performance agreements	Number of agreements signed	6	Cover page and signature section of	6	0	0	0	4

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
	Institutional Development	with all directors by the end of July			the performance agreements					
D3	Municipal Transformation and Institutional Development	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
D4	Municipal Transformation and Institutional Development	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	2	Progress reports submitted to the Executive Mayor	1	1	1	1	6
D5	Municipal Transformation and Institutional Development	Bi-annual formal performance appraisals of the section 56 appointees for the previous financial period April to June 2015 to be completed by Sept 2015 and the current period October to December 2015 to be completed by February 2016	Number of appraisals	12	Notice of formal appraisals to Panel and Top Management Team	6	0	6	0	4
D10	Good Governance and Public Participation	Bi-annual workshop with top management to promote sound municipal administration	Number of workshops	New kpi	Notice of workshops (Dec/ June) to TMT	0	1	0	1	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D11	Good Governance and Public Participation	Bi-annual workshop with management to promote sound municipal administration	Number of workshops	2	Notice of workshops (Dec/ June) to TMT and SMT	0	1	0	1	4
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	6
D102	Municipal Transformation and Institutional Development	Submit the Final MTREF Budget by the end of May	Budget submitted	1	Agenda of the Council meeting	0	0	0	0	6
D415	Municipal Transformation and Institutional Development	Bi-annual informal performance appraisals of Section 56 appointees to be completed by October 2015 (1 st informal review: July to September 2015) and April 2016 (2 nd inform review: January to March 2016)	Number of appraisals	12	Notice of informal evaluations to top management team	0	6	0	6	4
										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.

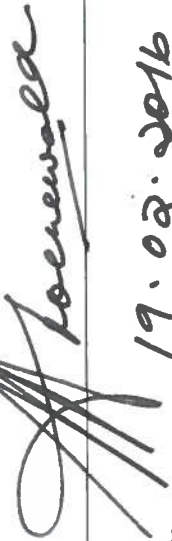
Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

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 	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"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	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"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	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"> • Budget planning and execution • Financial strategy and delivery 	1.67

Annexure A

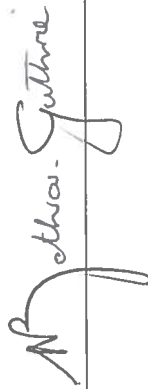
Competency	Definition	Weight
Change leadership	<ul style="list-style-type: none"> Financial reporting and delivery <p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation 	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"> Policy formulation Risk and compliance management Cooperative governance 	1.67
CORE COMPETENCIES		
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: 19.02.2016

Signed by the Executive Mayor on behalf of the Municipality



Date: 22.02.2016